



## CHARTING THE BLUE OCEAN OF GREEN HRM THROUGH ADAPTATION OF TECHNOLOGICAL INNOVATION

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### Abstract

**Purpose:**This study's primary goal is to investigate the variables influencing organisational success, focusing on technology innovation's role as a mediator between green HRM practices and business/corporate performance.

**Need for study:**GHRM is crucial for business management.Only some studies have examined the interaction between green Innovation (GI) and green human resource management (GHRM) despite it being widely known that both have an excellent environmental impact. Conduct this study to fill the missing gaps and find if technological innovation influences (the mediating factor) GHRM and organisational performance.

**Methodology:** The study's research design is exploratory and cross-sectional. (Information gathered between March and May of 2023). Data was collected from logistics company management personnel via a questionnaire, and 250 samples were used for the study. The data analysis tool utilised is Smart PLS SEM 4.

**Findings:**According to the analysis, there is evidence of a partial mediation relationship (5.33) between technological innovations and green HRM regarding how they affect business performance. The study suggests that Technological Innovations and Green HRM have separate effects on Business Performance; there is an intermediary impact where Technological Innovations moderate the link between Business Performance and Green HRM.

**Practical Implications:** This study encourages policymakers to devise laws to enable organisations to implement GHRM practices. The innovations in Green HRM practices, which the study will contribute to the existing literature, will enhance organisational performance.

**Keywords:** Green HRM, Green Practices, Technological Innovation, Sustainable Practices, Organisational Performance.

## I. INTRODUCTION

Today, economies across the world are grappling with unprecedented challenges traversing social, economic, and environmental dimensions of sustainability, including climate change, natural disasters, loss of biodiversity, hunger and malnourishment, economic inequity, and social insecurity(Ovais et al.,2023a).

On 25 September 2015, the United Nations General Assembly adopted the Sustainable Development Goals (SDGs), launching a new initiative to eradicate poverty, assure global prosperity, and preserve the environment by 2030. Out of the 17 goals,169 specific targets show the scope of this global agenda, which strives to strike a balance between the economic, social, and environmental aspects of sustainable development. Business organisations, particularly the large organised corporate sector, are considered significant stakeholders associated with sustainable development, and business organisations, particularly the large organised corporate sector, have been considered to represent a substantial stakeholder with the potential to contribute to the SDG.

According to a recent Business and Sustainable Development Commission report released in 2017, four SDGs—health and well-being, food and agriculture, cities, and energy and materials—can create market opportunities worth US\$12 trillion.(Business and Sustainable Development Commission,2017).

However, business organisations must incorporate sustainability sensitivity into their decision-making processes. A healthy society and environment are required for the development of a market, and there are organisations already working towards this integration and acknowledging it through their processes, methodologies, practices, strategies, products, and services. However, the transition is difficult and heavily reliant on elements in the organisations that challenge the way things are, such as leadership, managerial perceptions, customer expectations, governmental support, and operational and regulatory frameworks.

However, "sustainability" is gradually entering board meetings, stakeholder gatherings, and annual reports. The following sections provide an overview of the business sustainability concept, the business case for sustainability, and the implementation challenges.All organisations, especially those functioning in highly competitive and regulated environments, must balance their economic, social, and environmental performance. Striking a balance between these factors is thought to be complicated, sometimes even contentious (Renwick et al., 2013).

According to reports by the United Nations on sustainable development, sustainability is a concept that focuses on three significant main pillars: environmental, social, and economic aspects(United Nations Report 2002)(Ovais, 2023). Sustainable practices are prominent in determining the organisation'scompetitive advantage and status(Tang et al., 2018). The business sector has often been at the centrepiece of all sustainability discussions and is regarded as a significant cause of ecological harm at local, regional, and global scales (Moscardo et al., 2013);(Ovais et al.,2023a).

"Therefore, businesses are expected to play a vital role in solving environmental problems."(Schaltegger& Burritt, 2010).

