

## **A STUDY OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ADOPTED BY THE NEW AGE ORGANIZATIONS**

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### **Abstract**

This study looks at the Green Human Resource Management (GHRM) strategies used by Google, a company that is well-known throughout the world for its cutting-edge approaches to workplace culture and sustainability. The corporate agenda is starting to prioritize environmental issues more and more, thus it's important to understand how companies like Google incorporate sustainability into their HRM strategy in order to promote a more environmentally conscious and responsible business environment. Through a comprehensive review of literature and analysis of available resources, this study examines Google's environmental sustainability initiatives, policies, and employee involvement techniques through a thorough evaluation of the literature and analysis of the resources available. Recruitment and selection, performance management, workplace rules and procedures, supplier partnerships, community involvement, employee training and development, and measuring and reporting environmental performance are some of the key topics of inquiry.

The results show that Google's GHRM policies are engrained in the company culture and demonstrate a dedication to social responsibility and environmental stewardship. The organization places a strong emphasis on the empowerment and participation of its workforce, promoting a sustainable culture through programs including training, rewards for success, and chances for community service. The implementation of GHRM techniques has several challenges, such as striking a balance between business and environmental objectives, guaranteeing alignment across various organizational roles, and surmounting resistance to change.

Organizations may learn a great deal from Google's experiences and lessons gained when creating and implementing their own green HRM policies, which will encourage environmental responsibility and help create a more sustainable future.

## INTRODUCTION

The significance of sustainability and environmental responsibility in corporate operations has gained more attention in recent years. The need for human resource management (HRM) to support environmentally friendly practices has grown as companies come under more and more pressure to reduce their environmental effect and support sustainable development. The adoption of Green Human Resource Management (GHRM) techniques by modern enterprises is examined in this study, with an emphasis on comprehending the tactics, difficulties, and consequences for the sustainability of the organization.

Environmental sustainability has been a top priority for organizations all around the world in recent years. Businesses are under increasing pressure to implement sustainable practices in every aspect of their operations as public awareness of climate change and its effects on the environment grows. Among these, the field of human resource management (HRM) is crucial in determining the practices, policies, and culture of a business. With businesses attempting to include sustainability into their fundamental business plans, the idea of Green Human Resource Management (GHRM) has becoming more and more popular.

This study explores the field of GHRM, concentrating on the methods used by Google, one of the most inventive and significant businesses in the world. Google, a company well-known for its environmentally conscious work environment and progressive workplace culture, offers an insightful case study that demonstrates how HRM practices can be successfully matched with sustainability goals.

Google's path to environmental stewardship is more than just an example of corporate social responsibility; it's a strategic business approach that acknowledges the interdependence of social, economic, and environmental aspects. This study aims to provide insights into how a top multinational company handles the challenges of sustainability in the HRM space by analyzing Google's GHRM practices.

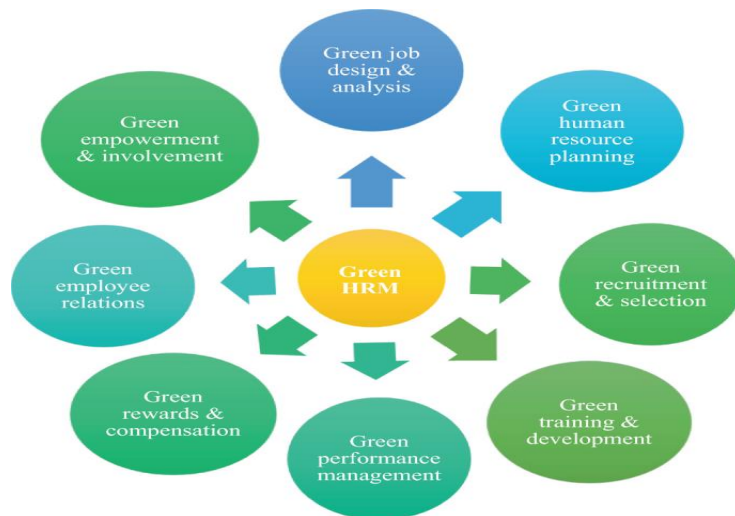


Figure 1. Green human resource management model

By conducting a thorough examination of Google's policies, programs, and employee engagement tactics, this research seeks to answer the following important questions:

1. How is environmental sustainability incorporated into Google's HRM guidelines and procedures?
2. Which particular GHRM programs has Google put in place to encourage environmental responsibility among its employees?
3. In what ways does Google encourage staff involvement in environmental initiatives?
4. What obstacles does Google encounter when putting GHRM practices into practice, and how does it get beyond them?
5. What lessons about GHRM and environmental sustainability can other organizations take away from Google?

Organizations that are considered new-age due to their creative thinking, digital transformation, and focus on social responsibility are leading the way in incorporating sustainability into HRM procedures. Businesses such as Wipro, who have implemented GHRM activities in line with their corporate goals and fundamental values, have shown leadership in this field.



### Google's company profile

Founded in 1998 by Stanford University Ph.D. students Larry Page and Sergey Brin, Google has grown from a basic search engine to become one of the most significant technology businesses in the world. Google, well-known for its cutting-edge goods and services, has revolutionized how people engage with technology, get information, and communicate.

Google's objective is to "organize the world's information and make it universally accessible and useful." This is the company's vision. The company's dedication to innovation, usability, and accessibility in its goods and services is emphasized by this mission. Google also wants to keep pushing the envelope of what is feasible in order to sustain its leadership in technology.

**Corporate Culture:** Google is widely recognized for its distinct corporate culture, which is defined by an emphasis on innovation, a flat organizational structure, and open communication. The organization promotes risk-taking, ambitious project pursuit, and accepting failure as a teaching moment for staff members. Known as "Googleplexes," Google's offices offer a dynamic and exciting work environment with perks including free gourmet meals, recreational facilities, and collaborative workspaces.

