FACTORS AFFECTING IMPLEMENTATION OF GREEN HUMAN RESOURCE PRACTICES IN THE CIVIL SERVICE IN KENYA

BY

SALLY MARGARET SAKWA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

2018

DECLARATION

Declaration by the Student

This research project is my original work and has not been presented to any other examination body. No part of this research should be reproduced without my consent or that of the University of Nairobi.

Name…**SALLY MARGARET SAKWA** Sign…….Date……..……

D64/87189/2016

Declaration by the Supervisor

This research project has been submitted with my approval as the University supervisor.

Name; **DR. MERCY MUNJURI** Sign…… Date……..……

SUPERVISOR

TABLE OF CONTENTS

DECLARATION ii

TABLE OF CONTENTS iii

LIST OF ABBREVIATIONS AND ACRONYMS v

OPERATIONAL DEFINITION OF TERMS vi

ABSTRACT vii

CHAPTER ONE 1

INTRODUCTION 1

1.1 Background of the Study 1

1.1.1 Green Human Resources Practices 2

1.1.2 Factors Affecting Implementation of Green HRM Practices 5

1.2.3 The Kenyan Public Service 6

1.2 Research Problem 7

1.3 Research Objective 9

1.4 Value of the Study 9

CHAPTER TWO: LITERATURE REVIEW 11

2.1 Introduction 11

2.2 Theoretical Foundation of the Study 11

2.2.1 Environmental Accounting Theory 11

2.2.2 Environmental Adaptation Theory 13

2.3 Factors affecting implementation of Green HRM Practices 14

CHAPTER THREE: RESEARCH METHODOLOGY 18

3.1 Introduction 18

3.2 Research Design 18

3.3 Target Population 18

3.5 Data Analysis and Presentation 19

CHAPTER FOUR 20

FINDINGS, PRESENTATION AND INTERPRETATIONS 20

4.1 Introduction 20

4.2 Response Rate 20

4.3 General Information 20
4..3.1 Gender of the respondents 20
4.3.2 Age 21
4.3.3 Length of service 21
4.3.4 Implementation of GHRM 22
4.3.5 HR functions in which GHRM has been implemented 22
4.4.1 Government policy 24
4.4.3 Environment 25
4.4.4 Top management commitment 26
4.4.5 Organizational culture 28
4.4.6 Leadership style 29
4.4.7 Information System 30
CHAPTER FIVE 37
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS 37
5.1 Introduction 37
5.2 Summary of findings 37
5.3 Conclusions 38
5.4 Recommendations 39
5.5 Limitations of the Study 40
5.6 Suggestion for further Research 40
REFERENCES 41
APPENDICES
APPENDIX II: Questionnaire 43
APPENDIX II: Letter of introduction 46

LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
GHRM	Green Human Resource Management
NEMA	National Environmental Management Authority

OPERATIONAL DEFINITION OF TERMS

Environment	refers to the factors around an organization or business entity that influence employee and managerial decisions making. They can be both animate and inanimate things to which organizations adapt or interact with.
Information System	refers to the infrastructure through which people and organizations receive, share and disseminate information to people within or outside the business. It is a network that people and organizations use to create, process and distribute data and/or information
Leadership Style	refers to the predictable behaviors (implicit or explicit) of a manager or the manner in which a manager provides direction to the subordinates, implementation of plans and motivating people
Management Commitment	refers to the level to which managers dedicate their time, energy and organizational resources to achieve set goals and objectives. It involves articulating and forming policies and goals, allocating resources and training employees to achieve organizational results
Organizational Culture	Refers to the set of shared values, norms and beliefs that determine the behavior of people in organizations. It stipulated the way things are done in the organization

ABSTRACT

The main study's main objective was to establish the factors affecting the implementation of green HRM practices in the civil service in Kenya. The study adopted a descriptive survey design to collect, analyze and present data. The target population was 40 HR directors working in the 21 Ministries. Because the target population was small, the researcher used census instead of sampling. Semi-structured questionnaire containing both closed and open ended questions were used for the collection of primary data. A pilot test was conducted to establish the validity and reliability of the questionnaire. Data was analyzed using both quantitiave and qualitative techniques using SPSS. The final data was presented using tables and figures.

The study found out that government policy has a positive correlation with success in the implementation of GHRM. There is no significant correlation coefficient of top management commitment and implementation indicating a weak relationship. The study also found out that there is a significant relationship between organization culture and implementation of green HRM practices. Similarly, there is a positive correlation between leadership and implementation of GHRM. Finally, the study established that there is a strong relationship between information system and implementation of GHRM.

The study recommends that the green HRM practices should be aligned with the government policy in relationship to a clean and safe working environment. A supportive environment should be created to enhance successful implementation of GHRM**.** The top managers should be involved in the implementation of green HRM practices from the very beginning. The management of public service organizations should create a culture of team work, effective communication and participation. The management of the public service organizations should adopt both participative leadership style and transformational leadership. The management should allocate enough resources to purchase new technologies that can help to eliminate paper work which facilitates the implementation of green HRM practices.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the last decade, the concept of green human resource management (GHRM) has gained currency in many organizations. The execution of green HRM practices help to cultivate inventive environmental ingenuities that have a substantial influence on the viable competitiveness of organizations. In this regard, the implementation of green HRM practices is intended to increase the employees' environmental awareness and helps to develop new technical and management competences that support environmental improvements (Renwick et al., 2008). Green HRM was initiated through the background of green management applications to solve the growing concern from business stakeholders of the harmful impact of organizational processes on the surroundings. By championing green HRM practices and processes, organizations are likely to receive both direct and indirect advantages such as better sales, efficiency and competitive gains (Quazi & Wee, 2005).

The study will be guided by two main theories namely: environmental accounting theory and environmental adaptation theory. According to Steele & Powell (2002) environmental accounting is intended to sanction, dispense and examine the flow of both human and financial resources and their effect on the environment. It helps to measure the environmental and social efficiency of different businesses resulting from their activities. The environmental adaptation theory refers to the evolutionary change through which business enterprises provide solutions to the problem that they face which result is better adaptation to the environmental changes. In this regard, an organization's state of adaptation is one in which it can survive under dynamic

environmental conditions (Chakravarthy, 1982). It entails sensing and understanding both the external and internal environments and taking action to attain a balance between the two.

This study is limited to the public service in Kenya. This sector consists of state corporations, central government and county governments. This sector offers key services like national security, urban planning, correctional centers as well as taxation. This study focuses on the public service because it is the single largest employer in the country and most of its activities affect all members of society. The inspiration to conduct this research is twofold. The growing concerns about environmental degradation and declining resources amongst governments and corporations have witnessed organizations scrambling to find alternative environmental strategies that can be effectively applied with minimal monetary outlay and organizational disruption (Olsen, 2008). Although theoretically green HRM offers organizations a novel and alternative approach to potentially achieve these outcomes, exactly how or why or if this is likely to occur is still unclear. By adopting green HRM practices, the public service will enhance public service delivery.

1.1.1 Green Human Resources Practices

The term Green Human Resource Management is defined as the usage of Human Resource Management policies to encourage viable deployment of resources in a business and safeguard the environment which in turn improves employee self-confidence and job contentment (Mampra, 2013). Further, it is also defined as the combination of human resource practices like hiring, training, performance appraisal and remuneration that help to achieve a firm's environmental management objectives (Teixeira and Jabbour, 2013). The concept of the green HRM implies the application of

HRM policies so as to promote the sustainable use of resources in a business enterprise and ensuring environmental sustainability.

As a practice, green recruitment is the process of employing persons with knowledge, skills, behaviors and approaches that are associated with environmental management systems in organizations. Therefore, an organization's newly recruited employees are expected to embrace the organization's green culture as one of their own values. Currently, organizations are now appreciating the fact that acquiring a reputation as a green employer is a suitable way of attracting talented employees (Stringer, 2009). In green recruitment and selection employees are selected based on their ability to understand environmental sustainability concepts such as recycling and conservation that make the organization a better place to work in (Deepika & Karpagam, 2016).