Sustainable practices have become vital in determining organisations' status and competitive advantage (Paille et al., 2014; Tang et al., 2018). For organisations to embrace sustainability, it is not just about the technical and scientific factors but also the human element (Ovais et al., 2023b). The 'HR function' (HRM function) enables the alignment of the organisation's policies to the green goals and drives green practices to be ingrained in the organisation's culture(Mehta&Chugan, 2015).Although there have been many definitions of Green HRM, the precise definition of 'Green HRM' is given by Prasad, i.e. "the contribution of HRM

policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources".

A significant challenge for HR is the "war for talent" in attracting top people. It appears that some employers, giant multinational corporations, are implementing Green HRM practices as a type of "employer branding" to increase their selection attractiveness for a younger generation increasingly conscious of the environment. Green human resource initiatives today focus primarily on improving process competency, minimising and eliminating environmental damage, and restoring human resource products, tools, and procedures that lead to higher productivity and lower costs. The literature supports the importance of making the "greening" function the primary component in enhancing an organisation's financial and environmental performance (Haddock-Millar et al., 2016).

As HRM practices assist in the implementation and upkeep of an environmental management system (EMS), which helps organisations achieve higher environmental performance (EP), there is a growing understanding that the environmental impacts of HRM processes should be taken into consideration throughout the entire process (Gilal et al., 2019; Yusoff et al., 2020). In actuality, GHRM makes sure businesses spread out efficiently and become greener. GHRM is crucial for business management for several reasons, such as improving a company's appeal, retaining employees, and providing environmental benefits. The impact of individual HRM practices, as opposed to a collection of practices, on company performance was highlighted in earlier HRM literature (Pham et al., 2020; Awan et al., 2022). Although it is often known that green Innovation (GI) and green human resource management (GHRM) have an excellent environmental impact, there have not been many studies looking at how they interact (Seeck & Diehl, 2017).

## **II LITERATURE REVIEW**

### **TECHNOLOGICAL INNOVATION:**

Innovation is "a process of turning opportunities into novel concepts & ideas and converting these into commonly utilised practice," according to Tidd et al. (1997). According to Afuah (1998), Innovation uses new administrative and technical knowledge to provide customers with a brand-new good or service. The product or service is new because it costs less, has improved qualities, possesses qualities it did not have before or was previously unavailable in that market. As a result, Innovation refers to any novel organisational practices, including equipment, goods, services, procedures, policies, and projects.

One of the most productive fields of research within the management and innovation spheres is the study of technical Innovation (Pan et al., 2019). The significance of technical Innovation within the corporate sector has significantly expanded during the last three decades. Interesting correlations have been shown between the importance of technological Innovation and the competitiveness impact of businesses (Afuah, 2002; Chatzoglou & Chatzoudes, 2018; Ortega, 2010; Shan & Jolly, 2012), sustainable growth (Santana et al., 2015), and company growth (Martnez-Alonso et al., 2019). Technical Innovation advancements have resulted in several corporate strategy improvements (Danvila-del-Valle et al., 2019).

According to Geldes et al. (2017) and Mothe and Nguyen-Thi (2012), technological Innovation is also linked to improvements in processes and products. According to several studies, technological advancement may have given competitors long-lasting competitive advantages. Academic researchers have attempted to establish a link between Innovation and company performance (de Visser et al., 2010). The majority of businesses look at technology advancements as a fundamental strategy for ensuring business continuity and growth, as stated by Choi and his coworkers (Choi et al., 2016).

## **TECHNOLOGICAL INNOVATION AND BUSINESS PERFORMANCE IN LOGISTICS INDUSTRY:**

Most organisations view Innovation as a powerful instrument for building and sustaining competitive advantages. According to Soosay and Hyland (2004), the logistics function increasingly seeks innovative methods to provide value. Addressing the client's logistical needs has replaced the original transportation business model. In the highly competitive global market, the service component offers an excellent chance of creating a durable competitive advantage (Chapman et al., 2002; Esper et al., 2007).

Chapman et al. (2002) also found that the advances in technology and communication have compelled this industry to strive for new products and solutions permanently. Several other studies explored improving the influence of Innovation on the logistics industry on a widely varied spectrum of improvement areas like quality of service production and delivery (Parasuraman & Grewal, 2000), research and development cost-efficiency (Rao, 2001), transaction costs (Garicano & Kaplan, 2001); productivity, inventory, and demand management (Kaplan & Sawhney, 2000); increased customisation capabilities (Yingli & Laiwani, 2007); supply chain and relationships (Hyland et al., 2003; Kaltoft et al., 2007; and Yingli and Laiwani, 2007).

