

Analysis of a young Polish firm's use of Green HRM practices with the purpose of achieving sustainable business development

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ABSTRACT:

The concept of incorporating environmental practices into human resource management, commonly referred to as Green HRM, has become increasingly popular. This is because sustainable development, particularly its ecological aspect, plays a crucial role in establishing a competitive edge for modern firms. The objective of the study was to compile a comprehensive inventory of the environmentally conscious human resource policies and processes used by startup enterprises in Poland, and subsequently assess their impact on the long-term sustainability of these organizations. In order to accomplish these objectives, a survey was conducted on a representative sample of 150 young enterprises. Based on the findings, the concept of Green HRM is relatively recent in Poland. There exists a strong correlation between the evaluation of the impact of particular Green HRM initiatives on the long-term sustainability of businesses and their subsequent implementation. The research indicates that a higher rating of an activity's impact resulted in its more frequent implementation in the evaluated firms. Based on the aforementioned analysis, it can be inferred that the dissemination of information regarding the favorable impacts of Green HRM on the sustainability of organizations is crucial in fostering greater adoption of this concept among young Polish enterprises.

Keywords: Green HRM (Green Human Resource Management), Startup Enterprises, Sustainable Development, Long-term Sustainability, Environmental Practices.

Introduction:

Human exploitation of the environment has been causing it to progressively degrade, making the introduction of the concept of sustainable development necessary. Environmental protection and resource conservation for the benefit of future generations have thus become global priority [1-3].

Economic (the promotion of growth in the economy that is not hindered but rather encouraged by technological progress and enhanced efficiency in resource, material, and workforce utilization), ecological (the safeguarding of the environment and its natural resources), and social (the enhancement of living conditions and safety for all individuals) are the three basic dimensions that make up the concept of sustainable development [4].

The theoretical underpinning of sustainable development is commonly referred to as the "triple bottom line" [1,5]. Sustainable development principles argue that environmental, social, and economic objectives are interconnected and mutually reinforcing [5]. The company's development strategy should encompass the economic, environmental, and social dimensions of economic activity. Hence, the economic solutions that receive support must simultaneously benefit society, the environment, and the financial performance [7]. Considerable attention has been devoted to the multifaceted impact of sustainable enterprises on the economy, society, and the environment.

According to a substantial body of research [8], the implementation of corporate sustainability management that places emphasis on cultivating favorable connections with all pertinent stakeholders yields numerous advantages for the organization. The available evidence indicates that engaging in socially responsible behaviors has the potential to enhance a company's productivity, among other factors [9]. Conversely, existing literature presents cases in which a company's financial performance remained untouched by its social and environmental beliefs, hence offering compelling evidence of the existence of this association [10]. Despite these paradoxes, the concept of sustainable development is becoming increasingly popular. There is an increasing trend among organizations worldwide to integrate sustainable development strategies into their day-to-day operations [11].

In light of these circumstances, it is imperative for firms to confront the task of implementing sustainable development principles. By embracing this concept, individuals will be motivated to engage in actions that will yield advantages for their neighborhood, region, and society at large [12]. The objective of sustainable development is to enhance the quality of life for individuals while simultaneously safeguarding ecological systems and natural resources for the advantage of future generations [13]. It is imperative that individuals together strive towards shared economic, social, and environmental goals in order to foster sustainable development [10].

There is a growing trend among entrepreneurs to include the principles of corporate social responsibility (CSR) into their decision-making processes, with the aim of maintaining a harmonious relationship between the firm, society, and environment. Socially-responsible company is characterized by its commitment to long-term planning and social engagement, with the aim of finding solutions that benefit all stakeholders [14].

Despite the fact that corporate social responsibility is largely focused on the firm, it has strong connections to sustainable development [10]. In order to fulfill this obligation, one must conduct themselves in a manner that is honest and ethical, and with the goal of fostering long-term growth, which in turn benefits the health and well-being of individuals [10]. Corporate social responsibility (also known as CSR) is something that must be incorporated into any corporate policy that aims to satisfy the aforementioned necessity for sustainability [20]. There are a number of pillars that support sustainable development [15].