The employees learn about the importance of environmental management during green training programs. They are trained on working methods that reduce waste, conserve energy, create environmental awareness in the organization, and provides an opportunity to the employees to solve environmental problems (Zoogah, 2011). In this training, employees are helped to embrace different environmental conservation methods like waste management in an organization. Regarding the issue of green performance management and appraisal, some firms deal with it by setting high organization-wide environmental performance standards, and installing Green information systems or audits. This helps the firms to acquire important data on environmental progress (Fremeth & Marcus , 2009). An effective performance appraisal system provides useful information to employees and aid in constant advancements in the environmental outcomes of the firm (Jackson et al., 2011).

With regard to compensation and rewards, Ahmad (2015) describes them as avenues for appreciating the employees for their effort. With respect to green HRM, compensation and rewards are used as a tool to improve environmental initiatives in organizations. Employees are strategically rewarded according to their contribution toward the attainment of a green environment in the organization. This in turn helps to create a committed workforce toward creating a green environment devoid of pollution (Pillai & Sivathanu, 2014). Another green practice that is evolving is green employee relations. This involves employee empowerment and participation initiatives. This helps to prevent and resolve problems that arise in the workplace which may affect relationships between managers and employees. Involving employees in environmental activities increases the chances of improving environmental management systems such as waste reduction, pollution in the workplaces as well as efficient resource utilization. When environment friendly ideas are promoted and accepted by all workers, it motivates them to take an interest in environmental concerns and utilize their skills effectively. To attain green outcomes is generally dependent on the willingness of employees to cooperate (Collier & Esteban, 2007).

Green energy is the other HR practice being embraced by many organizations. Today, organizational leaders encourage proper utilization of energy by the employees. This includes switching off lights and machines as a way of saving energy. Other organizations have started tapping into the natural energy including solar energy and renewable energy sources (Appelman et al 2013). Green energy requires organizations includes being accountable toward energy use and report their performance on its usage.

1.1.2 Factors Affecting Implementation of Green HRM Practices

Several factors affect the implementation of green energy practices in many organizations. Government policy has been identified as one of these factors. According to Cherian and Jacob (2012), government policy provides guidelines on the effective implementation of green HRM practices such as developing an effective plan on how to change could be implemented, raise necessary financial resources for offsetting and maintaining long term change and how organizational processes are integrated. The policy also helps to ensure that the right employees are hired to implement the green practices.

The second factor is the communication to ensure that the information on the progress of green HRM practices is properly shared. Communication helps to sensitize the stakeholders on the green HRM projects and their roles, communication is the fabric that connects the organization and its stakeholders (Massoud et al 2008). It is important that organizations to create awareness among their employees about continuously communicate their objectives and goals to the employees with respect to any likely changes and/or progress on the implementation of the green HRM practices.

The third that affects the implementation of HRM practices is training and development Opatha & Arulrajah (2014) cite training and development as critical factors that drive the implementation of green HRM practices through acquisition of new skills and knowledge among the employees. New and existing employees should be continually trained to acquire skills and knowledge on the green HRM practices. Daily (2012) suggested that effective green environmental management practices require employees to possess remarkable technical and management skills and abilities. Therefore it is suitable to plan ideal training programmes for these existing workforce to ensure effective implementation of the green HRM practices (Cherian & Jacob, 2012).

Fourth, the support of the top management has been considered to be a key factor that influences the implementation of green HRM practices in the public service. According to Govindarajulu & Daily (2004) green organizational culture depends on the support and vision of the top management. The managers allocate resources and formulate strategies to support green HRM initiatives.

1.2.3 The Kenyan Public Service

In Kenya, the public service consists of the central government, parastatals, county governments and development partners. This sector offers basic services that cannot be provided by the private sector in an efficient manner. The public service has been facing many challenges since Kenya attained her independence in 1963 which have hindered the realization of sustainable economic growth and development. Some of the main factors that have contributed to this poor performance include poor implementation of government policies, poor financial reporting and lack of innovation (Republic of Kenya, 2005b). This can be attributed to ignorance and inadequacy in measuring the human capital element of the organization. This led to the introduction of public service reforms with a view to transforming the country and improving service delivery.

The Public service reforms continue to be a central part of governments' efforts to transform the Kenyan public service, making it more citizen-centric and responsive. Some of these reforms include performance contracting, automation of public services also called e-government, the rapid results initiative and privatization. In Kenya, the public service plays a significant role in providing services to the public. It provides the link between the citizens and their government. Amongst the projects, being implemented under the green HRM programme is the human resource revitalization project in which the implementation of a human resource information system is hinged

upon. The human resource information system in the public service is meant to carry out all the human resource functions, more specifically, leave approval, procurement, human resource planning, online recruitment and even disciplinary functions. This will help to reduce the level of environment pollution thus creating worker friendly environment. However, the employees have to be trained, rewarded and appraised on the basis of their contribution to green HRM practices (Lawler & Boudreau, 2015).

1.2 Research Problem

The Green Human Resource Management plays a fundamental role in both the private and public service in promoting the environment related issues. This is done by adopting the green practices and training the people to implement laws related to environmental protection. In their argument, Daily and Huang (2011), ecofriendly organizations can be possible if they engage the right persons with the right skill and capabilities. According to Lee (2003) organizations can successfully carry out green management if they have employees who are motivated, empowered and be environmentally aware of greening. Wagner (2011) identified recruitment, employee motivation, rewards and training as vital human dimensions which facilitate the practice of green management principles by the employees. According to Arulrajah (2015), the implementation of Green HRM concepts begins from the stage of conceptualizing and analyzing and drawing the job design. It is recommended that the design should be developed as per the principles of environment-friendly jobs, and that every job role develops tasks related to protection of the environment (Opatha, 2013). Most organizations established specific departments to handle environmental management aspects.

Kenya's Public service operates in a changing market environment that requires managers to adopt green strategy in order to remain relevant and improve service delivery. In the last decade there has been a changing trend in public service from service delivery only to the implementation of green environmental practices and social responsibility goals. The Kenyan public service has already recognized the need for a better environment in which employees in particular and the citizens in general can be productive. Currently the government is investing in greener offices, recruitment and selection, and ways of involving staff, and community, but one of the major limiting factors is financial resources. Through Kenya Green Universities Network, NEMA allocated Kshs 3 million to launch this network and a further Kshs 3 million to facilitate the roll-out of pilot projects through the network (GoK, 2004). Despite these investments in green initiatives by the Kenyan government, the results have not yet been fully achieved. In Kenya, public service organizations face the problem of waste management, conservation and use of energy, management and utilization of water resources, waste management as well as pollution, which have negatively affected the sustainability of the environment. This can be attributed to the mindset of the civil servants, funding, top management support and government policy.

In their study on Greening of human resources, conducted in Britain, Madsden & Ulhoi (2001) argue that organizations can succeed or fail in their green environmental initiatives if the green initiatives are implemented properly. In their opinion, this can be achieved through stakeholder involvement and participation. In their opinion Lawler & Boudreau (2015) in their study on Global trends in human resource management conducted in California, found out that HR function should add value to the environment in which it operates by engaging in reducing pollution and maintaining clean and safe working conditions. Another study by Mandip (2012) on Green HRM,

green HR ideally entails two major elements namely preservation of knowledge capital and environment-friendly HR practices. A study by Renwick et al. (2013) on Green HRM conducted in USA depict that the success of green HR practices is largely dependent on the commitment and support from senior managers of the organization.

