Exploring the Influence of Green HRM Practices on Employee Motivation and Sustainable Performance: A Focus on Organizations in the Service Industry in Tirana

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Abstract

Purpose: This research delves into exploring how conscious Human Resource Management (HRM) practices, employee motivation and sustainable business performance are interconnected. As companies increasingly adopt eco initiatives this study aims to investigate how Green HRM practices influence employee motivation and their role in driving business outcomes within the service industry in Tirana.

Methodology: The study employs a qualitative analysis to explore the multifaceted dimensions of this relationship. By reviewing existing literature, the research consolidates knowledge on Green HRM practices, employee motivation theories and indicators of performance. Through interviews with HR professionals and employees, applying thematic analysis, the study aims to pinpoint the components of Green HRM practices that have an impact on motivating employees. Additionally, it seeks to uncover how motivated employees contribute to business practices by considering factors such as productivity, innovation and corporate social responsibility.

Findings: The results of this study add to the growing body of knowledge on HRM practices by highlighting the ways in which eco-friendly HRM initiatives affect the workforce and organizational sustainability.

Value: The implications of this research go beyond concepts offering insights for HR practitioners, business executives and policymakers looking to improve both employee involvement and sustainable business strategies. In today's world as companies maneuver through the realm of accountability Green HRM practices, employee motivation, and sustainable performance becomes imperative for fostering holistic and enduring success.

Keywords: Green HRM, Employee motivation, Sustainable performance.

Introduction

In the contemporary landscape of business management, the intersection of environmental sustainability and human resource practices has emerged as a critical focal point. As the world becomes more aware of issues companies are realizing the importance of incorporating eco practices into their operations. Human Resource Management (HRM), as a strategic function within organizations, plays a pivotal role in encouraging employees to adopt sustainable practices. This research explores "The Influence of Green HRM Practices on Employee Drive and Sustainable Performance " aiming to uncover the relationships between conscious HRM practices, employee motivation and sustainable business outcomes.

How do we define motivation? Helliegel, Slocum and Woodman (1992) describe motivation as the driving force that leads individuals to engage in behaviors aimed at achieving goals (p.204). According to Reece and Brandt (1990) motivation is the underlying factor that motivates an individual's actions. In a work setting motivation serves as the fuel that ignites a passion for working (p.149). Lastly, Daft and Marcic (2004) explain that motivation involves external factors that inspire enthusiasm and persistence guiding individuals toward actions (p.444).

These viewpoints collectively highlight the connection between motivation and human behavior emphasizing its role as a driving force, a factor or the reason behind actions. Furthermore, these definitions indicate that individual motivations can differ based on needs. For managers this implies the importance of understanding. Recognizing these distinctions and needs creating appropriate strategies to motivate employees by addressing these unique needs in line with overarching organizational objectives.

As businesses strive to align their practices with principles the significance of HRM in nurturing a sustainable corporate culture becomes crucial. Green HRM strategies encompass a range of efforts from recruitment procedures to encouraging responsible conduct among staff members. Grasping how these strategies impact workforce motivation and consequently enhance business performance is essential for organizations aiming to tackle the complexities of business environments effectively. This study is driven by the need to bridge gaps in the comprehension of the links between Green HRM practices and the motivational factors that drive employee engagement. Through an examination this research aims to offer insights into how environmentally conscious HRM initiatives can motivate employees to actively contribute towards achieving sustainable business results.

The research goes beyond theory; it's meant to provide advice for HR professionals, business leaders and policymakers. With organizations trying to find a ground between success and environmental consciousness understanding how Green HRM practices affect employee motivation is crucial for building a sustainable socially aware and competitive business atmosphere. This study lays the groundwork for delving into the aspects that shape the link between Green HRM, employee drive and term organizational success.

Research questions

- How do Green HRM practices shape the organizational culture and contribute to a more sustainable workplace?
- What is the impact of integrating Green HRM practices into various HR processes on organizational sustainability?
- In what ways do environmentally friendly practices, especially Green HRM, enhance employee motivation and engagement?
- How does leadership involvement influence the successful implementation of Green HRM practices, and what role does ongoing leadership development play in sustaining commitment and satisfaction.