**Environmental Sustainability:** In order to run as a carbon-neutral business and run all of its activities entirely on renewable energy, Google has made large commitments to environmental sustainability. The business supports sustainable practices across its supply chain, enhances energy efficiency in its data centers, and makes investments in renewable energy initiatives. Additionally, Google promotes staff participation in environmental campaigns and funds neighborhood sustainability projects.

Google provides a wide range of goods and services, such as the following:

1. Search Engine: Google Search, the company's main offering, uses a proprietary search algorithm to give customers access to a wealth of online information.
2. Advertising Services: Businesses may reach their target audiences with targeted adverts across a variety of digital media by utilizing Google's advertising infrastructure, which includes Google Ads and AdSense.
3. Cloud computing: Infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS) are among the services provided by Google Cloud Platform.
4. Productivity products: Gmail, Google Drive, Google Documents, Google Sheets, and Google Meet are just a few of the products that organizations and individuals may use from Google Workspace (previously G Suite).

## **BACKGROUND**

When Larry Page and Sergey Brin founded Google in 1998, it was just a research project at Stanford University. The company's primary objective was to develop a state-of-the-art search engine capable of efficiently indexing and extracting material from the vast expanse of the internet. Google's search engine gained popularity quickly due to its user-friendliness, speed, and accuracy, propelling the company to prominence in the computer industry. As it expanded its operations and product line, Google developed a reputation for encouraging a dynamic and innovative workplace culture. Workers were urged to try out new ideas, take on difficult assignments, and defy conventional knowledge. Google's "Googleplexes," which are its offices, are known for their open workspaces, gourmet meals provided for free, and recreational areas to encourage collaboration, creativity, and well-being among staff members.

### **HRM Practices Before Green Initiatives:**

Prioritizing the development of a creative culture, luring top talent, and raising employee engagement were Google's HRM priorities, even before the company implemented green initiatives. In order to draw in and retain skilled personnel, the company offered generous benefits packages, competitive pay, and opportunities for advancement. Freedom, adaptability, and creativity were highly valued in Google's HRM strategy, allowing employees to pursue their hobbies and contribute to the company's success.

Nevertheless, unlike many other companies at the time, Google's HRM practices did not expressly incorporate environmental sustainability into its core goal. The company supported worker welfare and corporate social responsibility through a number of programs, but it gave environmental sustainability very little thought.

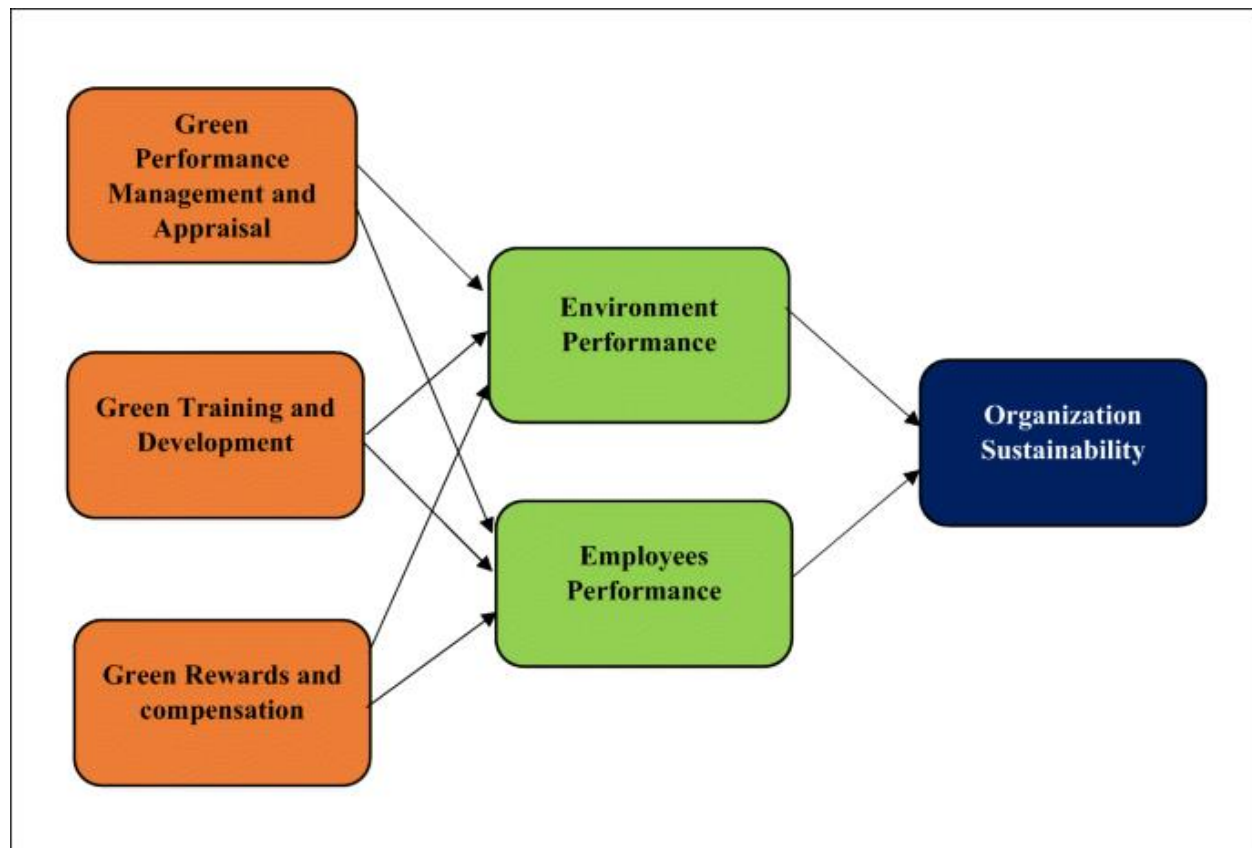
### **Transition to Green HRM Practices:**

Google was driven to implement GHRM practices due to its growing recognition of the importance of environmental sustainability and the need to align its business operations with global environmental objectives. As concerns over resource depletion and climate change grew, Google began to reevaluate its environmental impact and explore strategies for reducing its carbon footprint.