Based on the foregoing, studies in this area are scanty on the factors influencing implementation of green HRM practices in the public service in Kenya. Despite the existence of literature on human resource and environmental studies globally, few have investigated the factors affecting implementation of green Human Resource Management practices. This study therefore intends to fill this gap. Therefore this study seeks to bridge this gap by answering the question: what are the factors affecting the implementation of green HRM practices in the public service in Kenya?

1.3 Research Objective

This study's main objective was to investigate the factors affecting implementation of green HRM practices in the Public service in Kenya.

1.4 Value of the Study

This study will contribute to the green HRM literature by providing empirical literature review which will provide a useful platform for future green HRM studies. This will enable other researchers to develop more generalized cross-cultural measures. Similarly, very few studies have been empirically explored on green HRM and the factors that affect its implementation. As such, there is currently a clear lack of adequate green HRM empirical research. Hence this study intends to fill the existing knowledge gap and add to the existing literature on the factors that affect the implementation of the green human resource practices in the public service.

In addition, the study will be useful to the policy makers in the public service in Kenya as it will provide insight into the different green HRM practices needed for organization environmental sustainability in the public service in Kenya. The study will be useful to the government agencies that charged with making policies regarding environmental management and sustainability in Kenya.

The study will contribute to the body of knowledge on green HRM practices and hopefully it will fill up the knowledge gap with an overall aim of improving environmental sustainability and thus enhanced performance of the Kenyan Public service. This is likely to enhance the knowledge of green HRM practices which will be a wakeup call for HR Director's and firms on how they could leverage on their staff to ensure environmental sustainability through initiatives such as training on environmental matters.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section explores the literature by other researchers and scholars on factors affecting implementation of green HRM practices in the public service. It reviews literature that is related to the specific and general objectives of the research. It further looks into the empirical studies, summary and gaps and the conceptual framework of the study.

2.2 Theoretical Foundation of the Study

In the study of human resource management, there are several model to sought to explain the relationship between green human resource practices and business performance. In particular, these theories include the environmental accounting theory and environmental adaptation theory. Below is a brief description of these theories and how they will be used in this study.

2.2.1 Environmental Accounting Theory

This theory was developed by Bertalanffy (1950) who argued that organizations are in continuous interaction with the environment in which they operate. The activities of the organization affect their environment and therefore must be accountable for their actions. Deegan and Craig (1999), argue that theory is concerned with capturing and identifying environmental costs with a view to minimizing them. Environmental management is perceived as an outcome of a wider accounting agenda, well defined as “triple bottom line”, which integrates social, financial and environmental aspects. The triple bottom line evaluates the performance of an organization in a broader standpoint other than being limited to profit-making. The dimension of the environmental denotes the attainment of an equilibrium between organizational advancement and protecting natural resources for forthcoming generations.

This theory argues that green HRM practices can assist companies to discover other ways of reducing cost without losing their talented employees (Boselie et al. 2005). Green economy establishments have remarkable opportunities for growth by adopting green practices and developing newer environments that could fetch immense operational savings through reduction of their carbon emissions. Arguably, green HRM could be made more involved in attaining this goal through creation of a podium on which the staff achieves job satisfaction.

This theory argues that an organizations' environmental commitment increases the company's returns. It emphasizes costs related to the organization's environmental programs like pollution controls, waste disposal and clean-up. These initiative should result in cost savings from one year to the next year through the investment in green HRM practices.

However, this theory has two main weaknesses. Firstly, it does not provide the means through which green HRM initiatives can be measured despite the importance of environmental sustainability being a primary objective. Secondly the focus of the analysis of this theory is entirely internal—the organization's assumption is maintained, and no external environmental impacts of the business are considered. Consequently, it is imperative to explore the organizations' initiatives to curb environmental disruptions and achieve sustainable growth. This theory will be used in this study to help in the understanding of how green HRM practices create value to the firm and ensure sustainable environmental protection in the public service in Kenya.

2.2.2 Environmental Adaptation Theory

This theory was advanced by Hart (1995), who states that Organizations that adopt environmental strategies without environmental competencies are less likely to achieve their strategic goals. Bates (2005), observes that environmental degradation can be attributed to the irresponsible activities inherent among humans. It argues that green HR practices can be employed to encourage responsible behavior among the employees. This theory postulates that greening the firm requires inculcation of the right behaviors in the staff working in the organization. The employees should have a clear understanding of the environment in which they operate and adapt to the changes in it. Further, the theory asserts that energetic and talented employees involved in environmental sustainability play a critical role in arriving at effective environmental strategies to be implemented as well as conservation of natural resources. These in turn promote organizational and environmental sustainability. Implementation of Green HRM practices entail executing environment friendly initiatives that lead to lower costs, increased efficiency and better employee engagement.

According to Jabbour et al (2010), disruptions in the environment often result from human activities. Thus, the best approach in mitigating the disruptions involves exploring and changing the causal human behavior. This theory is important in this study to the extent that it will provide a basis for making conclusions on the human behaviors that are likely to affect the implementation of green HRM practices. However, the major limitation of this theory is that human behaviors are observed over a long period of time which is not possible considering the limited time period for conducting this study.

2.3 Factors affecting implementation of Green HRM Practices

In the recent past there has been growing interest in green HRM among organizations both private and public. According to Mehta & Chugan (2015), organizations are embracing green HRM practices such as green recruit, training, appraisals and reward management. This has helped to create and promote a sustainable green environment in the organizations. However, the implementation of green HRM is affected by different factors both internal and external to the organization namely government policy, environment, top management commitment, organizational culture and leadership style. These factors are briefly discussed below:

A study by Shrivastava & Berger (2010) shows that green HRM practices should be aligned with the government policies which are the laws governing the environment in the country. There are several regulations governing areas like pollution, environmental protection, and obligations of organizations in ensuring a safe, clean and healthy environment. Organizations are obligated to obey the rules and regulations set by the government on the basic environmental conditions which must exists to protect the employees within the organization. This means that the implementation of green HRM practices must be aligned with the government policies particularly those touching on the environment. Therefore it is the responsibility of HR Director's to develop green HRM policies that are compliant with the government policies.

A study conducted by Frank et al (2004) on employee engagement, argued that the environment in which organizations operate affect the implementation of green HRM practices. The environment is highly significant impediments facing the green HRM practice implementation in the present and future organizations. Both the internal and external factors that may affect the implementation of green HRM practices must be considered by the Director's. These factors may include working conditions, resource

availability, political factors, social and technological factors. Changes in these factors are likely to influence the implementation of green HRM practices. The HR Director's should always ensure that the green HRM practices are aligned to internal and external environmental changes.

In a study conducted in USA by Renwick et al. (2013) on Green HRM, the success of green HR practices largely depends on the commitment and support from senior managers of the organization. This support can be in the form of financial allocations, policy and strategy. To ensure the buy-in of top management, the HR management must ensure they are involved in the green HR practice from the very beginning. Successful implementation of green HRM practices depends on the support and ownership of the top managers in the public service. The top management must give consent on greening the organization for the HR Director's to move for green revolution within. Both top management and the HR department of the organization should work together in order to introduce Green HRM practices.

According to Florida and Davidson (2001), their study on gaining from green HRM, culture is another factor that affects implementation of green HRM. The culture of an organization emphasizes values of the natural environment and encourages employees to share those values. Existing study indicate that leaders must espouse those values that have a positive impact on the organization. The culture represents the key assumptions, values and symbols in an organization that mirror what the personnel and managers think about environmental sustainability issues. Organizational culture provides the basis for decision making when implementing green HRM practices.