There have been very few instances in which this matter has been brought up, particularly in relation to Poland. Given the poor understanding of the idea in Poland, it is possible that the absence of publications in Poland that are relevant to GHRM could be attributable to this. This observation served as the impetus for the authors to carry out additional research and concentrate their efforts on the application of GHRM strategies by new Polish businesses. The assessment of the relevant literature demonstrates that there is a scarcity of empirical research that is relevant to the topic at hand. In Poland, there has been no attempt made to measure the influence that ecologically friendly practices on human resources have on sustainable development. A further point to consider is that the extent to which the idea can be implemented has not been evaluated. To a certain extent, the authors attempted to fill the deficiencies that were discovered.

The primary purpose of the research was to identify and rank the environmentally sustainable human resource strategies that are utilized by emerging Polish businesses according to the influence that these practices have on the long-term sustainability of the organization. This research was conducted with the primary objective of determining the factors that influence the effectiveness of environmentally conscious human resource practices in fostering the long-term development of new businesses.

During the course of the analysis, our objective was to address the following research inquiries:

- To what extent are Polish managers acquainted with the notion of GHRM?
- Which GHRM methods are frequently employed in the context of developing Polish businesses?
- Which GHRM strategies are crucial for firms to attain enduring success in the Polish context?
- Was there a correlation observed between the implementation of specific eco-friendly HR policies and their impact on the new Polish enterprises that were examined?

An investigation of the literature, a diagnostic survey, and statistical and comparative analysis were all applied in the research project in order to solve the difficulties that were indicated before.

There are five distinct sections that make up the composition. GHRM problems are currently seeing a boom in attention, and the introductory part gives a full assessment of sustainable development, its correlation with corporate social responsibility, and the elements that are fueling this rush in interest. As an additional feature, it provides a succinct analysis of the study challenges, technique, and limits, as well as a presentation of the justification for the investigation. Furthermore, the authors outline the framework of the article as well as its scientific relevance, while simultaneously drawing attention to a research gap that inspired them to do research that is akin to what they have done.

In Section 2, the problems that have been placed are positioned within the larger framework of literature from a variety of areas all over the world. In this section, the ideas behind GHRM are explained,

and the advantages of utilizing it are highlighted. In addition to this, it demonstrates environmentally sustainable practices that may be incorporated into human resource management at any level.

It is in the third portion of this work that a detailed overview of the research question, population studies, research assumptions, and methodology is presented.

A comprehensive examination of the findings of the investigation is included in the fourth section of the report. In addition to this, it analyzes the extent to which young Polish companies are embracing green human resource management and investigates the influence that eco-friendly HR practices have on the long-term viability of these companies. The analysis of the results was carried out in conjunction with investigations that were carried out in a number of different countries. The final section of this paper discusses the degree to which the study hypothesis has been proven, presents noteworthy findings, and draws attention to the difficulties that are associated with putting the GHRM concept into practice in Poland. Both the prospective field of study and the planned path for improvement are in the process of being outlined simultaneously. In order to broaden the scope of GHRM implementation in Polish businesses, the authors claim that management education is a necessary prerequisite that must be met.

Under the current circumstances in Poland, there is a lack of comprehension of the role that human resource strategy can play in assisting with the sustainable development of corporations. Through the identification of this problem, the purpose of this study is to fill in this gap in the existing body of knowledge. Managers will be better equipped to put appropriate measures into effect if they do this. The authors assert that the findings of the research indicated above have the potential to pique the interest of Polish organizations in the field of GHRM, which would then make it easier for these companies to adopt it as a means of supporting sustainable business development. An important opportunity to improve performance in regard to the cultivation of environmentally sensitive attitudes and the formation of a corporate culture that promotes sustainable development is presented by the early application of the Green Human Resource Management (GHRM) concept. This is a great opportunity. It is especially important to take into consideration the significance of this problem while thinking about the growth of fledgling enterprises.

Literature Review:

The Significance and Essence of Green Human Resource Management:

Consequently, enterprises are increasingly prioritizing environmental concerns due to their recognition of the financial advantages associated with environmental preservation [16, 17]. The main objective of Green HRM projects is to establish a sustainable work environment and cultivate environmentally aware mindsets among employees, therefore integrating these elements into private domains as a practical framework [18, 19].