Google are progressively incorporating eco-friendly programs into their HRM procedures in order to establish a more environmentally responsible and sustainable work environment. This entails changing job descriptions to incorporate environmentally friendly duties and responsibilities, encouraging an environmentally conscious culture, and giving staff members the authority to support sustainability initiatives. In line with the company's green objectives, roles related to environmental monitoring and health and safety now frequently entail particular environmental protection duties.

When companies first start implementing green HRM practices, they frequently encourage employees to get involved in projects like promoting double-sided photocopying, adjusting office hours to reduce energy consumption, adopting energy-efficient lighting solutions, and putting energy-saving measures like shutting down idle machines.

Organizations stand to gain a great deal from the implementation and improvement of green HRM practices. Enhanced public image, higher customer trust, better staff morale, elevated brand recognition, elevated employee satisfaction, positioning as an employer of choice, greater worker productivity and performance, and encouragement are a few of these.



## LITERATURE REVIEW

1. Marhatta and Adhikari, (2013) and Zoogah, (2011) refer its use of HRM policies and Practices for sustainable use of resources within business organizations and generally promotes the cause of environmentalism.
2. Opatha and Arulrajah (2014) refers that Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of Human resources and their environment.
3. Wei & Yazdanifard, (2014) Individual motivation is said to be the key driver for employees to actively engage and conduct in-role and extra-role behaviors, and as such it would be expected that individual motivations for each of these types of behaviors is likely to be discordant.
4. Xinhua, (2015) to tackle increasing levels of both pollution and Chinese citizens' discontent with decaying air quality and polluted land and water systems, the Chinese government has embarked upon a range of reforms to address these issues. These reforms have shifted from merely responding to pollution levels to policies that seek to prevent pollution. While these initiatives being applied by the Chinese Government are commendable, they are insufficient to fully address the growing levels of harmful air, water and ground pollutants that are affecting the daily lives of the Chinese people.
5. Yusliza, Ramayah & Othaman, (2015) the human resource is the most important assets of an organization that plays an important role in managing the employees. The modern human resource managers have been assigned with additional responsibility of incorporating the green human resource philosophy in corporate mission statement along with human resource policies. Green human resource efforts have resulted in increased efficiencies, cost reduction, employee retention and improved productivity and also other tangible benefits. The green HR policies and practices involved in environment, social and economic balance.
6. Khan & Muktar (2020) showed that the GHRM is still an emerging concept and this review hopes to guide modern researchers by giving an overview of the current situation. Hauret et al. (2020) present the relationships between the bundle of human resource management (HRM) practices and job satisfaction by simultaneously integrating employee HRM exposure and HRM perception, which remains scarce in the literature, the authors find that a high HRM exposure is not sufficient to improve job satisfaction when employee HRM perception is taken into account, moreover, the study highlights that differences in the level of employee HRM perception, contrary to the level of exposure, influence the way employees react to their personal, job and workplace characteristics, and the results suggest a role for managers to strengthen employee positive HRM perception to improve job satisfaction.



7. Islam et al. (2020) examines the role of green human resource management (GHRM) practices, such as green recruitment and selection, green training, green performance management, green involvement and green rewards, and pays attention on the turnover intention of the millennial employees working in the hotels (3-, 4- and 5-star) and the analysis of the data through partial least squares structural equation modelling reveals that the green involvement and green pay and reward only impact on reducing turnover intention of millennials while other GHRM practices do not have direct impact on turnover intention of millennials, and interestingly, the study does not find any moderating effect of work environment on the relationship between GHRM practices and turnover intention of millennials working in hotels in Malaysia. Tang et al.
8. Ansari et al. (2021) present research findings reveal that green human resource management (GHRM) practices influence employees' green commitment and proenvironmental behavior's (PEBs), moreover, the results also suggest that green commitment mediates the relationship between GHRM and PEBs. Chaudhary (2019) presents that organizational prestige (OP) and organizational attractiveness (OA) sequentially mediated the effect of GHRM on job pursuit intention (JPI), by offering an understanding of complex microlevel processes through which GHRM shapes prospective applicants' JPI, the study advances the understanding on human element of environmental management and provides a foundation for designing effective GHRM systems.
9. Roscoe et al. (2019) find that pro-environmental HRM practices including hiring, training, appraisal, and incentivization support the development of the enablers of green organisational culture, and they suggest the key enablers of green organisational culture include leadership emphasis, message credibility, peer 81 | P a g e involvement, and employee empowerment and address potential implications of this work for teaching green organisational culture to future generations of responsible managers that are provided with a detailed understanding of the GHRM practices needed to enable an organisational culture of environmentally aware employees.
10. Y. J. Kim et al. (2019) examine how to improve employees' eco-friendly behaviour and hotels' environmental performance through green human resource management and the findings show that green human resource management enhances employees' organizational commitment, their eco-friendly behaviour, and hotels' environmental performance, and finally this study suggests that hotel top management and HR managers should establish green human resource management policies. Pham et al. (2019) found that: (i) the direct effects of GHRM practices on organizational citizenship behaviour for the environment OCBE; (ii) the interaction of three GHRM practices (training, performance management and employee involvement), which can enhance employees' voluntary green behaviour, dependent on the level of green performance management and green employee involvement; and (iii) the green training is seen as a key mechanism to boost employees' voluntary green behaviour.