Therefore, logistics companies must constantly seek fresh information, "think for the customer," and reinvent services to suit them. This study aims at HRM practices followed at logistics companies.

According to Ho & Lin (2008), innovations can be classified into three categories: technological, organisational, and environmental. Logistics firms grow in green innovations by encouraging and assisting their employees in taking environmental action. Green innovations help organisations collaborate more effectively and productively by reducing waste, minimising resource consumption, and delivering cost savings (Ho & Lin, 2008).

Despite the difficulties related to the high cost of new technologies, as stated by Ali et al. (2008), purchasing standardised solutions has shown to be a rapid and economical approach to gaining access to new technologies (Mathauer & Hofman, 2019).

The four categories of data technology used by Björklund and Forslund (2018) are information, data acquisition technologies, warehousing technologies, and transportation technologies. Lin (2008) classified Innovation in logistics technologies according to logistics activities. According to Bajec (2012), information technology advances are the most well-known innovations in recent years when considering these four categories. Thus, it is the need of the hour to study whether Innovation in green HRM practices at logistics organisations impacts organisational performance.

### **RESEARCH GAP:**

There has been an increasing amount of study on green management in general (McDonagh & Prothero, 1997), green accounting (Bebbington, 2001; Owen, 1992), green retailing (Kee-hung et al., 2010), and green marketing (Peattie, 1992). In contrast, research on green human resource management (GHRM), defined as the HRM facets, must be more cohesive and diversified. This chapter aims to unravel whether technological Innovation influences (mediating factor) GHRM and organisational performance.

## **III OBJECTIVES OF THE STUDY**

### **BROAD RESEARCH QUESTIONS:**

GI practices have generally been found to increase customer loyalty, enhance a company's brand identity, provide equal opportunities, assure safety, and promote ethical practices (Kraus et al., 2020; Mohsin et al., 2022). Although fewer empirical studies exist on the relationship between GIs and SPs, research suggests that eco-friendly practices may

effectively promote customer loyalty and enhance a company's brand identity (Asadi et al., 2020; Gul et al., 2021c).

- Do GHRM practices have a significant impact on Business performance?
- Is Green HRM Impacting Organisational Performance?
- Do the dimensions of innovation act as a mediating factor between GHRM and organisational performance?

#### IV RESEARCH METHODOLOGY

The study's research design is exploratory and cross-sectional. Data was collected from logistics company management personnel via a questionnaire, and 250 samples were used for the study. The data analysis tool utilised is Smart PLS SEM 4.

#### CONSTRUCTS USED IN THE STUDY:

Table I List of Constructs

	CONSTRUCT	VARIABLE	ITEMS	SOURCE
1	Green HRM	Independent	17	Tang et.al (2018)
	Green Recruitment (GR)			
	Green Training (GT)			
	Green PM(GPM)			
2	Technological Innovation (TI)	Mediator	09	
3	Organisational Performance	Dependent	34	Santos, Juliana & Brito, Luiz. (2012)

Source: Research DataAnalysis.

The study (From Table I) lists the factors considered for the study under the categories of Green HRM), Technological Innovation (TI), and Organizational Performance. Green HRM serves as the independent variable, encompassing Green Recruitment (GR), Green Training (GT), and Green Project Management (GPM). Technological Innovation is a mediator in the relationship, influencing the dynamics between the independent and dependent variables. Finally, Organisational Performance is identified as the dependent variable, and its outcomes are assessed to understand the impact of Green HRM and Technological Innovation. The study aims to unravel the intricate connections between these factors, shedding light on the interplay that shapes organisational success.

#### ORGANISATIONAL PERFORMANCE INDICATORS AND PERFORMANCE:

Numerous factors impact an organisation's performance. In this research study(From Table No. 2), business performance indicators from the study conducted by Santos et al. (2012) are considered.