In their opinion Egri and Herman (2000) leadership style is another factor that affects the implementation of green HRM practices. Green leadership behaviors and cognitions shape the responses of the firm to worsening environmental conditions. Executives can champion new initiatives related to green HRM. The attitudes and norms of the managers are perceived to act as strong predictors of implementing green HRM practices. Some of the leadership styles that foster environmental participation and involvement of stakeholders are transformational and democratic leadership. This helps to create ownership of the process and reduce resistance to change

According to Siebenhuner and Arnold (2007), green information system is another factor that affects the implementation of green HRM practices. It is concerned with utilization of information systems to aid the dispensation of ecological goals through functions such as virtual collaboration, teleconferencing, and environment auditing. Green information system infrastructure is regarded as a tangible "hardware" resource that enables the implementation of green HRM functions like recruitment, training, appraisals, health and safety and reward management. The information system will help the public service organizations to transmit and share information related to the implementation of green HRM practices. Arguably, the information system will facilitate communication within and outside the public service. With the help of information communication technology, public service organizations can collect data, analyze, store and share information efficiently and effectively.

A study conducted by Shahay (2006) on green business in New Delhi shows that 54% of the respondents agreed that the level of awareness of the green HRM initiatives impacted positively on their implementation. Environmental training for organizational members is considered as a fundamental factor in Green Human Resource

Management. According to the study, employment activities facilitate environmental management by availing environmental culture trainings for new employees.

Another study by Ahmad (2015) on Green human resource management conducted in UK, found out that organizations recruit and select the employees who are interested in environmental issues. The employers should use environmental experience as one of the criteria for the selection of new employees. He argues that in recruiting personnel who are conscious about green environment, the organization requires individuals who handle the organizational culture with utmost attention.

In their study on green HRM practices in organizations, conducted in India, Deepika & Karpagam (2018) established that environmental standards should be used in evaluating green performance. Such standards include energy savings, waste reduction and environmental protection. Without these measurements, organizations shall never have substantial environmental performance.

A study conducted in Australia by Arulrajah, (2015), on Green Human Resource Management Practices, found out that green reward management system plays a major role in motivating the employers and employees. According to this study, employees who are rewarded for their environmental initiatives and innovations are likely to be more committed and motivated to improve the environment in which they operate. The organization must initiate employees' environmental performance recognition programs so as to reward individuals who have green performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section covers the methods employed to carry out the research. This will include the research design, sampling techniques, target population, data collection procedures and the technique that will be used to analyze and present the data.

3.2 Research Design

This study adopted a descriptive survey design. In the opinion of Cooper and Schindler (2006) a descriptive study aims at finding out the what, where and how of a phenomenon. The appropriateness of this design is that it allowed the researcher to utilize all the available information to exclusively measure the variables of the study while eliminating any form of bias that is likely to occur so as to maximize the reliability findings and utilize minimum resources for the study.

3.3 Target Population

According to Kombo and Tromp (2006), a target population is a group of individuals, items or objects in which the researcher is interested to collect data from. It refers to an entire group of persons, or elements that have at least one thing in common. The unit of analysis for this study is the organization. The study will target all 21 ministries within the civil service and a census survey will be done.

3.4 Data Collection

For the purpose of collecting primary data related to the implementation of green HRM practices, the researcher used a questionnaire. The questionnaire will comprise of two (2) sections. The first section consists of questions on the characteristics of the organization and part two comprised of questions on the factors affecting implementation of green human resource. The target respondents was the Human

Resource & Development Director's. Permission was sought from Ministry of Public Service for the researcher to proceed with the research in the government ministries, specifically the person in charge of HRM. The researcher also hired three research assistants to help with the distribution of questionnaire. The research assistants were first be trained on effective delivery of questionnaires and understanding of research objectives.

3.5 Data Analysis and Presentation

The primary data collected by the questionnaire was checked, edited and coded. The coded data was then inputted into Statistical Package for Social Sciences (SPSS) and analyzed using descriptive. Descriptive analysis involving computation of mean, frequency distribution, standard deviation and percentages was carried out to determine frequencies and percentage distributions. The data was then subjected to factor analysis for further analysis.

CHAPTER FOUR

FINDINGS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This section presents the results from the data analysis, presentations, interpretations and discussions of these findings. Discussion of results has also been included.

4.2 Response Rate

The sample size was 42 Human resources & Development Director's from the public service. Each was presented with a questionnaire which had questions relating to the implementation of GHRM in their organizations. 33 questionnaires were returned duly filled. The response rate was 79%.

Table 4.1 Response

Category	**Frequency**	**Percent**
Response	33	79
Non Response	9	21
Total	**42**	**100**

Source: Author (2018)

This represents a majority hence the results of these studies is generalizable to the related sectors.

4.3 General Information

4..3.1 Gender of the respondents

The respondents were classified as male and female as in the table 4.2 below

Table 4.2 Gender

Category	**Frequency**	**Percent**
Male	14	42
Female	19	58
Total	33	100

Source: Author (2018)

From table 4.2 above the findings indicated 42% of respondents are male while the majority of respondents are female 58%

4.3.2 Age

The respondents age information was found as in table 4.3

Table 4.3 Age

Category	Frequency	Percentage
Up to 25 Years	2	6
26 - 35 Years	5	15
36 - 45 Years	12	37
46 - 55 Years	9	27
56 Yrs. and Above	5	15
Total	**33**	**100**

Source: Author (2018)

6% of the respondents are 25 years old and below, 15% are between 26 to 35 years. 37% are between 36 to 45 years, 27% are between 46 to 55 years and 15% are 56 years and above. The majority of the respondents are between ages 36 to 55 years (64%)

4.3.3 Length of service

The length of service of respondents were recorded and the results are in table 4.4

Table 4.4 Length of service

Category	Frequency	Percentage
Up to 5 years	5	15
6 to 15 years	10	30
16 to 25 years	12	36
26 years and above	6	19
Total	**33**	**100**

Source: Author (2018)

15% of the respondents have served for up to 5 years, 30% have served between 6 to 15 years, 36% have served between 16 to 25 years. 19% have served for 26 years and above. The majority (55%) of respondents have served for long (16 years and above) in the civil service.

4.3.4 Implementation of GHRM

The extent to which the implementation of GHRM practices have been successful

Respondent were asked to rate their views on the successful implementation of GHRM in their organizations on a scale of 1 (strongly disagree) to 5(strongly Agree). Table 4.3.present the responses.

Table 4.5 Implementation of GHRM

Response	Frequency	Percent	Cumulative Percent
Disagree	14	42.4	42.4
Neutral	4	12.1	54.5
Agreed	10	30.3	84.8
strongly Agree	5	15.2	100.0
Total	33	100.0	

Source: Author (2018)

The highest response was that many respondents Disagree (42.4%) that implementation of GHRM is successful in the organizations. 30.3% of the respondents agreed that they have implemented green HRM and 15.2% strongly agreed that they have implemented green HRM while 12.1% were neutral. This suggests that public service organizations have not fully embraced the concept of green HRM and that it is still at its infancy stage.

This indicates that on average responds are not sure, they tend to be neutral

4.3.5 HR functions in which GHRM has been implemented

Respondent were required to respond with Yes (1) for implementation and No (2) for non-implementation of GHRM in various HR functions.

Table 4.6 HR functions in which GHRM has been implemented

Statements	N			
	Valid	Missing	Yes (1)	No (2)
Have you implemented GHRM in recruitment and selection.	33	0	19(58%)	14 (42%)
Have you implemented GHRM in performance appraisal.	33	0	13(39%)	20(61%)
Have you implemented GHRM in health and safety.	33	0	21 (64%)	12 (36%)
Have you implemented GHRM in training and Development.	33	0	31(94%)	2 (6%)
Have you implemented GHRM in remuneration	33	0	9(27%)	24 (6%)
Have you implemented GHRM in all above	33	0	4(12%	29(88%)

Source: Author (2018)

The findings indicate 58% agree that GHRM has been implemented in recruitment and selection while 42% disagreed. 39% of respondents agreed that GHRM has been implemented in performance appraisal while 61% disagreed. In the function of health and safety 64% agreed while 36% disagreed that GHRM has been implemented. Training and development had the highest Yes response (94%) and lowest No response (6%). On the statement that GHRM had been implemented in Remuneration, 27% agreed and 73% disagreed. A specific question on implementation of the listed HR functions, only 12% agreed while 88% disagreed.