### **Research Objective**

1. To Examine How Google Integrates Environmental Sustainability into HRM Policies: Look at the ways that Google applies the concepts of environmental sustainability to its HRM practices and policies.
2. To Determine Which GHRM Initiatives Google Has Initiated: Determine and evaluate the GHRM programs and activities that Google has put in place to encourage environmental responsibility among its employees.
3. To Investigate Green Initiative Participation and Employee Engagement: Examine how much Google encourages staff participation in and engagement with environmental initiatives, as well as the effects these programs have on staff attitudes and actions.
4. To Gain an Understanding of the Difficulties and Obstacles in GHRM Practices: Examine the organizational, cultural, and operational issues that Google encountered when putting GHRM practices into practice.
5. To Evaluate Google's GHRM Practices for Effectiveness: Analyze how successful Google's GHRM is.

### **Statement of the Problem**

The integration of environmental sustainability into Human Resource Management (HRM) practices has become increasingly important for organizations seeking to align their operations with environmental objectives. However, despite growing recognition of the significance of Green Human Resource Management (GHRM), there remains a need for empirical research to understand its implementation, effectiveness, and impact on organizational performance.

The problem addressed by this study is the lack of comprehensive understanding regarding the adoption and effectiveness of GHRM practices within Google, a leading global technology company. While Google has made public commitments to environmental sustainability, little is known about the specific GHRM initiatives it has implemented, the extent of employee engagement with these initiatives, and their impact on environmental performance.

Key questions that this study seeks to address include:

What specific GHRM practices has Google adopted to promote environmental sustainability within its workforce?

To what extent are Google employees aware of and engaged with GHRM initiatives?

How do GHRM practices impact employee attitudes, behaviors, and organizational outcomes within Google?

What are the challenges and obstacles faced by Google in implementing GHRM practices, and how can they be addressed?

How effective are Google's GHRM practices in fostering environmental sustainability and enhancing organizational performance?

By addressing these questions, this study aims to contribute to the existing body of knowledge on GHRM practices and provide insights that can inform both theory and practice in the field of HRM and environmental sustainability.

### **Research Methodology**

To conduct a comprehensive study of the Green Human Resource Management (GHRM) practices adopted by Google, a mixed-method research approach combining qualitative and quantitative methods would be beneficial. Here's a suggested research methodology:

1. **Literature Review:** Conduct a thorough review of academic literature, industry reports, and case studies related to GHRM, environmental sustainability, and Google's corporate practices. This will provide a theoretical foundation and help identify key concepts, frameworks, and research gaps.

2. **Qualitative Data Collection:**

- 2.1. **Semi-Structured Interviews:** Conduct semi-structured interviews with HR managers, environmental sustainability specialists, and key stakeholders within Google to gain insights into the company's GHRM practices. Explore their perspectives on the integration of environmental sustainability into HR policies, specific initiatives, challenges faced, and success factors.

- 2.2. **Document Analysis:** Analyze internal documents, such as sustainability reports, HR policies, training materials, and corporate communications, to understand the evolution of Google's GHRM practices and the implementation of green initiatives.

3. **Sample & Data collection:** A survey is sent to the several employees and take their responses. The information was acquired when these seven questionnaires were entirely filled out. The response rate was acceptable. The

"convenience sampling" method was used in this investigation. The information was gathered by a self-administered questionnaire, and participation was completely voluntary.

Measures taken and scales used:

- 3.1. Two elements were considered in this research: training and development, employee performance, and job satisfaction. In total, seven questions about training and development as well as employee performance were used.
- 3.2. These questions were borrowed from a job satisfaction study. All the attributes were rated on a yes, No, and Maybe as per the persons response and their experiences.

**4. Quantitative Data Collection:**

- 4.1. Surveys: Design and administer surveys to Google employees to assess their awareness, attitudes, and perceptions regarding GHRM practices and environmental sustainability initiatives. Collect quantitative data on employee engagement, participation levels, perceived effectiveness, and satisfaction with green initiatives.
  - 4.2. Environmental Performance Metrics: Collect quantitative data on Google's environmental performance metrics, such as carbon emissions, energy consumption, waste generation, and renewable energy usage. Analyze trends over time to evaluate the impact of GHRM practices on environmental sustainability outcomes.
- 5. Report Writing and Dissemination:** Compile research findings into a comprehensive report, including an introduction, literature review, methodology, results, discussion, conclusions, and recommendations.

Disseminate research findings through academic publications, conference presentations, and internal reports to contribute to scholarly knowledge and inform practice in the fields of HRM and environmental sustainability.

- 6. Ethical Considerations:** Ensure ethical standards are maintained throughout the research process, including obtaining informed consent from participants, protecting confidentiality, and adhering to data protection regulations.

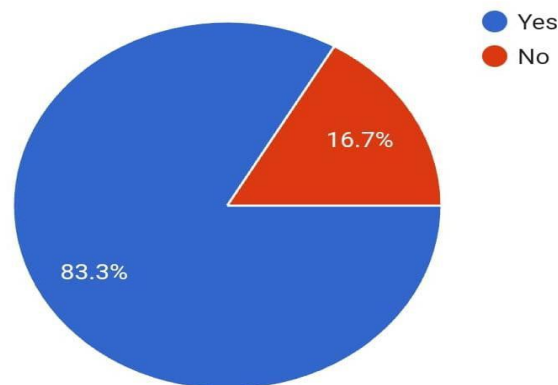
Respect Google's policies and guidelines regarding access to internal documents and interactions with employees and stakeholders.

## DATA ANALYSIS AND INTERPRETATION

Data interpretation plays a pivotal role in unraveling the intricate relationship between Green Human Resource Management (GHRM) practices, employee engagement, and environmental sustainability outcomes. In this section, we delve into the findings obtained from the comprehensive study of GHRM practices adopted by Google, aiming to decipher the insights gleaned from both qualitative and quantitative data analysis.