Therefore, the concept of green HRM pertains to the adoption of human resource policies that promote the sustainable utilization of organizational resources and provide assistance for ecological concerns [20, 45]. It is an integral part of a broader framework of corporate social responsibility [44]. Another interpretation of "Green HRM" is the utilization of HR policies and processes to enhance

environmental performance [21, 45]. Green HRM undeniably enhances the contribution of HRM to the implementation of the sustainable development idea [44]. In this context, it serves as a crucial instrument for integrating sustainable development across an entire organization [42].

Practices in Green Human Resource Management:

Many green human resource management (HRM) academics have stressed environmental practises across the HR process [22, 26, 36, 37, 42]. Candidates should follow this criterion as part of their organizational duties because environmental preservation is very important. A research [23] found that recent college graduates choose companies known for their corporate social responsibility. Green recruiting entails more than just reducing paper use; it also involves promoting environmental concepts to attract eco-savvy individuals. Environmentally responsible companies need a transparent board of directors that sets clear employee behavior norms and promotes compliance with environmental laws.

Green HRM also includes admonitions, sanctions, and terminations for employees who violate universal environmental standards. It is necessary for a group to fulfill environmental goals [24, 25]. Large organizations need trade union backing to implement Green HRM.

The strategy relies on worker environmental performance assessment. Integrating environmental management objectives into the performance evaluation process provides a credible way to assess employee performance [26, 27, 34, 35]. Without such a policy, no organization can ensure environmental effectiveness. Environmental preservation, renewable energy, waste reduction, and energy-saving training are essential to Green HRM [28].

Instrumentation and Techniques:

The primary objective of this study was to examine the adoption and execution of environmentally friendly human resource strategies within developing enterprises located in Poland. Table 1 presents a thorough list of actions conducted in the research. This study conducted a diagnostic assessment by examining 28 activities related to 7 domains of human resource policy.

- Examination and development of eco-friendly employment opportunities (activity 1, 2, 3).
- Tasks 5, 6, 7, and 8 pertain to green recruitment, whereas actions 9, 10, and 11 focus on the establishment of environmentally conscious practices within the business.
- Activities 12, 13, and 14 focus on promoting environmental sustainability.
- Assessment of environmental sustainability (activities 15, 16, 17, 18).
- Emphasis on the environment (actions 19, 20, 21, 22, 23).

The application of Green HRM practices (activities 29, 30, 31, 32, 33) should be implemented.

Table 1. Sources used in the study include a synthesis of Green HRM environmental practices.

Activity Number	Activities
1	Job descriptions should include environmental protection obligations.
2	Making ecological knowledge and other "green competencies" necessary for all jobs.
3	Creating internal environmental management positions
4	Highlighting the company's green initiatives during hiring
5	Job ads with environmental ideals
6	Ecological knowledge and skills are examined during hiring.
7	Professionals with environmental project experience will be given priority.
8	During the adaption phase, new hires learn the company's environmental standards.
9	Clear and thorough environmental conservation rules and processes for employees.
10	Creating a plan to punish employees who violate environmental laws
11	Punishing employees who violate environmental protection requirements with warnings, penalties, suspensions, or terminations.
12	Assessing staff ecological training needs
13	Management and staff environmental education and training.
14	reasons employees should learn green skills
15	Environmentally conscious performance reviews
16	Setting ecological project goals and assigning roles.
17	Auditing environmental compliance.
18	Regularly reporting staff success toward ecological goals or environmental efficiency.
19	Environmental project contests and other factors encourage employees to propose green ideas.
20	Environmental advice and support
21	Environmental initiative awareness and information dissemination.
22	Offering financial incentives to encourage environmental projects.
23	Encourage workplace recycling and paper reduction.
24	Human resource management's environmental performance
25	Implementing HRM strategic environmental goals across the company plan HRM funding for environmental measures
26	Monitoring HRM environmental initiatives
27	Human resource management's environmental action monitoring
28	Creating HRM reports with detailed environmental information.