4.4 Factors Affecting Implementation of Green Human Resource Management Practices

4.4.1 Government policy

Statement related to government policy were made and respondents allowed to choose between 1-strongly disagree (SD) to 5-strongly Agree (SA). The findings are in table 4.7

Table 4.7 Government policy

Statements	(N)	Mean	Std. Deviation
There is a clear govt policy on implementation of GHRM	33	3.5152	.90558
Mgt of my organization adheres to the govt policy on GHRM	33	3.1515	.83371
The HR Dep aligns policies to change in govt policy on GHRM	33	3.0303	.80951
Average mean		3.2323	

Source: Author (2018)

The first statement sought the view of respondents on the existence of a clear government policy on implementation of a GHRM. The respondents agreed that there is a clear government policy (SD = .91 Mean = 3.52)

On the management of the organization adhering to the government policy, the respondents were neutral (SD =0.83, Mean = 3.15). Response on the HR department

aligning policies to change in government policy was neutral (SD = 0.81, Mean = 3.03). Each statement registered high levels of standard deviations, meaning great divergence on the views relating government policy to implementation of GHRM. Average mean was 3.2323.

4.4.3 Environment

The factor of environment captured Political, Economic and Government influence. Respondents rated statement as follows:

Table 4.8 Environment

Statements	(N)	Mean	S D
The political environment encourages the implementation of GHRM in my organization.	33	3.0606	.86384
The economy of the country facilitates the implementation of GHRM in my organization	33	2.7273	.94448
The govt policy on the adoption of GHRM is likely to transform public sector to better service delivery	33	2.9091	1.04174
Average mean		2.899	

Source: Author (2018)

The respondents were neutral that political environment encourages the implementation of GHRM in the organization (Mean=3.06, SD = 0.86) further they were not sure on

the influence of the economy of the country in the implementation of GHRM in their organizations (mean=2.7273 SD =0.94) The respondents were neutral the likelihood of government policy on the adoption of GHRM transforming the public service to better service delivery (Mean = 2.90, SD = 1.04)

The overall mean for environment is 2.9 and SD= 0.81. The respondents are neutral on the influence of environment, and they tend to agree in view of the low standard deviation. Average mean was 2.899.

4.4.4 Top management commitment

In seeking to determine the influence of top management commitment, respondents were required to rate their views on how top management relate to successful implementation of GHRM in the public sector on a scale of 1(SD) to 5(SA). The response are captured in table 4.9 below

Table 4.9 Top management commitment

Statements	(N)	Mean	S D
Top mgt commits resources to GHRM initiatives.	33	3.6061	.82687
A sizeable budget is allocated to implementation of GHRM in my organization .	33	3.2121	.81997
Through use of GHRM mgt provides planning and coordination to employees.	33	4.2121	.72105
Decision making by employees has been enhanced by HRIS.	33	4.5758	.61542
Top mgt approves implementation of GHRM and align it with the strategic business goals of the organization	33	3.2121	.99240
Average		3.7636	

Source: Author (2018)

The first statement is concerned with top management committing resources to GHRM initiatives, the respondents tend to agree, (Mean = 3.60 SD =0.83). the response on a sizeable budget allocation to implementation of GHRM is generally neutral (mean= 3.21 SD=0.82).

There was agreement that through use of GHRM the management provides planning and coordination to the employees (Mean =4.21 SD=0.72). Decision making by employees being enhanced by HRIS received strong agreement (Mean = 4.59, SD =

0.62). the respondents were not sure that top management approves implementation of GHRM and align it with the strategic business goals of the organization (Mean = 3.21 SD = 099). Average mean was 3.7636.

4.4.5 Organizational culture

Organizational culture was considered as possibly influencing successful implementation of GHRM. Respondents rated their views on related statements as in the table 4.10

Table 4.10: Organization culture

Statements	(N)	Mean	S. D
Communication between managers and employees motivate in the implementation of GHRM practices.	33	3.3939	.96629
Implementation of GHRM requires a culture of team work.	33	3.4545	1.17502
We are involved in the implementation of Green and other environment sustainability programs in the organization.	33	3.5758	.79177
GHR decisions are made in line with the values of the organization.	33	3.2727	.97701
GHRM practices help to promote a culture of empowerment	33	3.4242	1.06155
Average mean		3.4242	

Source: Author (2018)

There was agreement that communication between managers and employees motivate in the implementation of GHRM practices (Mean=3.39 SD = 0.99). Respondents agreed that implementation of GHRM requires a culture of team work (Mean=3.45 SD = 1.18).

The public institutions are involved in the implementation of Green and other environment sustainability programs according to the respondents (Mean=3.58 SD= 0.79). There was a neutral response to the statement that GHR decisions are made in line with the values of the organization (Mean=3.27 SD=0.97).

There was agreement that GHRM practices help to promote a culture of empowerment (Mean =4.42 SD =1.06)

The overall mean for organization culture is 3.41 indicating low level agreement. The SD= 0.78, meaning some variation of responses. Average mean was 3.4242.

4.4.6 Leadership style

In seeking the effect of leadership style on implementation of GHRM, respondents had to rate related statements between 1-strongly disagree (SD) and 5-strongly Agree (SA) with results as in table 4.11

Table 4.11 Leadership style

Statements	N		Mean	S. D
	Valid	Missing		
Employees are involved in the design and implementation process of GHRM practices.	33	0	3.1818	1.10268
Employees input is sought in the implementation of GHRM practices.	33	0	2.8788	1.13901
The leaders of the organization are involved in the implementation of GHRM.	33	0	3.0000	1.08972
Average mean			3.0202	

Source: Author (2018)

Respondents are neutral on employees being involved in the design and implementation process of GHRM practices (Mean = 3.18 SD =1.10). The response on employees' input being sought in the implementation of GHRM practices is neutral (Mean=2.88 SD

=1.14). The leaders of the organization are involved in the implementation of GHRM resulted in a neutral response (Mean =3.00 SD= 1.09)

The overall mean for leadership style is 3.02 indicating that respondents are not sure of the influence on implementation of GHRM. The SD =1.03 indicating some variation of views. Average mean was 3.0202.

4.4.7 Information System

Data on information system was collected by rating related statements on a scale of 1-strongly disagree (SD) to 5-Strongly Agree (SA). The findings are in table 4.12

Table 4.12: Information System

Statement	(N)	Mean	Std. Deviation
There exists an IT department in the organization	33	3.9394	.86384
ICT plays a major role in implementation of GHRM	33	4.1515	1.19228
ICT has enough resources to implement GHRM practices.	33	3.1515	1.22783
ICT department participates in the planning and development stages of GHRM practices.	33	3.4545	1.06334
ICT is responsible for the maintenance of the GHRM practices.	33	3.6364	1.16775
Employees have access to relevant information in the organization	33	2.9091	1.48668
Average mean		3.5404	

Source: Author (2018)

The first statement was concerned with the existence of an IT department in the organization. Majority agreed that an IT department exist in their organizations (mean =3.93. SD = 0.86). The respondents agreed that ICT has a major role in implementation of GHRM (Mean = 4.15 SD = 1.19).

The respondents were not sure whether ICT has enough resources for the implementation of GHRM (Mean = 3.15, SD =1.23). There was agreement that ICT department participates in the planning and development stages of GHRM practices (Mean =3.45 SD =1.06)

There was an agreement that ICT is responsible for the maintenance of the GHRM practices (Mean =3.63 SD=1.17) while on the access of relevant information by employees in the organization, the response was neutral (Mean =2.9 SD=1.49). Average mean was 3.5404.