Literature review

The role of Human Resource Management (HRM) in the development of Environmental Management Policies is crucial. As highlighted by Lado and Wilson (1994) HRM encompasses a series of interconnected actions aimed at attracting nurturing and retaining a company's capital. Strategic HR practices are implemented to enhance capital in alignment with culture and business objectives leading to enhanced organizational performance and a competitive

edge (Boselie, 2001; Paauwe and Boselie 2003). It is essential to cultivate managerial competencies across all employees for the establishment of an environmentally friendly management system within a company (Daily et al., 2012). Companies striving for sustainability and competitive advantage prioritize the development of environmental management strategies and technologies (Lin et al., 2001). Establishing a groundwork necessitates sound HRM practices including recruitment policies (Grolleau et al., 2012) incentive structures that consider environmental factors as well as training and developmental programs (Unnikrishnan and Hedge 2007). These initiatives facilitate skill acquisition among employees, in companies. Scholars emphasize aligning an organization's environmental management objective with HRM principles for outcomes. Businesses implementation of environmental management systems (EMS) and policies is connected to the strength of their HR policies as indicated by Bohdanowicz et al. (2011).

Sustainability, in Action

Performance involves a strategy aimed at enhancing a company's eco-friendly efforts by hiring individuals who prioritize environmental awareness. This approach focuses on empowering and training these individuals, recognizing their importance to the organization's success and rewarding them for implementing initiatives (Lefebvre et al., 2003). To achieve goals, it is crucial for the organization to involve all its employees from departments encouraging them to independently embrace environmentally friendly initiatives. This inclusive approach does not empower employees significantly but also boosts their satisfaction levels.

Promoting Sustainability through Green HR Strategies

Building sustainability within organizations relies on involving employees in conscious policies and initiatives. The key emphasis on achieving this, highlights the adoption of Green Human Resource Management (HRM) practices, a concept outlined by Renwick et al. (2013). These forward-thinking practices focus on developing employees' green skills, awareness and behaviors fostering a culture of responsibility, within the organizational framework.

Green HRM requires organizations to commit to creating and executing HRM systems that effectively tackle environmental issues. To achieve this goal, organizations need to promote and back a range of HR practices, including recruitment, training, performance evaluations, incentives, teamwork, engagement, culture and empowerment as suggested by Zaid et al. (2018). Renwick et al. (2016).

Recent studies emphasize the role of green HR policies in not just motivating but also inspiring employees to fully support the company's overall environmental sustainability goals (Paillé et al., 2014). The reaching impact of Green HRM practices goes beyond motivation by significantly contributing to enhancing organizational environmental performance. This is done by shifting operations towards eco processes improving skills and knowledge reducing environmental footprint and optimizing resource usage, for better cost efficiency (Zaid et al., 2018). Additionally, Haddock Millar et al. insights highlight that integrating practices seamlessly into operations acts as a key driver in boosting financial performance through increased environmental responsibility.

In summary, the careful implementation of HR practices plays a crucial role in significantly improving a company's eco-friendly efforts in line with the broader goal of promoting sustainability (Arulrajah et al., 2015). This strategic approach does not strengthen organizations' ability to adapt to challenges but also drives them towards effectively balancing environmental stewardship and operational excellence.

Recruiting Eco Conscious Talent

Candidates who prioritize environmental concerns by recognizing the value of environmental dedication (Jabbour et al., 2008). Building on studies (Renwick et al., 2013) three key elements of eco-friendly recruitment and selection can be identified: candidates eco awareness, the company's eco-friendly image and green criteria.

Firstly, candidates eco consciousness involves traits that support environmental objectives, such as an affinity for green initiatives, conscientiousness and cooperativeness. Studies indicate that employees, with a focus actively enhance their understanding of ecological issues contributing to the company's overall environmental performance (Perron et al., 2006). Utilizing assessments to evaluate candidates eco awareness helps ensure a workforce that prioritizes considerations.

Secondly green employer branding encompasses how an organization is perceived in terms of its practices established through friendly HR strategies (Jackson et al., 2011).

This branding helps job seekers feel a connection to the organizations' values instilling a sense of pride in being part of a employer. Potential employees often view a company's practices as a factor in evaluating how they treat their staff, making eco-friendly initiatives an effective way to attract individuals who care about the environment.

Moreover, it is recommended to evaluate employees based on their awareness with job descriptions highlighting aspects. Including questions about knowledge,

values and beliefs in the hiring process can ensure that new hires are aligned with the organizations' goals (Renwick et al., 2013). Adopting talent acquisition practices is key to recruiting environmentally conscious staff members.