The identification of the practices covered by the research was facilitated through an analysis of the original literature. To investigate the influence of the aforementioned human resource strategies on sustainable growth, a study was conducted on a representative sample of 150 young Polish enterprises with headquarters. Young companies were defined as those with a duration of less than three years. The study, employing the CATI methodology, was conducted in January 2018. The study sample was selected using a layer-by-layer approach. To commence the process, a total of 25 entities were chosen from each of Poland's six regions, namely North-West, Central, South, East, and North-West. The intended respondents of the poll were human resource policymakers from the participating companies. Table 2 presents the identifying characteristics of the study population.

Table 2. The study encompasses information pertaining to young firms.

Criterion	Number of Enterprises	Percentage
Employment number:		
50–249 employees	100	66.7
250–499 employees	42	28.0
More than 500 employees	8	5.3
Time on the market:		
up to 1 year	14	9.3
1–3 years	136	90.7
Type of ownership:		
limited liability company	86	57.3
joint-stock company	21	14.0
state-owned enterprise	43	28.7
Scope of operations		
International	49	32.7
National	44	29.3
Regional	20	13.3
Local	37	24.7
Main type of activity:		
Services	99	66.0
Production	43	28.7
Trade	8	5.3
Respondent's position:		
CEO	12	8.0
HR Director	8	5.3
Head of HR Department	126	84.0
Other	4	2.7

The majority of the sample group consisted of businesses employing 50-249 workers, accounting for 66.7% of the total, while businesses with a minimum operational history of one year accounted for 90.7% of the total. Limited liability companies (LLCs) constituted the predominant form of ownership for startups, accounting for 57.3% of the total. Although the young enterprises were situated in various areas, 29.3% of them were located within the country. The examined entities were predominantly involved in the delivery of services, accounting for 66% of the overall sample. The HR department heads, comprising the bulk of responders (84%), were accompanied by coordinators, deputy directors, and department managers.

Research enables the following:

This study aims to assess the influence of individual pro-environmental human resource practices on the sustainable development of young enterprises. Additionally, it seeks to identify the key practices identified by respondents. Furthermore, the study aims to identify the practices that are most commonly employed under the specific conditions of Poland. Lastly, it aims to analyse the correlation between the

impact of individual pro-environmental human resource practices and their practical implementation in young Polish enterprises.

Throughout the duration of the study, efforts were undertaken to validate the subsequent research hypotheses:

Hypothesis 1 proposes that the incorporation of pro-environmental strategies in the context of human resource management produces diverse outcomes on the sustainable development of young companies. The fundamental objective of this hypothesis is to underscore the importance of primary and secondary practices within this environment.

Hypothesis 2 posits that there exists a correlation between the particular environmental human resource practices and their practical implementation inside newly established Polish enterprises, when viewed through the lens of sustainable development.

Hypothesis 1 was tested using classical and geographic metrics of central tendency, which assess impact asymmetry, as well as dispersion, which measures the degree to which a distribution is spread. The dispersion metrics demonstrated the presence of activity variability and the mean divergence of individual activities from the average.

The authors employed Spearman's rank correlation coefficient to determine the direction and magnitude of correlations between the application of Green HRM practices and their influence on the sustainable development of emerging enterprises. This enabled the researchers to validate Hypothesis 2. Furthermore, it is possible to establish a correlation between the two variables by calculating the parameters of the linear regression model.

The assessment of the implementation of GHRM ideas under Polish conditions, with the aim of influencing sustainable development policies of young organizations, was facilitated by the significant importance of sustainable development in enhancing organizational competitiveness at the micro-economic level and the Polish economic policy of sustainable development at the macroeconomic level.

Results and Discussion:

An assessment of the impacts of environmentally sustainable human resource policies on the sustained success of businesses:

A five-point Likert scale was used to conduct the evaluation of the influence of environmentally sustainable human resource practices on the performance of developing enterprises. A score of one indicated a low impact, while a score of five indicated a strong impact. The computation of dispersion measures, which indicate the degree to which a distribution is spread out, as well as measures of central tendency, which encompass both classic and location measurements (in the context of impact asymmetry) were included in the organizational framework of the group during the impact analysis (Table 3). These measures were used to determine the degree to which a distribution is spread out.