4.5 Factor Analysis

Factor analysis was carried out to reduce the number of variables under study, descriptive factor analysis was adopted and the principal component was used. The overall aim is to identify latent variables that may influence implementation of GHRM.

Table 4. 13 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.364
Bartlett's Test of Sphericity	Approx. Chi-Square	1048.115
	df	325
	Sig.	.000

Source: Author 2018

The KMO indicates a value of 0.364, this is not good because KMO has a threshold of 0.6 for it to be considered satisfactory. Bartlett's test shows significance at 0.00, this means any identified factors can be taken into account.

Table 4.14 Communalities

	Initial	Extraction
There is a clear govt policy on implementation of GHRM	1.000	.835
Mgt of my organization adheres to the govt policy on GHRM	1.000	.652
The HR Dep aligns policies to change in govt policy on GHRM	1.000	.818
The political environment encourages the implementation of GHRM in my organization.	1.000	.773
The economy of the country facilitates the implementation of GHRM in my organization.	1.000	.888
The govt policy on the adoption of GHRM is likely to transform public sector to better service delivery	1.000	.755
Top mgt commits resources to GHRM initiatives	1.000	.821
A sizeable budget is allocated to implementation of GHRM in my organization.	1.000	.793
Through use of GHRM mgt provides planning and co-ordination to employees	1.000	.525
Decision making by employees has been enhanced by HRIS	1.000	.616
Top mgt approves implementation of GHRM and align it with the strategic business goals of the organization	1.000	.869
Communication between managers and employees motivate in the implementation of GHRM practices	1.000	.873
Implementation of GHRM requires a culture of team work	1.000	.883
We are involved in the implementation of Green and other environment sustainability programs in the organization	1.000	.811
GHR decisions are made in line with the values of the organization	1.000	.899
GHRM practices help to promote a culture of empowerment	1.000	.892
Employees are involved in the design and implementation process of GHRM practices	1.000	.882
Employees input is sought in the implementation of GHRM practices	1.000	.904
The leaders of the organization are involved in the implementation of GHRM	1.000	.861
Have you implemented GHRM in all above	1.000	.877
There exists an IT department in the organization	1.000	.683
ICT plays a major role in implementation of GHRM	1.000	.709
ICT has enough resources to implement GHRM practices	1.000	.913
ICT department participates in the planning and development stages of GHRM practices	1.000	.896
ICT is responsible for the maintenance of the GHRM practices	1.000	.884
Employees have access to relevant information in the organization	1.000	.886

Extraction Method: Principal Component Analysis.

Source: Author 2018

The communalities give the proportion of variability in the original variable accounted for by the high loading factors, that is the factors with eigenvalues greater than one (see table 4.15 below). Like 88.6% of variability in Employees access to information in the organization is accounted for by factors 1,2,3,4,5 and 6

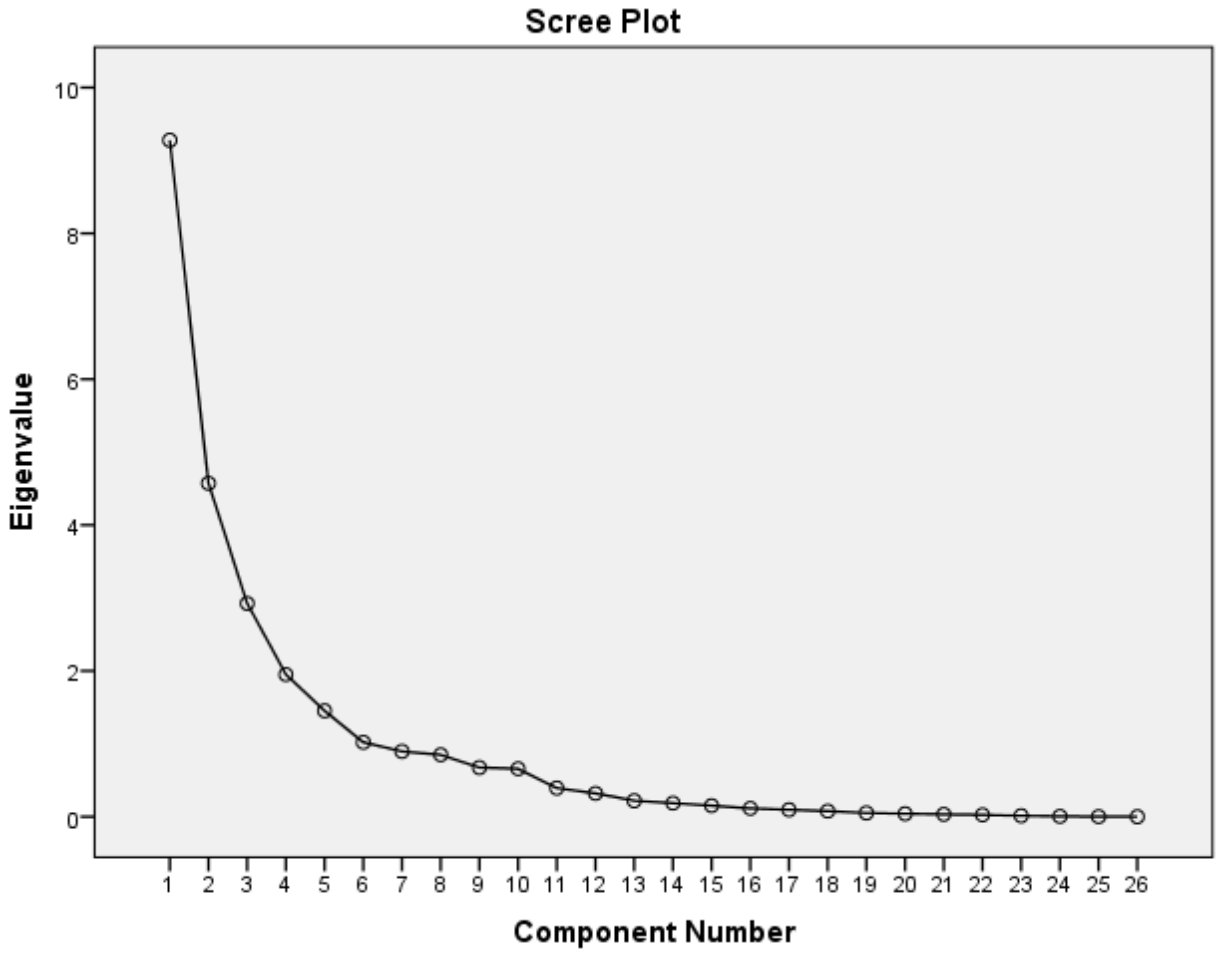
Table 4.15 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.278	35.683	35.683	9.278	35.683	35.683	6.089	23.419	23.419
2	5.572	17.586	53.269	4.572	17.586	53.269	5.369	20.649	44.068
3	2.925	11.249	64.518	2.925	11.249	64.518	3.645	14.020	58.088
4	1.950	7.499	72.017	1.950	7.499	72.017	2.913	11.203	69.291
5	1.453	5.587	77.604	1.453	5.587	77.604	1.676	6.446	75.737
6	1.020	3.924	81.528	1.020	3.924	81.528	1.506	5.791	81.528
7	.896	3.446	84.974						
8	.849	3.265	88.239						
9	.674	2.591	90.831						
10	.657	2.527	93.358						
11	.393	1.510	94.868						
12	.320	1.230	96.098						
13	.219	.843	96.941						
14	.186	.716	97.657						
15	.152	.585	98.242						
16	.114	.438	98.680						
17	.096	.368	99.049						
18	.077	.295	99.344						
19	.052	.199	99.543						
20	.041	.157	99.700						
21	.033	.128	99.827						
22	.025	.095	99.922						
23	.014	.054	99.976						
24	.004	.016	99.993						
25	.001	.005	99.998						
26	.001	.002	100.000						

Extraction Method: Principal Component Analysis.