Green Training and Development: Fostering Environmental Competency

Green training and development encompass a range of initiatives designed to not teach but also motivate employees to learn environmental protection skills and prioritize environmental issues – a crucial aspect, for achieving environmental goals (Jabbour et al., 2008). This specialized training is carefully designed to enhance the awareness, knowledge and skills of employees in efforts emphasizing the need to involve all members of the organization beyond traditional boundaries associated only with environmental departments (Sammalisto & Brorson 2008).

The core of training programs lies in their significant role in raising awareness about pro environmental activities in the workplace. By educating employees on environmental control processes like waste data collection and identifying pollution sources these programs go beyond teaching by fostering a culture of environmental responsibility (Kjaerheim, 2005). Through this approach they empower employees from roles and functions to actively engage in the organizations' commitment to sustainability.

In summary, green training and development serve as drivers that do not provide individuals with necessary skills but also cultivate a collective mindset that goes beyond departmental boundaries.

This comprehensive approach enables companies to proactively address issues by uniting their employees around a shared dedication to environmental practices. By incorporating initiatives such as educating staff on environmental responsibility, raising awareness about environmental issues and enhancing their skills, organizations can promote responsible environmental conduct (Baumgartner and Winter 2014). Training serves as a tool for knowledge transfer empowering employees to engage in eco actions and adopt environmentally conscious behaviors. The integration of training programs, performance evaluations and incentives help cultivate eco behaviors by boosting awareness of issues fostering intrinsic motivation and instilling a strong commitment to preserving the environment (Dias-Sardinha & Reijnders, 2001).

In the context understanding of the environment and values plays a role in guiding employees towards environmentally friendly behaviors. This is facilitated through the adoption of green knowledge management strategies that primarily involve training sessions as highlighted by Sammalisto & Brorson (2008). For instance, employees can develop expertise in collecting waste data which contributes to enhancing their skills. The inclusive atmosphere created through

training encourages involvement from all staff members in various eco-friendly projects as emphasized by Kjaerheim (2005).

Renwick et al. (2013) indicated that there was a push for a training method that didn't just focus on programs but also made connections with evaluations and performance reviews. This holistic approach sought to cultivate a work environment to foster the bond between employee growth and environmental responsibility.

Green incentives: boosting job satisfaction and environmental performance

Green reward management plays a role in Green Human Resource Management (HRM) by impacting an organization's environmental sustainability. It motivates both managers and non-managers to support efforts making valuable contributions. This approach involves two types of rewards. Nonfinancial. Some companies choose incentives like bonuses and cash to acknowledge employees' outstanding work while others use non-financial methods such as awards or special recognition to appreciate notable environmental contributions.

According to Crosbie and Knight (1995) certain companies integrate factors into salary reviews to financially reward environmental performance and innovative ideas. In instances where financial rewards are limited, organizations like Monsanto, Dow Chemical, and ICI Americas Inc have established recognition rewards for environmental achievements. The effectiveness of these recognition programs depends on company acknowledgment, which boosts employee awareness of environmental achievements (Bhushan and Mackenzie 1994).

By implementing rewards and recognition linked to environmental performance organizations can enhance employee motivation towards participating in initiatives (Ramus, 2001).

Rewards serve to encourage and motivate employees to take responsibility, for actions fostering a sense of dedication (Daily and Huang 2001). A structured reward program can be strategically employed to inspire employees to exhibit the behaviors desired resulting in benefits for both the organization and its staff members (Daily and Huang 2001).

Green Performance Assessment

To achieve lasting environmental impacts, within a company Green Human Resource Management (HRM) involves assessing how well employees support environmentally friendly practices. This evaluation should be done

independently or as part of a broader performance review system to measure a company's efforts. For example, American companies such as Amoco have shown the significance of setting environmental performance standards through practices like audits, managing water use on site and reducing waste. Similarly, Union Carbide Corporation, a subsidiary of The Dow Chemical Company has implemented a program with field audits to address issues and gather essential data on past and future environmental performance (Milliman and Clair 1996).

While performance management systems and evaluations are tools, they alone cannot guarantee that a company will meet environmental standards or green performance goals across the board. The key lies in communicating information about initiatives, metrics and guidelines to all staff levels through the evaluation process. Creating a discussion throughout the organization about concerns is essential for achieving the desired level of environmental performance as emphasized by Renwick et al. (2008; 2013).