Table II Performance Dimensions and Indicators Selected:

Profitability	Return on Assets,EBITDAMargin,ROI, Net Income,Return on Equity,EVA.
Market Value	Earnings Per Share,Stockimprovement,DividendYield,Stockpricevolatility,Market Value Added,Tobin's(market Value/Replacement value of assets)

Growth	Market-share growth, AssetGrowth,Net revenue growth,Net Income Growth, and Number of employees growth.
Employee Satisfaction	Turnover, Investments in employee development and training, Wages and rewards policies, Career plans,OrganisationalClimate, General Employee Satisfaction
Customer Satisfaction	The mix of products and services, Number of complaints,Repurchaserate, New customer retention,General customer satisfaction, and Number of new products/services launched.
Environmental Performance	Number of projects to improve/recover the environment, pollutant emission level, use of recyclable materials,and environmental lawsuits.
Social Performance	Employment of minorities,Number of social and cultural projects, Number of lawsuits filed by employees,customers and regulatory agencies.

Source: Adopted from Selvam, Murugesanetal.Determinants of Firm Performance: Subjective Model(2016).

#### V DATA ANALYSIS &INTERPRETATION:

Table III Construct Reliability and Validity

<b>Construct reliability and validity</b>				
	<b>Overall</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
<b>CS</b>		<b>0.912</b>	<b>0.929</b>	<b>0.685</b>
<b>EMPLOYEE SATISFACTION</b>	<b>0.890</b>	<b>0.895</b>	<b>0.919</b>	<b>0.694</b>
<b>EP</b>	<b>0.882</b>	<b>0.885</b>	<b>0.914</b>	<b>0.680</b>
<b>GI</b>	<b>0.900</b>	<b>0.916</b>	<b>0.923</b>	<b>0.667</b>
<b>GPM</b>	<b>0.915</b>	<b>0.921</b>	<b>0.937</b>	<b>0.748</b>
<b>GR</b>	<b>0.901</b>	<b>0.908</b>	<b>0.938</b>	<b>0.835</b>
<b>GROWTH MARKET VALUE</b>	<b>0.893</b>	<b>0.910</b>	<b>0.921</b>	<b>0.699</b>
<b>GT</b>	<b>0.887</b>	<b>0.909</b>	<b>0.929</b>	<b>0.814</b>
<b>MARKET VALUE</b>	<b>0.923</b>	<b>0.934</b>	<b>0.940</b>	<b>0.725</b>
<b>MI</b>	<b>0.795</b>	<b>0.805</b>	<b>0.879</b>	<b>0.707</b>
<b>PI</b>	<b>0.709</b>	<b>0.733</b>	<b>0.832</b>	<b>0.623</b>
<b>PROFITABILITY</b>	<b>0.884</b>	<b>0.899</b>	<b>0.912</b>	<b>0.633</b>
<b>SP</b>	<b>0.772</b>	<b>0.783</b>	<b>0.853</b>	<b>0.594</b>
<b>TI</b>	<b>0.807</b>	<b>0.853</b>	<b>0.882</b>	<b>0.715</b>

Source: Data analysis using PLS-SEM

Validity and reliability are the two most crucial and fundamental aspects of evaluating any measurement tool or instrument for a good research project. Validity is the representation of the truthfulness of findings, while reliability is the stability of findings (Altheide& Johnson, 1994).

In qualitative research, validity and reliability promote transparency and reduce the possibility of introducing researcher bias (Singh, 2014). The researcher can measure the variables precisely to ensure acceptable results. According to Sekaran&Bougie (2010), the majority of errors in research might arise from scale variable measurement, meaning that imperfect scale development is necessary for high-quality research.

The measurement error can harm scores' ability to function correctly to write a good research paper and impair the ability to find meaningful results. The goal of establishing validity and reliability in research is to ensure that the findings are accurate and that the data are reliable and repeatable.

Thus, it is interpreted that (From Table III), reliability and validity of the study are conducted, and all variables are above the threshold values (> 0.5), making all variables valid for the study.