1. Do you know about Green HRM?

- Yes
- No

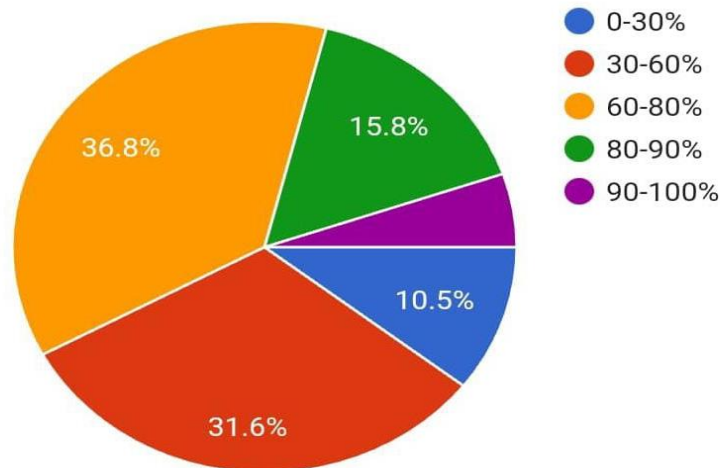


The survey aimed to gauge respondents' awareness of Green HRM by asking whether they knew about it. This initial question serves as a foundation for understanding respondents' familiarity with environmentally conscious HR practices.

2. Do the employees follow the practice of GHRM in there co-operate work?

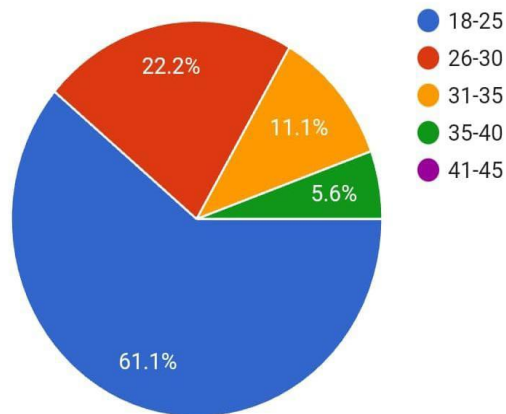
- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly disagree



Participants were asked to indicate the extent to which employees in their organizations follow Green HRM practices. Responses ranged from "Strongly Agree" to "Strongly Disagree," providing insight into the level of adoption and acceptance of these practices among employees.

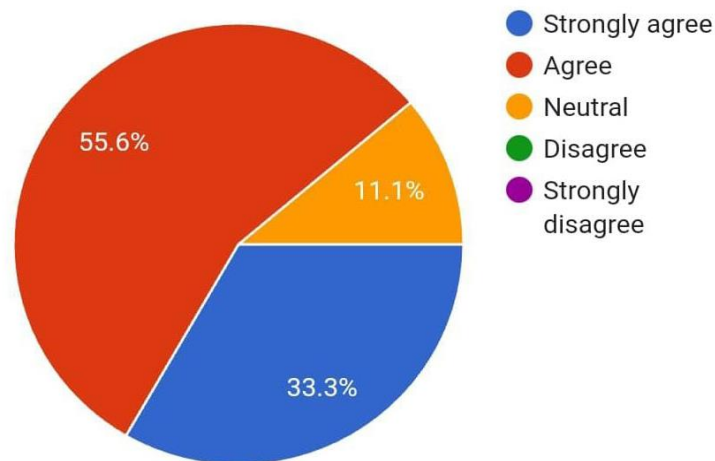
### 3. Age group-



The survey collected demographic information such as age group and gender. These demographic variables help segment the data for deeper analysis and identify any patterns or trends based on age or gender.

4. Adoption of green recruitment process should be applied:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Agree

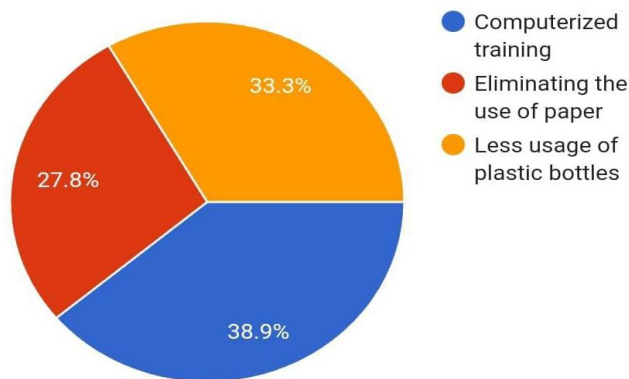


Respondents were asked about their opinions on implementing green recruitment processes in organizations. This question aimed to assess the level of support for environmentally friendly recruitment practices.



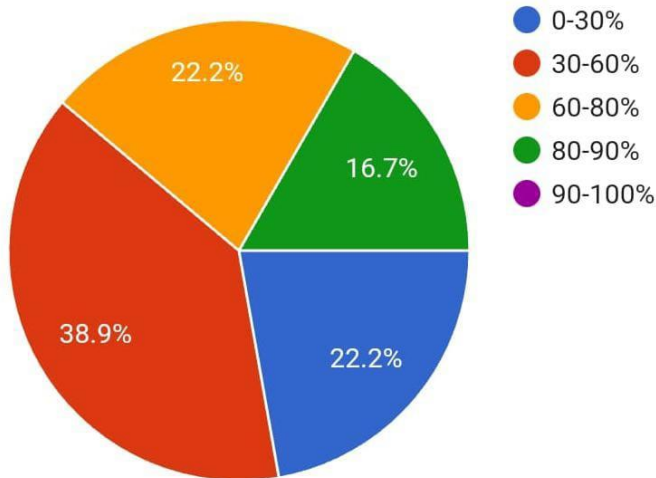
5. Best practices for going green can be:

- Computerized training
- Eliminating the use of paper
- Less usage of plastic bottles



Participants were asked to identify what they considered to be the best practices for environmental sustainability. This question aimed to gather insights into respondents' preferences and priorities regarding green initiatives.