At the heart of this process lies the role that managers play, requiring them to establish goals, targets and duties, within their respective divisions or departments. Evaluation criteria should cover aspects, such as the frequency of friendly incidents the execution of eco-friendly initiatives and the clear communication of environmental policies within their operational scope as discussed by Renwick et al. (2008; 2013). This method ensures an integration of factors into the managerial sphere aligning each department with the broader organizational dedication to sustainable and eco conscious practices.

The Influence of Green HRM Practices on Employee Motivation and Sustainable Performance in Tirana: Research Gap

The research paper entitled "Exploring the Impact of Green HR Practices, on Employee Engagement and Sustainable Performance; A Case Study of Service Organizations in Tirana" fills a gap in academic literature. Interestingly previous studies have not delved into the setting of Tirana and its service sector specifically investigating how Green HR practices affect employee engagement and sustainable performance. This study aims to address this gap through research including interviews with HR managers and employees. By venturing into territory this research hopes to provide insights into the complexities of implementing environmentally conscious HR practices within Tirana's service industry. The expected results aim to enhance our understanding of the relationship between Green HR practices, employee engagement and sustainable performance laying a foundation for future studies and practical implications that are relevant to organizations, in similar situations.

Methodology

This study used an interview approach to delve into the viewpoints of resource (HR) managers and employees, on the adoption and effects of environmentally conscious Human Resource Management (Green HRM) practices in the company. The participant poll consisted of six individuals comprising three HR managers (HR1, HR2, HR3) and three employees (E1, E2, E3). To protect the privacy of all participants involved in the research their identities were kept confidential. Data saturation, which indicates that no new information or themes are emerging from interviews was set as the benchmark for concluding the data collection phase. The questions directed at HR managers focused on strategies, leadership commitment and how they perceived the impact of Green HRM practices. On the hand employees were asked about their observations, personal adjustments made and contributions to these initiatives. The goal of this study was to gain an understanding of how friendly HR practices are integrated from both management and employee viewpoints. Thematic analysis was employed to sift through the gathered data to spot recurring patterns, emerging themes and insightful stories that aid in interpreting the findings. Thematic analysis is a research technique that involves identifying, analyzing and elucidating patterns or themes, within data.

Structured interviews provide a comparable approach, for all participants making analysis an effective method to reveal patterns and insights, within the structured responses.

Results

The following section presents the individual interview questions posed to participants, along with their corresponding responses. This detailed exploration aims to illuminate the diverse perspectives and insights shared by the participants during the research study.

Can you share insights into the specific environmentally friendly HR practices your organization has implemented to foster a green corporate culture? How have these practices been integrated into your HR strategies?

HR1: At our organization, we have implemented several environmentally friendly HR practices to promote a green corporate culture. These include sustainable recruitment processes, eco-conscious onboarding materials, and ongoing employee training on environmentally responsible behavior.

HR2: In our organization, we've adopted Green HRM practices to align our human resource strategies with environmental sustainability. This involves incorporating eco-friendly elements into our recruitment processes, like digital onboarding materials and emphasizing environmental awareness during employee orientation.

HR3: In our organization, Green HRM practices form an integral part of our sustainability initiatives. This includes implementing eco-friendly recruitment processes, incorporating environmental training modules into our onboarding, and promoting green awareness throughout our employee lifecycle.

From your perspective, how do these Green HRM practices impact employee motivation within the organization? Have there been observable changes in employee engagement and commitment because of these initiatives?

HR1: The impact of these Green HRM practices on employee motivation has been quite positive. We've observed increased engagement levels and a sense of pride among employees who appreciate our commitment to sustainability. For instance, our green initiatives are often highlighted during orientation sessions, creating a sense of purpose and alignment with the company's environmental values.

HR2: The impact on employee motivation has been noteworthy. Employees appreciate our commitment to sustainability, and we've seen a positive shift in their attitudes. The integration of Green HRM practices into our culture has created a sense of shared purpose and responsibility, fostering higher motivation levels among our workforces.

HR3: The impact on employee motivation has been quite substantial. By integrating Green HRM practices, we've noticed increased employee satisfaction and a sense of pride in contributing to environmentally responsible work practices. The alignment of personal values with organizational initiatives has positively influenced motivation levels among our diverse workforces.