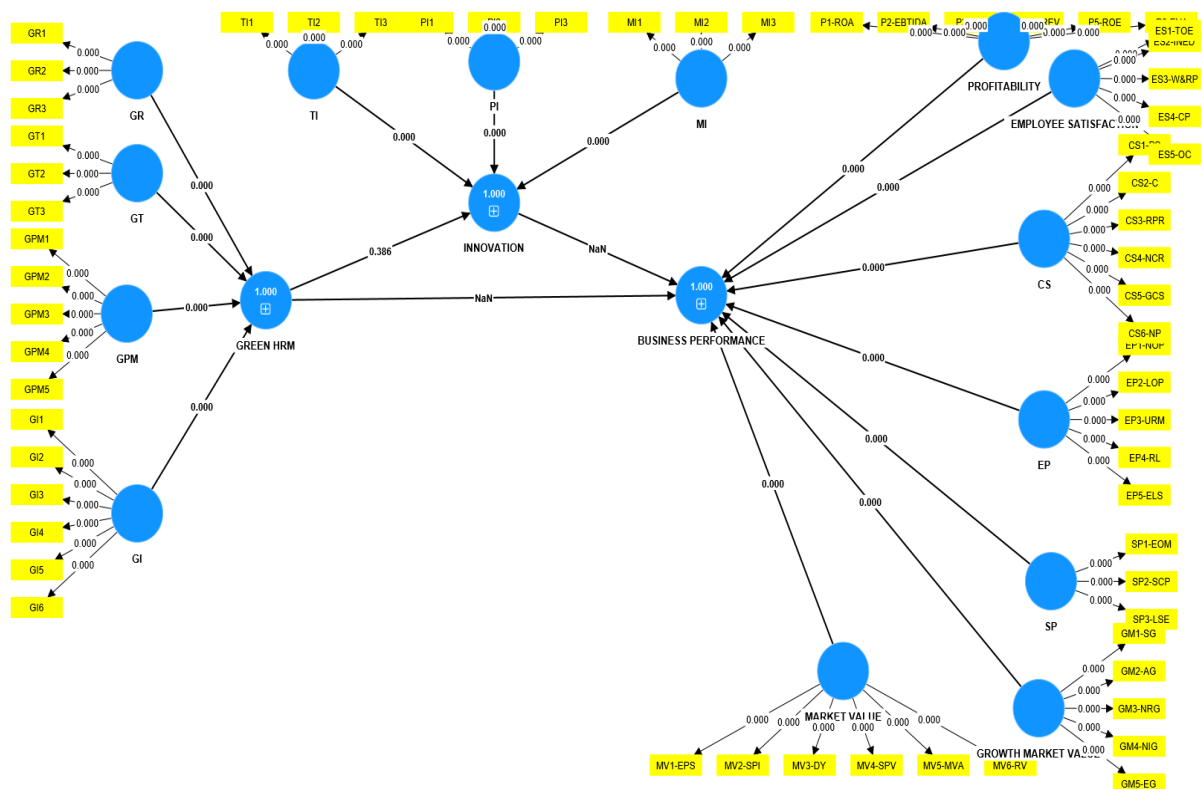


Fig No I PLS-SEM Analysis Incidating Relationship between Variables  
 Source: Author analysis using PLS SEM.

Table IV: Path Coefficients - Mean, Std Dev, T Values, P Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>CS -&gt; BUSINESS PERFORMANCE</b>	0.195	0.194	0.009	20.938	0.000
<b>EMPLOYEE SATISFACTION -&gt; BUSINESS PERFORMANCE</b>	0.169	0.168	0.011	15.528	0.000
<b>EP -&gt; BUSINESS PERFORMANCE</b>	0.144	0.144	0.011	12.81	0.000
<b>GI -&gt; GREEN HRM</b>	0.348	0.348	0.022	15.527	0.000