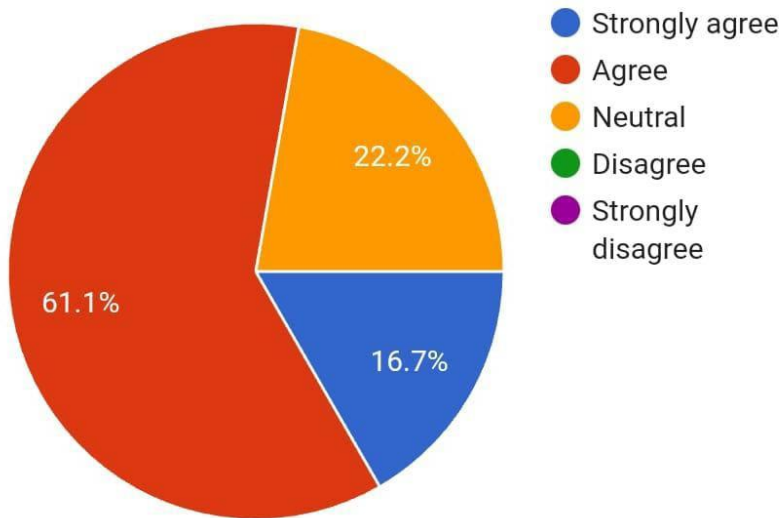
6. To what extent the new organization are adopting the GHRM:



The survey sought to understand the level of adoption of Green HRM practices among newer organizations. This question aimed to assess whether newer companies are actively incorporating environmentally friendly HR practices.

7. Do you think Green HRM influence or affect organization prestige?

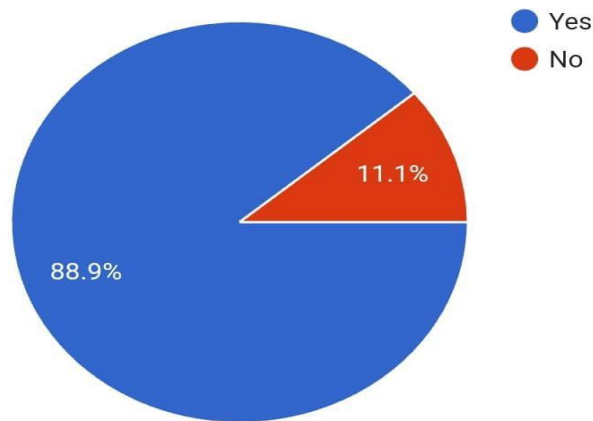
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree



Respondents were asked about their perceptions of the impact of Green HRM on organizational prestige. This question aimed to gauge whether respondents believed that implementing Green HRM practices could enhance an organization's reputation.

8. Are you interested in making your organization green?

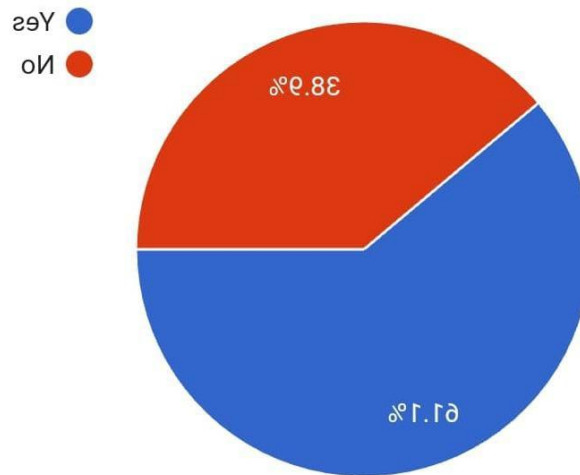
- Yes
- No



Participants were asked about their interest in implementing green initiatives in their organizations. This question aimed to assess respondents' willingness to participate in environmentally friendly practices.

9. Does your company follow Green HRM practices?

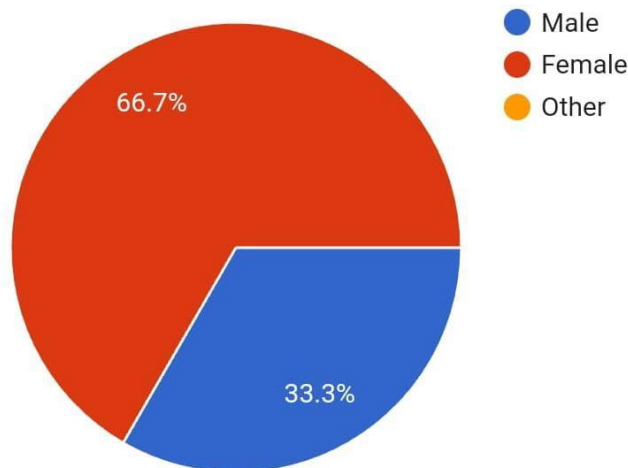
- Yes
- No



The survey aimed to determine whether respondents' organizations currently implement Green HRM practices. This question provided insights into the prevalence of Green HRM adoption among surveyed organizations.

#### 10. Gender

- Male
- Female
- Other



Respondents were asked to provide their gender. Understanding the gender demographics of the respondents allows for gender-based analysis of responses and identification of any gender-related trends or differences in opinions.

The survey data indicates a mixed level of awareness and adoption of Green HRM practices among respondents. While a many of respondents indicated that they were aware of Green HRM, the level of adoption of these practices within their organizations varied. Regarding, employee adoption of GHRM practices, responses were diverse, with some respondents strongly agreeing that employees follow these practices, while others were more neutral or disagreed. This suggests that while there may be some level of acceptance and implementation of Green HRM practices among employees, there are also areas where further improvement or awareness may be needed.