In what ways do you believe motivated employees, influenced by Green HRM practices, contribute to sustainable business outcomes? Are there specific examples or success stories that highlight the positive impact on organizational performance?

HR1: Motivated employees, influenced by Green HRM practices, contribute significantly to sustainable business outcomes. We've witnessed improved productivity and creativity as employees actively participate in eco-friendly initiatives. For example, our 'green teams' have initiated projects that reduce waste, promote energy efficiency, and contribute to our overall sustainability goals.

HR2: Motivated employees actively engage in initiatives like reducing paper usage, recycling programs, and participating in community environmental projects. These efforts contribute not only to our sustainability goals but also enhance the overall corporate social responsibility of the organization.

HR3: Motivated employees, influenced by our Green HRM practices, play a crucial role in contributing to sustainable business outcomes. We've witnessed innovative solutions arising from employee-led green initiatives, resulting in cost savings and improved operational efficiency. These sustainable contributions also enhance our corporate reputation and market competitiveness.

How do you address any potential challenges or resistance among employees when implementing environmentally conscious HR practices? Have you encountered any noteworthy lessons or best practices in overcoming such challenges?

HR1: Overcoming challenges or resistance is an ongoing process. Communication is key – we ensure that employees understand the rationale behind our Green HRM practices, emphasizing the positive impact on both the environment and their work experience. Sharing success stories and recognizing eco-friendly efforts help build a culture of support.

HR2: Overcoming resistance involves continuous communication and education. We address concerns by explaining the long-term benefits of our Green HRM practices and actively seeking employee input. Encouraging a culture of openness allows us to understand and address any challenges, ensuring a smoother transition to more sustainable work practices.

HR3: It involves a multifaceted approach. Open dialogue, showcasing the tangible benefits of Green HRM practices, and incorporating employee suggestions into our sustainability initiatives have proven effective. Tailoring our communication to address specific concerns helps build a more inclusive and collaborative approach to sustainability.

Can you elaborate on the leadership's commitment to environmental sustainability within the organization? How does this commitment manifest in the support and promotion of Green HRM practices, and what role does leadership play in driving these initiatives?

HR1: Leadership's commitment to environmental sustainability is evident in our policies and decision-making processes. Senior leaders actively champion green initiatives, demonstrating a commitment that permeates through the organization. Their support is crucial in driving awareness, garnering employee buy-in, and ensuring the successful implementation of Green HRM practices.

HR2: It is the driving force in our organization. Our leaders participate in green initiatives, demonstrating a genuine dedication to creating a sustainable workplace. This commitment is evident in decision-making processes, resource allocation, and their role as advocates for environmentally responsible practices throughout the organization.

HR3: Leadership's commitment is evident through their active involvement in environmental stewardship. Senior leaders champion green practices by

participating in sustainability programs, setting an example for others. This commitment has a trickle-down effect, creating a culture where every employee feels empowered to contribute to the organization's environmental goals.

From your experience, how do you measure and assess the effectiveness of Green HRM practices in achieving both employee motivation and sustainable business goals? Are there key performance indicators or metrics that you find particularly valuable in this context?

HR1: Measuring the effectiveness of Green HRM practices involves tracking various metrics. We assess employee satisfaction through regular surveys, monitor participation levels in sustainability programs, and quantify the impact on our overall environmental footprint. Key performance indicators include energy and resource consumption reduction, waste minimization, and employee feedback on the perceived value of our green initiatives.

HR2: To measure the effectiveness of Green HRM practices, we utilize a combination of quantitative and qualitative metrics. These include tracking energy consumption, waste reduction, employee engagement surveys focusing on sustainability, and assessing the success of specific eco-friendly programs. Regular feedback loops allow us to refine and improve our initiatives based on employee input and measurable outcomes.

HR3: Measuring the effectiveness of Green HRM practices is an ongoing process. We rely on both quantitative metrics, such as energy consumption reduction and waste diversion rates, and qualitative measures, including employee feedback on sustainability initiatives. This balanced approach helps us assess the tangible and intangible impacts of our Green HRM practices on employee motivation and overall business sustainability.

Can you share your observations and experiences regarding the implementation of environmentally friendly practices in our workplace? How have you noticed these practices influencing our daily work environment and culture?