<b>GPM -&gt; GREEN HRM</b>	0.341	0.341	0.02	16.77	0.000
<b>GR -&gt; GREEN HRM</b>	0.203	0.202	0.015	13.692	0.000
<b>GREEN HRM -&gt; INNOVATION</b>	-0.005	-0.006	0.005	0.867	0.386
<b>GROWTH MARKET VALUE -&gt; BUSINESS PERFORMANCE</b>	0.163	0.163	0.01	15.65	0.000
<b>GT -&gt; GREEN HRM</b>	0.206	0.206	0.016	12.914	0.000
<b>MARKET VALUE -&gt; BUSINESS PERFORMANCE</b>	0.214	0.211	0.012	17.997	0.000
<b>MI -&gt; INNOVATION</b>	0.39	0.39	0.037	10.688	0.000
<b>PI -&gt; INNOVATION</b>	0.325	0.321	0.031	10.434	0.000
<b>PROFITABILITY -&gt; BUSINESS PERFORMANCE</b>	0.169	0.166	0.015	11.397	0.000
<b>SP -&gt; BUSINESS PERFORMANCE</b>	0.073	0.074	0.009	7.963	0.000
<b>TI -&gt; INNOVATION</b>	0.394	0.395	0.028	13.925	0.000

Source: Author Data Analysis.

The data analysis(From Fig. 1 and Table No IV) from the Smart PLS-SEM output reveals statistically significant relationships between various constructs. Notably, the constructs' relationships with Business Performance exhibit strong statistical significance. Customer Satisfaction (CS), Employee Satisfaction, Environmental Performance (EP), Green Innovation (GI), Green Project Management (GPM), Green Recruitment (GR), Growth Market Value, Market Value, Profitability, and Sustainable Practices (SP) all show highly significant T statistics and P values, denoting robust connections with Business Performance. These findings underscore these constructs' impact on influencing and contributing to overall business success. Conversely, a non-significant P value indicates that the relationship between Green HRM and Innovation is not statistically significant. This analytical insight offers a nuanced understanding of the dynamics among these constructs, guiding a more informed interpretation of their impact on organisational outcomes.

The data analysis in the Smart PLS-SEM points to some really strong connections between different factors. Specifically, when it comes to their impact on Business Performance, aspects like Customer Satisfaction, Employee Satisfaction, Environmental Performance, Green Innovation, Green Project Management, Green Recruitment, Growth Market Value, Market Value, Profitability, and Sustainable Practices all show highly significant relationships. These elements play a crucial role in influencing overall business success. On the flip side, the link between Green Human Resource Management and Innovation is not statistically significant, indicating it might not have a substantial impact in this context. This analysis provides valuable insights into how these factors interact and contribute to organisational outcomes.

Table V Mediation Analysis

Mediation Analysis					
DE			IE		
	T statistics	P values		T statistics	P values
GHRM -> Business Performance	5.33	0	GHRM -> Technological Innovation -> Business Performance	2.562	0.01
<b>Partial Mediation</b>					

Source: Author's Data Analysis

The relationship between Green Human Resource Management (HRM), Technological Innovations (TI), and business Performance reveals a nuanced picture. The analysis (Table V) suggests that there is evidence of partial mediation (5.33) between Green HRM and Technological Innovations concerning their impact on business Performance. Analysis implies that while Green HRM and Technological Innovations independently influence business performance, an intermediary effect exists where Technological Innovations partially mediate the relationship between Green HRM and business performance. This insight underscores the intricate dynamics at play, emphasising the need to consider the interplay of factors for a comprehensive understanding of their influence on organisational success.

## VI CONCLUSION

Organisational processes that are environmentally friendly can result from technological advancements. Sustainability demands innovative technologies with an emphasis on the environment. Here, technology advancements enable the most efficient and productive use of limited resources to forge a competitive edge and manage operations from a distance (El-Haddadeh, 2020; Klewitz & Hansen, 2014).

Technological developments and sustainable performance have a convoluted relationship that depends on many variables. The kind of Innovation that impacts business operations and particular resources is one of the most important variables (Sampson, 2007). According to Chege and Wang (2020a), this circumstance will boost the competitive advantage and result in sustainable performance. To achieve sustainable performance in the present pandemic environment, all organisations use technological advancements to implement sustainable green practices, including green supply chains, marketing, HRM, and Innovation.

Results from this study indicated that technological innovations significantly enhance organisational performance along with green HRM practices. Organisations should adopt more green HRM practices infused with technological innovations. Logistics companies should adopt more innovative technological and Green HRM practices for better organisational performance.

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