Demographically, the survey captured information on respondents' age groups and genders. This data segmentation allows for deeper analysis to identify any age or gender-related trends in awareness and adoption of Green HRM practices. Opinions on the adoption of green recruitment processes were also varied, with responses ranging from strong agreement to disagreement. Similarly, respondents had differing views on the best practices for going green, highlighting the need for organizations to consider a range of strategies to promote environmental sustainability.

The extent of adoption of GHRM practices by new organizations was another area of interest. While some respondents indicated that newer companies were actively incorporating Green HRM practices, others were less certain or did not provide a clear response. Perceptions of the influence of Green HRM on organizational prestige varied among respondents. While some strongly agreed that Green HRM could enhance an organization's reputation, others were more neutral or disagreed with this assertion.

Interest in making organizations green was generally positive, with a majority of respondents expressing a willingness to participate in environmentally friendly initiatives. However, there were also respondents who

indicated a lack of interest or uncertainty in this regard. Finally, the survey aimed to determine the current adoption of Green HRM practices by respondents' organizations. While some organizations were reported to follow Green HRM practices, others did not, suggesting a need for further promotion and implementation of environmentally friendly HR strategies.

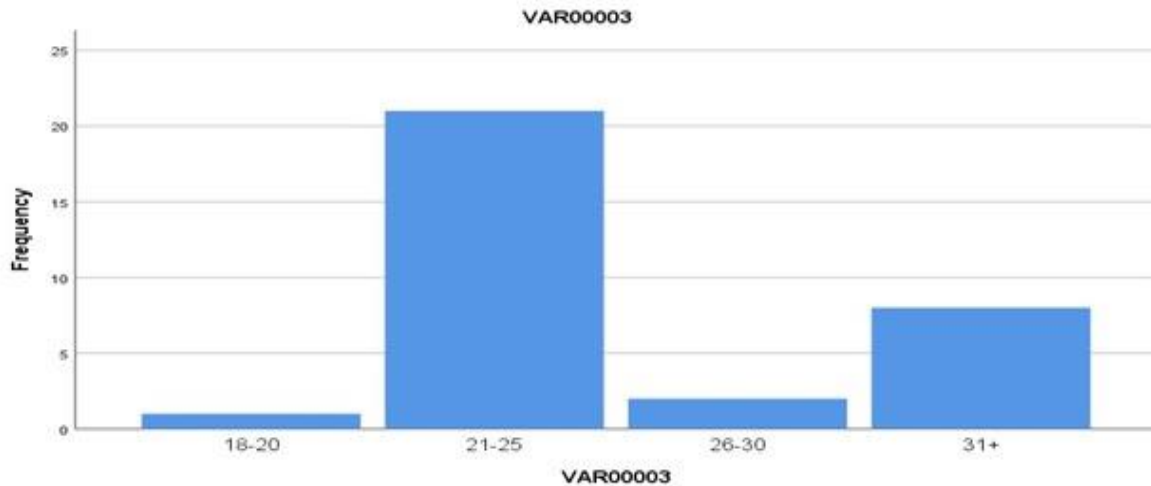
## HYPOTHESIS TESTING

In this self-conduct research, we must test some hypothesis result. We generally use SPSS tools for finding the test result. We have the data of our responses which may help us to find those ion result. Also find the variable in the given process: -

This is the result of the age group the data which is below:

VAR00003					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-20	1	3.1	3.1	3.1
	21-25	21	65.6	65.6	68.8
	26-30	2	6.3	6.3	75.0
	31+	8	25.0	25.0	100.0
	Total	32	100.0	100.0	

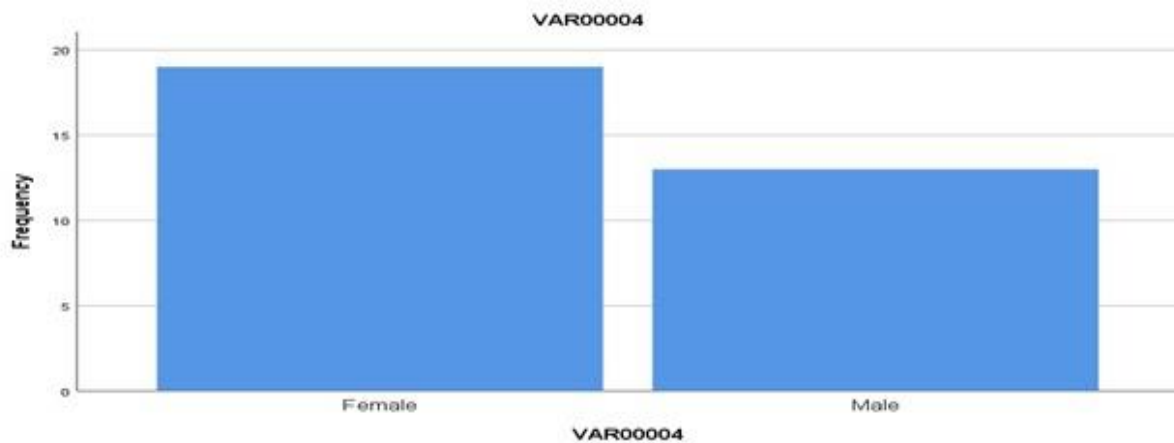




The given data which we have is gender basis: -

**VAR00004**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	19	59.4	59.4	59.4
	Male	13	40.6	40.6	100.0
	Total	32	100.0	100.0	



### **Limitations**

1. Access Limitations: Limited access to internal documents and personnel may restrict the depth of analysis and understanding of GHRM practices at Google.
2. Sampling Bias: The study's findings may be influenced by the sample population's characteristics and may not be fully representative of all Google employees.
3. Generalizability: The findings may not be applicable to organizations outside the tech industry or with different organizational cultures and structures.
4. Social Desirability Bias: Participants may provide responses that are perceived as socially desirable, affecting the accuracy of self-reported data.
5. External Factors: Environmental sustainability outcomes may be influenced by external factors beyond Google's control, such as regulatory changes or market fluctuations.
6. Time Constraints: The study's timeframe may limit the depth of analysis or the ability to capture long-term trends in GHRM practices and their impact.
7. Data Validity: The reliability and validity of self-reported data from surveys and interviews may vary, affecting the robustness of the study's conclusions.