The new factors are six as in table 4.15. the first factor has a value of 5.278 meaning that 52.78% of the total variance is accounted for by the first factor. Factor has initial Eigenvalue of 3.572 indicating that 35.72% of the total variance is accounted for by the second factor and so on. The first six factors cumulatively account for 81,26% of total variance

Figure 4.1 SCREE PLOT



The scree plot shows six factors with Eigenvalues above 1.0 these factors account for more than 100%of the variance for all variables. It provides support for a six factor solution to the factor analysis.

Table 4.16 Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
There is a clear govt policy on implementation of GHRM	-.027	.406	.754	.315	.039	-.004
Mgt of my organization adheres to the govt policy on GHRM	.040	.332	.722	-.027	.103	-.083
The HR Dep aligns policies to change in govt policy on GHRM	.052	.207	.828	.052	-.142	-.252
The political environment encourages the implementation of GHRM in my organization.	.089	.182	.780	.172	.035	.305
The economy of the country facilitates the implementation of GHRM in my organization.	-.007	.105	.471	.600	.425	.339
The govt policy on the adoption of GHRM is likely to transform public sector to better service delivery	.212	.290	.443	.355	.525	.168
Top mgt commits resources to GHRM initiatives	.065	-.042	.033	.817	.043	-.379
A sizeable budget is allocated to implementation of GHRM in my organization.	.166	.244	.189	.806	-.087	-.113
Thro use of GHRM mgt provides planning and co-ordination to employees	.289	.326	.087	.164	-.530	-.142
Decision making by employees has been enhanced by HRIS	.062	.303	-.157	-.250	-.017	.658
Top mgt approves implementation of GHRM and align it with the strategic business goals of the organization	.831	.038	.282	.002	.251	-.185
Communication between managers and employees motivate in the implementation of GHRM practices	.672	.095	.162	.519	.267	.215
Implementation of GHRM requires a culture of team work	.877	.106	-.085	.294	.067	-.065
We are involved in the implementation of Green and other environment sustainability programs in the organization	.480	.333	-.326	.156	-.009	-.583
GHR decisions are made in line with the values of the organization	.020	.864	.323	.107	.194	.009
GHRM practices help to promote a culture of empowerment	.893	-.082	.129	.119	.221	-.088
Employees are involved in the design and implementation process of GHRM practices	.023	.832	.247	.337	.087	-.083
Employees input is sought in the implementation of GHRM practices	.261	.816	.291	.270	-.111	.013
The leaders of the organization are involved in the implementation of GHRM	.488	.749	.199	.114	-.069	.063
Have you implemented GHRM in all above	-.469	.790	.109	-.123	.053	.059
There exists an IT department in the organization	.728	.141	-.041	.359	-.040	-.035
ICT plays a major role in implementation of GHRM	.267	.196	-.007	.067	.756	-.150
ICT has enough resources to implement GHRM practices	.367	.822	.223	-.110	.000	.202
ICT department participates in the planning and development stages of GHRM practices	.865	.351	-.005	-.121	-.086	.047
ICT is responsible for the maintenance of the GHRM practices	.854	.048	-.004	-.273	-.238	.147
Employees have access to relevant information in the organization	.483	.613	.429	-.179	.075	.234

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Source :Author 2018

The above table 4.16 shows the factor loading values for factors with eigen values greater than or equal to one. A positive value implies positive correlation. For example increase in employees access to relevant information will increase incidents of component 1(R=0.483) however it will decrease incidents of component 4 (R= -0.179)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a summary of findings of the study, the conclusions drawn and the recommendations. At the end of this chapter, the limitations and suggestions for future studies are also included.

5.2 Summary of findings

The response rate was high, with a majority of respondents being female. The majority of respondents were neutral to the statement that implementation of GHRM has been successful in their organizations. The human resource functions were listed, respondents rated training and development high in terms of agreement on implementation of GHRM., then recruitment and selection had a higher response than remuneration and health and safety. Performance appraisal was least in score for Implementation of GHRM. Generally the public institutions have not implemented GHRM in all the HR functions.

Government policy was represented by various statements. Respondents agreed that a government policy on the implementation of GHRM exist in their organizations. Many respondents were neutral on whether the management of their organizations adhere to the government policy on GHRM. They were not sure that the HR department aligns its policies to changes in government policy on GHRM. Findings on the environment indicate that the respondent are not sure on the effect of political environment, economic environment and government policy on the success of the implementation of GHRM.

The commitment of top management in terms of resources is agreed, the allocation of a sizeable budget to implementation and maintenance of GHRM practices is not for sure. The use GHRM practices by management to provide planning and coordination to employees is agreed the same way they agreed that decision making by managers has been enhanced by the use of HRIS. Respondents are neutral about top management approval of the implementation GHRM practices and aligning it with strategic business goals in the organization. The statements on organization culture border on neutral.

The response indicates a low level of agreement that organization culture enhances the success of the implementation of GHRM.

In relation to leadership style, the response on employees involvement in the design and implementation process of GHRM is neutral, while there is agreed response that employees are involved in the implementation of GHRM, yet the leaders involvement in the implementation of GHRM practices remains neutral. There is agreement that there exists ICT department in the organization in the public sector**.** There is an agreement that ICT department plays a critical role in facilitating the computerization of GHRM practices in the organization. On ICT department having enough resources to implement GHRM, the response was neutral. There was agreement that ICT department participates in planning and developmental stages of GHRM practices and a stronger agreement that ICT department is responsible for the maintenance of GHRM practices. Employees having access to relevant information in the organization is neutral.

The factor analysis confirms that there are other factors having latent influence in the study. These factors are represented in six components.

5.3 Conclusions

Government policy has an effect on the successful implementation of GHRM practices in public organizations. When the government set in place clear policy and guidelines on implementation of GHRM, the success of implementation of GHRM in the public organizations will increase. The political environment and economic environment have small influence on implementation of GHRM. The environment within which the organization exist will enhance GHRM practices or diminish GHRM implementation efforts.

Implementation of GHRM practices is influenced by top management commitment in the public service. The top management give the organization the strategic direction, GHRM implementation will be successful when included in the organization goals and strategies. Organization culture is positively correlated to implementation of GHRM. Involvement of employees in other environment sustainable programs is rated high. Other green initiatives will support implementation of GHRM.

Leadership that seek employees input in implementing GHRM is likely to be successful in their GHRM practices. the greater the involvement of the leadership the higher the success rating on implementation. Information systems in public organizations has a major role in the implementation of GHRM, because it involves adoption of digital platforms. ICT is inseparable in the implementation of GHRM as it aids in generation of information, storage and dissemination which in turn helps in decision making processes related to Green HRM.

There exist at least six other factors that influence the implementation of GHRM in the public organizations.

5.4 Recommendations

The study established that a strong association exists between government policy and implementation of green HRM practices. It is recommended that the green HRM practices should be aligned with the government policy in relationship to a clean and safe working environment. Government agencies should also be involved in the green HRM practices' implementation. The factor of environment captured Political, Economic and Government influence. A supportive environment should be created to enhance successful implementation of GHRM**.** Political and economic conditions should be created to ensure that green HRM practices are implemented. The study established that there is a strong association between to management commitment and green HRM practices' implementation. The top managers should be involved in the implementation of green HRM practices from the very beginning. Top management support in required in the form of resource allocation, clear policy and strategy on green HRM in the public service.

The study established that organizational culture affected the implementation of green HR practices in the public sector. It is therefore recommended that the management of public sector organizations should create a culture of team work, effective communication and participation. This will help in inculcating culture that values green HRM practices. The study established that there is positive correlation between leadership style and implementation of green HRM practices in the public sector. This study recommends that the management of the public sector organizations adopts both participative leadership style and transformational leadership. This will help in

reduction of resistance to change and facilitate change in attitude toward green HRM practices.