Table 3: The evaluation of the impact of different activities on the long-term viability of startup companies.

Respondents determined how much a business did a certain activity.

Item	Activity No.	Aggregate Assessment of Impact (Points)	Mean Assessment of Impact (Points)	Median (Points)	Mode (Points)	Standard Deviation (Points)	Coefficient of Variation (%)
1	23	520	3.47	4	4	1.324	38.2
2	1	410	2.73	3	3	1.319	48.3
3	3	399	2.66	3	3	1.284	48.3
4	9	397	2.65	3	3	1.238	46.8
5	24	386	2.57	3	3	1.200	46.7
6	2	377	2.51	3	3	1.230	48.9
7	21	373	2.49	3	3	1.214	48.8
8	8	366	2.44	3	3	1.179	48.3
9	17	364	2.43	3	3	1.212	49.9
10	26	360	2.40	3	3	1.210	50.4
11	16	360	2.40	3	3	1.159	48.3
12	19	358	2.39	3	3	1.140	47.7
13	12	353	2.35	3	3	1.177	50.0
14	13	352	2.35	3	3	1.153	49.1
15	14	350	2.33	3	3	1.115	47.8
16	22	349	2.33	3	3	1.156	49.6
17	20	348	2.32	3	3	1.119	48.2
18	11	348	2.32	3	3	1.183	51.0
19	25	345	2.30	3	3	1.151	50.1
20	18	345	2.30	3	3	1.128	49.0
21	10	343	2.29	3	3	1.166	51.0
22	4	342	2.28	3	1	1.188	52.1
23	27	337	2.25	3	3	1.129	50.2
24	28	334	2.23	3	3	1.100	49.4
25	15	331	2.21	3	3	1.082	49.1
26	7	323	2.15	3	1	1.134	51.1
27	5	323	2.15	2	1	1.098	51.0
28	6	322	2.15	2	1	1.071	49.9

The quartile distribution was utilized by the researchers in order to determine the comparative influence of different environmental actions on sustainable growth within various business sectors. The initial quartile included of initiatives pertaining to sustainable growth inside organizations, encompassing a total of seven distinct activities. In contrast, the third quartile consisted of initiatives that had minimal impact on policy implementation.

Startups' long-term sustainability is impacted by a range of activities, each of which demonstrates unique coefficients of variation. Roughly half of the data displayed variability, although the mean variability of

impacts arising from environmental activities in respect to the mean impact varied between 1.071 and 1.324. This implies that individuals tend to attach more importance to activities that are considered crucial for sustainable development, while assigning lower importance to activities that are considered less significant. Therefore, the previously mentioned assessments have provided evidence to support the claim that ecologically aware human resource management strategies have various effects on the long-term viability of startups, allowing for the distinction between primary and secondary approaches in this field.

According to the findings presented in Table 3, the participants indicated that activity No. 23 had the greatest impact on the long-term viability of young businesses. This endeavor involves the promotion of environmentally sensitive habits inside the workplace, including the implementation of recycling initiatives and the reduction of paper consumption. The activity had an average impact level of 3.47, with most respondents rating it as high (mode 4). The participants deemed new responsibilities to be fundamental.

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Furthermore, in the analysis of the sustainable growth of new enterprises, two jobs were identified as negligible: monitoring the advancement of human resource management (HRM) environmental initiatives (activity No. 28) and composing reports on HRM environmental initiatives (activity No. 27). The average impacts of these activities were 2.23 and 2.25, respectively. As per the professionals surveyed, the act of communicating an employer's dedication to ecology throughout the recruitment process (action No. 4) does not significantly affect the sustainable development of businesses. The mean effect size is 2.24, whereas the mode is 1.

Poland's green development initiatives, which encompass assessing the lack of pro-environmental education, addressing it through ecological training for managers and employees, and offering incentives for the cultivation of green competencies, appear to be insufficiently acknowledged based on the previous analysis. They were ranked thirteenth, fourteenth, and fifteenth, respectively, in terms of their influence on the long-term viability of organizations.