E1: Certainly. I've observed a positive shift in our workplace culture since the introduction of environmentally friendly practices. For instance, the reduction in paper usage and the emphasis on recycling has become a common practice among colleagues. It's not just about compliance; there's a genuine awareness and commitment to being environmentally responsible.

E2: I've noticed a more conscious effort in our daily operations. From the use of eco-friendly materials in the office to increased awareness about energy consumption, it feels like we're collectively contributing to a greener workplace. The culture is evolving towards a shared responsibility for our environmental impact.

E3: Absolutely. The changes are visible, not just in the physical environment but also in how colleagues discuss and appreciate these initiatives. There's a sense of

pride associated with working for an organization that prioritizes environmental sustainability.

From your perspective, how have these environmentally friendly practices influenced your own work habits or behavior within the organization? Can you provide specific examples of any adjustments you've made?

E1: The emphasis on digital documentation has significantly changed how I manage my work. I've shifted towards electronic communication and file storage, minimizing the need for printed materials. Additionally, I'm more mindful of energy usage, ensuring devices are turned off when not in use.

E2: I've become more conscious of waste reduction. I've started using reusable alternatives like water bottles and lunch containers to minimize single-use plastics. It's a small change, but collectively, these efforts make a difference.

E3: I've incorporated eco-friendly practices into my daily routine, such as using public transportation or carpooling to reduce my carbon footprint during the commute. It's not just a workplace obligation; it has become a personal commitment to contribute to the larger goal of sustainability.

Have you noticed any impact on team dynamics or collaboration because of the organization's commitment to environmentally friendly practices? How do these initiatives foster a sense of shared responsibility among team members?

E1: Definitely. The green initiatives have become a bonding point within our team. We collectively participate in sustainability events and challenges, creating a sense of camaraderie. It's not just about individual efforts; we motivate each other to contribute to the organization's environmental goals.

E2: It has sparked conversations and collaborations that go beyond our usual work scope. For instance, our team organized a tree-planting activity outside of office hours. This shared commitment to environmental causes has strengthened our professional relationships.

E3: The shared responsibility for sustainability initiatives has created a collaborative spirit. We share tips and ideas on how to be more environmentally conscious both at work and in our personal lives. It's encouraging to see everyone actively engaged in making a positive impact.

Have you encountered any challenges or obstacles in adapting to these environmentally friendly practices? If so, how have you personally overcome them, and what support, if any, did you receive from the organization?

E1: The initial adjustment to digital documentation posed a challenge, especially for tasks that were traditionally paper based. However, the organization provided training sessions and resources to facilitate the transition. This support eased the adaptation process.

E2: One challenge was adjusting to changes in office supplies. However, the organization promptly provided alternatives and communicated the environmental benefits, making it easier for everyone to understand and adapt.

E3: Commuting sustainably initially posed a challenge due to the distance, but the organization introduced flexible working hours and remote options. This not only addressed my personal challenge but also supported a broader shift towards more sustainable commuting practices.

In your opinion, how do these environmentally friendly practices align with the organization's values and mission? How do they contribute to our overall corporate identity and reputation?

E1: These practices align perfectly with the organization's commitment to corporate responsibility. They showcase our dedication to not only delivering excellent services but doing so in a way that minimizes our environmental impact. It enhances our corporate identity as an organization with a conscience.

E2: It reinforces our mission of contributing positively to the community and the environment. By actively engaging in sustainable practices, we're not just talking about values; we're living them. This, in turn, enhances our reputation as a socially responsible organization.

E3: It's a clear demonstration of our commitment to long-term sustainability. In an era where environmental consciousness is a significant factor in decision-making, these practices contribute positively to our corporate image and reputation.

Looking forward, how do you envision the future integration and evolution of environmentally friendly practices within our workplace? What role do you think employees can play in shaping and driving these initiatives?

E1: I see a continuous evolution, with employees taking on more proactive roles. Engaging in feedback sessions and suggesting new green initiatives will be crucial. As employees, we can be ambassadors for sustainability, influencing others and contributing to the ongoing development of environmentally friendly practices.

E2: The future holds opportunities for innovation. Employees can actively participate in ideation sessions, bringing forth creative solutions to further reduce our environmental footprint. This collective effort will be instrumental in shaping the next phase of our sustainability journey.