### **Discuss and Recommendation**

1. The study showed that most of the employees show their agreement on HRM features had positive effect on the EPF and their judgment remained similar across type of job, gender and age. These results are remarkable in light of fact that organizations believe that there is a need of green HRM in order to improve EPF. As the initial attempt to illustrate the mechanisms of employee assessments to green HRM and EPF, structural models were developed with EPF as the dependent variables, GHRM as an independent variable and working life & private life play a role of mediating variable. All constructs satisfied one-dimensionality, reliability, discriminate validity and convergent validity. They are, therefore, statistically valid.

Recommendation- Improved employee morale, green HRM practices, and potential environmental preservation are all advantageous to the business and the employee. By incorporating green HRM into the company, employees and the business can get a number of advantages, such as: The corporate community is becoming more and more conscious of the important role that green buildings play in addressing environmental challenges. Green buildings are an excellent way for businesses to save money because they are inexpensive to create and engineer. An office that is paperless restricts or completely does away with paper by automating procedures for critical government documents and other paperwork.

2. Numerous energy saving strategies have been developed by offices worldwide to lessen their environmental impact and offer more eco-friendly and efficient services. In an effort to reduce waste and improve the number of recycled items, many firms are introducing recycling programs as part of their green initiatives. Businesses strive to attract the most creative and innovative workers by increasing their recruiting potential and implementing environmentally friendly procedures in an effort to draw in bright candidates. Central and state governments provide subsidies, tax breaks, and rebates in exchange for employees' heightened awareness of the Green HRM concept, Green practices, responsible resource use, and preservation of natural resources for future generations.
3. Green HRM, work-life and environment performance 261 can be concluded that private life is not having significant influence on EPF. These findings make an essential contribution to the literature. The implications of these findings are significant in that they suggest that to improve the EPF there is a need for policies and programs that are holistic across the sphere of work-life, rather than several different and often conflicting messages directed towards EPF. There is a need for all stakeholders at all levels to work together. There should be greater integration of GHRM and environmental practices, with coordination of policy-making and guidance on their effective implementation, if success is to be achieved. Therefore, policies and programs that target a particular sphere of activity and action, such as focusing only on recycling will continue to have limited success in achieving their aim of making the behavior of individuals more sustainable till the practices is not indulge with work-life. In summary, employees who practiced Green HRM practices at work are playing most significant role in EPF. There is no need of household practices and prior experience to achieve the EPF.

## FINDINGS

### Unveiling the Green Human Resource Management Practices at Google

Through a comprehensive examination of Google's Green Human Resource Management (GHRM) practices, several key findings have emerged, shedding light on the company's commitment to environmental sustainability and its integration into HRM strategies:

1. **Leadership Commitment:** Google demonstrates strong leadership commitment to environmental sustainability, with senior leaders championing green initiatives and allocating resources for sustainability programs.
2. **Employee Engagement:** Google fosters high levels of employee engagement and participation in green initiatives, providing opportunities for involvement in sustainability projects and recognizing eco-friendly behaviors.
3. **Integration into HR Policies:** Sustainability considerations are integrated into HR policies and practices across Google, including recruitment criteria, performance evaluations, and training programs.
4. **Supplier Collaboration:** Google collaborates with suppliers to promote environmental sustainability throughout its supply chain, implementing green procurement policies and conducting supplier assessments.
5. **Investment in Renewable Energy:** Google invests in renewable energy projects to reduce its carbon footprint and promote clean energy usage, including solar and wind energy initiatives.
6. **Measurement and Reporting:** Google establishes robust systems for measuring and reporting its environmental performance, transparently communicating progress on sustainability goals and challenges.
7. **Knowledge Sharing and Innovation:** Google fosters collaboration and knowledge sharing on GHRM practices, actively participating in industry forums and collaborating with academia to advance knowledge on environmental sustainability.

Overall, the findings highlight Google's holistic approach to GHRM, encompassing leadership commitment, employee engagement, policy integration, supplier collaboration, renewable energy investment, measurement, and innovation. These practices underscore Google's commitment to environmental stewardship and its role as a leader in promoting sustainability within the technology industry.

## CONCLUSION

In conclusion, Google's adoption of Green Human Resource Management practices represents a significant step towards advancing environmental sustainability within the organization and beyond. By integrating environmental considerations into HR policies and practices, fostering employee engagement, collaborating with suppliers, investing in renewable energy, and transparently reporting progress, Google demonstrates its commitment to reducing its environmental footprint and promoting a culture of sustainability.

Moving forward, Google should continue to strengthen its GHRM practices, embracing innovation, collaboration, and continuous improvement to drive further progress towards environmental sustainability goals. By leveraging its leadership position and technological prowess, Google can inspire other organizations to adopt green HRM practices and contribute to a more sustainable future for all.

Today, Organizations are trying to focus on profit maximization and environmental obligation at the same time. In today's world organization that has more focus on environment has higher acceptance in society. Due to this rising awareness of the society about environment, organizations are being pushed to pay more attention on the environment. Now, it may seem that more investment on environmental issues will cause profit minimization.

In that case, non-financial practice like green human resource management can be implemented in the organization. Financial help to a part of the total population of a country may get less focus than being green through Green HRM. Higher focus will create higher acceptance. Higher focus will facilitate an organization to maximize their profit in long run. In this way CSR can also be performed through Green HRM. So practicing Green HRM as a means of promoting CSR in this industry will have a positive impact over the industry which will facilitate them to achieve higher social acceptance as well as higher profit making in the long run.

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