The study established that there is a strong association between information system and implementation of green HRM practices in the public sector. The study recommends that the management should allocate enough resources to purchase new technologies that can help to eliminate paper work which facilitates the implementation of green HRM practices. The employees should also be trained in the use of information communication technology.

There should be more explorative variables included in any study that seek to explain factors influencing implementation of GHRM practices.

5.5 Limitations of the Study

This study was conducted among public institutions in Kenya; the results may not be generalizable to private institutions. GHRM is a relatively new concept such that the HR practitioners are yet to internalize the concept of GHRM practices. The researcher had to give guidance before giving questionnaires.

5.6 Suggestion for further Research

The concept of green human resources management has picked momentum in the wake of strong sentiments on environmental sustainability. Further research should consider adoption of green approaches in the other departments in an organization and their effect on GHRM, because HR recruits for all departments in an organization.

REFERENCES

Ahmad, S. (2015). Green human resource management: policies and practices. *Management Review Article, 2, 1-13.*

Appelman, J. H., Osseyran, A., & Warnier, M. (2013). *Green ICT & energy: From smart to wise strategies: sustainable energy developments.* Boca Raton, FL: CRC Press.

Arulrajah (2015) *The Implementation of Organizational Green Culture in Higher Educational Institution.* Regional Conference on Science, Technology and Social Sciences (RCSTSS 2014), 321-330.

Bates, D.G. (2005). *Human Adaptive strategies*: ecology, culture, and politics. 3rd edition, Pearson Education.

Bertalanffy, V. L. (1950). *The Theory of Open Systems in Physics and Biology*. Science, 111, 23-29.

Boselie, J. P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, (15) 67-94.

Cherian, J., & Jacob, J. (2012). A study of Green Green HR practices and its effective implementation in the organization: A review. *International Journal of Business and Management*, 7, 25-33.

Daily, B. F., & Huang, S. (2011). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21, 1539-1552.

Craig (1999). *The rise of global corporate social responsibility*: Mining and the spread of global norms. (The rise of global corporate social responsibility.) Cambridge [u.a.: Cambridge Univ. Press.

Deepika, R., & Karpagam, V. (2018). A study on green HRM practices in an organization. *International Journal of Applied Research*, 2(8), 426-429.

Egri and Herman (2000). Greening people: A strategic dimension. ZENITH: *International Journal of Business Economics & Management Research,* 2, 143–148

Govindarajulu & Daily (2004). G*reen not (only) for profit: An empirical examination of the effect of environmental-related standards on employees recruitment.* Resource and Energy Economics, 34, 74-92. Doi: 10.1016/j.reseneeco.2011.10.002

Hart, S. L. (1995). *A Natural- Resource-Based View of the Firm*. Academy of Management Review, 20(4), 986-1014

Jackson et al., (2011). *Employee empowerment*: The rhetoric and the reality. Axminster, Devon: Triarchy Press.

Jabbar, M. H., & Abid, M. (2014). *GHRM: Motivating Employees towards Organizational Environmental Performanc*e. MAGNT Research Report, 2(4), 267-278.

Jackson, S.E., Renwick, D.W.S., Jabbour, J.C., & Muller-Camen, M. (2011). State-of the- Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue, German *Journal of Research in Human Resource Management,* (25) 99- 116.

Lawler, E. E., & Boudreau, J. W. (2015). *Global trends in human resource management: A twenty-year analysis.* Stanford, California : Stanford Business Books, an imprint of Stanford University Press.

Massoud, J. A., Daily, B. F., & Bishop, J. W. (2008). Reward for environmental performance: Using the Scanlon Plan as catalyst to green organisations. *International Journal of Environment, Workplace and Employment,* 4, 15–31.

Olsen, (2000). Performance Appraisal for Green/Environmental Friendliness of a Supply Chain Department. *Journal of Industrial Engineering and Management*, 7(5), 1316-1333.

Opatha, H. H., & Arulrajah, A. A. (2014). *Green Human Resource Management*: Simplified general reflections. International Business Research, 7, 101–112.

Pillai & Sivathanu, (2014). The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study. *Journal of Business Ethics*, 1-16.

Pandey, S., Viswanathan, V., & Kamboj, P. (2018). Sustainable green HRM – importance and factors affecting successful implementation in organizations. *International Journal of Research in Management and Business*, 2(3), 11-29.

Renwick et al. (2013), Green Human Resource Management, International *Journal of multidisciplinary research*, 4(20), 17-42.

Shahay, B. S. (2006). Green business. New Delhi: Allied Pub.

Teixeira and Jabbour, 2013). Performance appraisal and management: Concepts, antecedents and implications. Training and green learning on the firm performance: conceptual paper. *International Journal of Applied Research*, 1(12), 951-953.

APPENDIX TWO

QUESTIONNAIRE

Kindly provide answers to the following questions by ticking (√) against the most suitable alternative or giving narrative responses in the spaces provided.

SECTION A: GENERAL INFORMATION

Indicate your Gender Male ( ) Female ( )

Has your organization implemented green HRM practices?

Yes ☐ No ☐

To what extent do you agree that the implemented green HRM practices have been successful?

Strongly agree ☐

Agreed ☐

Neutral disagree ☐

Disagree ☐

Strongly disagree ☐

In which of the following HR functions has your organization implemented green initiatives?

Recruitment and selection ☐

Training and development ☐

Performance appraisal ☐

Remuneration ☐

Health and safety ☐

All the above ☐

SECTION B: FACTORS AFFECTING IMPLEMENTATION OF GREEN HR PRACTICES

On scale of 1-5 indicate to what extend you agree or disagree with the following statement regarding the implementation of green HRM practices

5- Strongly Agree (SA) 4- Agree (A) 3- Not Sure (NS) 2- Disagree (D) 1- Strongly Disagree (SD)

Statement Government Policy	**5**	**4**	**3**	**2**	**1**
The is a clear government policy on the implementation of green HRM practices in my organization					
The management of my organization adheres to the government policy on green HRM					
The HR department aligns its policies to the changes in government policy on green HRM					
ENVIRONMENT	**5**	**4**	**3**	**2**	**1**
The political environment encourages the implementation of green HRM practices in the organization					
The economy of the country facilitates the implementation of green HRM practices in my organization					
The government policy on adoption of green HRM practices is likely to transform the public sector toward better service delivery					

TOP MANAGEMENT COMMITMENT					
Statement	**5**	**4**	**3**	**2**	**1**
Top management commits financial, time and human resources to green HRM initiatives					
A sizeable budget is allocated to the implementation and maintenance of the green HRM practices in the organization					
Through use of green HRM practices, management provides planning and coordination to employees					
Decision making process by managers has been enhanced by the use of HRIS					
Top management approves the implementation of green HRM practices and align it with strategic business goals in the organization					
ORGANIZATIONAL CULTURE	**5**	**4**	**3**	**2**	**1**
Communication between managers and employees is encouraged as it motivates people during implementation of green HRM practices					
Implementation of green HRM requires a culture of teamwork					
We are involved in green and other environmental sustainability programs in the organization					
Green HR Decisions are made in line with the values of the organisation					
Green HRM practices help to promote a culture of empowerment					

LEADERSHIP STYLE	**5**	**4**	**3**	**2**	**1**
Employees are involved in the design and implementation process of green HRM practices					
Employees input is sought in the implementation of green HRM practices					
The leaders of the organization are involved in the implementation of green HRM practices					
INFORMATION SYSTEM	**5**	**4**	**3**	**2**	**1**
There exists an ICT department in the organization					
ICT department plays a major role in facilitating the computerization of green HRM practices in the organization					
ICT department has enough resources to implement green HRM practices					
ICT department participates in the planning and developmental stages of green HRM practices					
ICT department is responsible for the maintenance of the green HRM practices					
Employees have access to relevant information in the organization					

THE END

THANK YOU FOR YOUR PARTICIPATION