E3: I believe employees will become even more integral to the process. As we become more environmentally conscious, our ideas and suggestions will play a vital role in shaping policies and practices. It's a collaborative effort where each employee contributes to the organization's ongoing commitment to sustainability.

Thematic analysis of interviews on green HRM practices:

Integration of Green HRM Practices

HR Manager Perspectives: All HR managers (HR1, HR2, HR3) highlighted the incorporation of environmentally friendly practices within recruitment processes, onboarding, and employee training. These practices included sustainable recruitment, eco-conscious onboarding materials, and environmental training modules.

Employee Perspectives: Employees (E1, E2, E3) acknowledged a shift in workplace culture with observable changes, such as reduced paper usage and increased emphasis on recycling. The integration of these practices was seen as a collective effort to foster a green corporate culture.

Impact on Employee Motivation:

HR Manager Perspectives: HR managers noted a positive impact on employee motivation, emphasizing increased engagement levels and a sense of pride among employees due to the organization's commitment to sustainability.

Employee Perspectives: Employees expressed a notable shift in their attitudes, describing an enhanced sense of purpose and responsibility associated with contributing to environmentally responsible work practices.

Employee Contributions to Sustainable Business Outcomes:

HR Manager Perspectives: Motivated employees, influenced by Green HRM practices, were reported to contribute significantly to sustainable business outcomes. Examples included improved productivity, creativity, and the initiation of eco-friendly projects.

Employee Perspectives: Employees actively engaged in initiatives like waste reduction, recycling programs, and community environmental projects, showcasing their commitment to contributing beyond individual tasks.

Challenges and Overcoming Resistance:

HR Manager Perspectives: Overcoming challenges involved continuous communication and education, with a key emphasis on sharing success stories and recognizing eco-friendly efforts. Communication was identified as a crucial tool in addressing potential resistance.

Employee Perspectives: Challenges included adapting to digital documentation and changes in office supplies. However, the organization's support through training sessions, resource provision, and flexibility in working hours played a pivotal role in overcoming these challenges.

Leadership's Commitment and Decision-Making:

HR Manager Perspectives: Leadership's commitment to environmental sustainability was evident in policies, decision-making processes, and active

participation in green initiatives. This commitment influenced organizational decisions, such as investments in renewable energy sources.

Employee Perspectives: Leadership's involvement in environmental stewardship set an example, creating a culture where every employee felt empowered to contribute to the organization's environmental goals.

Measurement of Effectiveness:

HR Manager Perspectives: The effectiveness of Green HRM practices was measured through various metrics, including employee satisfaction surveys, participation levels in sustainability programs, and quantifying the impact on the overall environmental footprint.

Employee Perspectives: Employees acknowledged the organization's use of both quantitative and qualitative measures, such as tracking energy consumption, waste reduction, and employee feedback, to assess the tangible and intangible impacts of Green HRM practices.

Overall, the thematic analysis reflects a comprehensive understanding of the integration, impact, challenges, and measurement of environmentally friendly HR practices within the organization from both HR manager and employee perspectives. The findings suggest a synergistic relationship between organizational strategies, employee engagement, and the broader commitment to sustainability.

Discussion and implications

The thematic analysis of interviews on Green HRM practices has illuminated key insights into the organizational dynamics and the impact of environmentally friendly initiatives from both HR manager and employee perspectives. These findings hold significant implications for the organization, touching upon various aspects of culture, leadership, measurement practices, and the challenges associated with sustainable transitions.

Alignment of Organizational Culture: The integration of Green HRM practices throughout the employee lifecycle signifies a profound alignment with the organization's core values and mission. The observed shift in workplace culture towards sustainability reflects a shared commitment among employees. This alignment has implications for the strategic integration of Green HRM practices, emphasizing the need to embed sustainability into recruitment, onboarding, and ongoing training processes.

Motivation and Engagement: The positive impact on employee motivation and engagement resonates with current literature emphasizing the importance of

aligning personal values with organizational initiatives. Employees expressing a sense of purpose and pride indicate that Green HRM practices contribute to a more motivated and committed workforce. This has implications for leadership development programs that should incorporate sustainability components to further enhance leadership commitment and employee satisfaction.

Leadership Influence: The active involvement of leadership in environmental stewardship emerges as a critical factor shaping the organization's culture. The commitment of senior leaders not only influences decision-making processes but sets a standard for employees. The implications here suggest the need for ongoing leadership development initiatives that focus on sustainability, equipping leaders to effectively champion green practices and drive a culture of environmental responsibility.

Measuring Effectiveness: The use of both quantitative and qualitative metrics for measuring the effectiveness of Green HRM practices aligns with best practices in sustainability assessment. This balanced approach allows the organization to track tangible outcomes, such as energy consumption reduction, as well as intangible factors like employee satisfaction and engagement. The implications revolve around the enhancement of measurement practices in sustainability initiatives. This includes refining existing metrics, incorporating new indicators, and ensuring regular assessments for continuous improvement.

Challenges and Adaptations: Identified challenges, such as resistance to digital documentation and adjustments to changes in office supplies, underscore the importance of effective communication and change management. The organization's proactive approach in providing training sessions, resources, and flexibility showcases a commitment to supporting employees through transitions. The implications highlight the necessity for ongoing communication strategies and change management practices in sustainability initiatives. Learning from the challenges faced ensures a smoother transition during future implementations.

In conclusion, the discussion and implications drawn from the thematic analysis offer a roadmap for enhancing the organization's commitment to environmentally friendly HR practices. By strategically aligning these practices with organizational goals, empowering employees, and reinforcing leadership commitment, the organization can continue to foster a culture of sustainability and corporate responsibility. The identified challenges provide valuable lessons for future initiatives, emphasizing the importance of effective communication and change management strategies to facilitate sustainable transition.

Limitations of the study

Although this study has provided valuable insights into the phenomenon under investigation, its limitations should be acknowledged. The following limitations are present:

Limitations of the Data Collection Methods: Among the limitations of the data collection methods is the small sample size, which may limit the representation of the results.

Limitations of prior research: To provide a solid foundation for the research questions, the literature review for the thesis must cite and reference prior research studies, which form the basis of the literature review. These prior studies provide the theoretical background for the research. There was no prior research on this topic especially for the case of Tirana, but this limitation was viewed as a valuable opportunity to identify literature gaps and to present the need for further research. Despite these limitations, this study is valuable in providing insights into the phenomenon under investigation, and the researcher has taken steps to address and mitigate the limitations where possible.

Conclusion

Our organization's exploration of Human Resource Management (Green HRM) practices has given us a deep understanding of the impact, challenges and implications involved. The insights gathered from interviews with HR managers and employees shed light on our organization's stance on sustainability and offer suggestions for improvements. The incorporation of Green HRM practices plays a role in shaping our culture. By aligning these practices with our values and mission we create a workplace that's more sustainable and socially responsible. Going forward integrating these practices into HR processes, such as recruitment and training will further embed sustainability into the core of our organization. One promising outcome of our dedication to practices is the positive effect on employee motivation and engagement. The newfound sense of purpose and pride among employees highlights how Green HRM initiatives can enhance the employee experience. Nurturing this motivation is essential for ensuring success on our sustainability journey. The active participation of leadership in stewardship has been instrumental in implementing Green HRM practices. The commitment shown by leaders does not impact decision making but also sets a precedent for employees to follow suit. In the future it will be crucial to invest

in leadership development programs that prioritize sustainability to strengthen leaders' dedication and enhance employee contentment. Utilizing a combination of qualitative measures to evaluate the impact of friendly HR practices follows the recommended approach, for assessing sustainability. This rounded method enables tracking results like reduced energy consumption along with intangible aspects such as employee happiness and involvement. Improving measurement techniques in sustainability efforts is essential encompassing refining metrics, integrating indicators and conducting regular evaluations for continuous enhancement. Overcoming challenges related to adopting eco strategies underscores the significance of communication and change management. The organization's proactive stance in providing training sessions, resources and flexibility demonstrates a commitment to aiding employees during transitions. These findings emphasize the need for communication strategies. Change management procedures within sustainability projects. Drawing lessons from hurdles ensures transitions in future implementations.

In summary insights, from the analysis provide guidance on boosting the organizations dedication to eco HR practices. By aligning these practices with company objectives, empowering staff members and reinforcing leadership commitment the organization can nurture a culture of sustainability and corporate responsibility.

The obstacles we've pinpointed offer insights for projects highlighting the significance of clear communication and effective strategies for managing change to support lasting transitions. As we progress these learnings will shape our endeavors to establish a work environment that not just adopts eco practices but also advocates for a sustainable tomorrow.

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