Another notable concern pertains to the insufficient recognition of the significance of efforts within the realm of offering incentives for the adoption of environmentally sustainable practices. Managers assigned a very low ranking of seventeenth to the importance of providing advisory services and support in addressing ecological challenges, while the encouragement of employee engagement in proposing environmental projects was ranked twelfth. The domain of Green motivation necessitates considerable scrutiny when evaluating the efficacy of pro-environmental human resources (HR) policies and the involvement of the HR function in fostering sustainable growth inside organizations. The feasibility of implementing the GHRM concept is being scrutinized in the research conducted on organizations, as there is a lack of recognition for activities aimed at improving employees' environmental competencies and promoting their participation in eco-friendly endeavors.

The ranking of Polish managers revealed a relatively low level of emphasis on the selection of individuals possessing green competencies. The evaluation of candidates' ecological knowledge and skills during the recruitment process was positioned at the 28th place, indicating its relatively low prevalence among the practices that influence the sustainable development of businesses. Individuals who demonstrated expertise and understanding in managing environmental initiatives were not held in high regard, as indicated by their ranking of 26th.

However, previous studies conducted by Owino and Kwasira (1999) as well as Guerciet al. (100) have shown evidence that the green procurement of staff does not have a significant impact. The aforementioned study demonstrated that green recruiting is perceived as an endeavor that does not have a significant impact on the environmental performance of organizations. Based on the average assessment of Green HRM's impact being 2.3 on a 5-level scale, it may be inferred that new Polish enterprises significantly underestimate the importance of pro-environmental human resource policies. This approach is a potential result of how organizations perceive the personnel function. It is founded on the premise that human resource management (HRM) practices, such as recruitment, selection, training, development, performance evaluation, and award systems, play a critical role. The authors of the model suggest that HRM methods should exhibit internal consistency and prioritize the reinforcement of environmental activities across all levels of management. This approach is believed to enhance organizational performance in relation to the attainment of long-term objectives.

Evaluating the extent to which Poland has implemented Green HRM:

In order to determine the make-up of these organizations, we analyzed statistics on the amount of companies that have adopted certain eco-friendly HR practices. There was a mean variety of 20 enterprises practicing environmentally conscious practices, with an average of 38 businesses participating in any one

activity (or 25.3% of the total). It was standard procedure for thirty separate businesses to do one assignment. No more than 33 groups were successful in finishing half of the tasks, and at least 33 businesses got the same outcome. The variation coefficient was determined to be 52.3%, and the number of businesses engaging in a specific activity ranged from one to 103. Companies' degrees of concern for the environment, then, differed substantially. There was a range of 10% to 78.68% for the structural index, which quantifies the frequency of an action. You should be aware that action no. 23 was the sole instance where it exceeded 38%. Looking at the data, it appears that there is a consistent pattern to the frequency of a specific action. The study found that there is a lack of comprehensive Green HRM implementation in Poland. Table 4 demonstrates that young Polish companies have not fully implemented the GHRM concept just yet.

Table 4. A program in Poland that helps new businesses become more environmentally conscious through improving HR practices.

Activity No.	Number of Young Enterprises Performing the Activity	Percentage of Young Enterprises Performing the Activity (%)
1	65	43.33
2	44	29.33
3	48	32.00
4	31	20.67
5	15	10.00
6	19	12.67
7	17	11.33
8	49	32.67
9	56	37.33
10	27	18.00
11	30	20.00
12	38	25.33
13	35	23.33
14	29	19.33
15	21	14.00
16	34	22.67
17	38	25.33
18	28	18.67
19	39	26.00
20	30	20.00
21	42	28.00
22	30	20.00
23	118	78.67
24	53	35.33
25	28	18.67
26	34	22.67
27	30	20.00
28	26	17.33

The activity that received the greatest degree of popularity was activity No. 23, which included promoting environmentally conscious habits during the execution of professional responsibilities, such as minimizing paper consumption and organizing garbage. The technique indicated above was used to a significant extent, since it was observed in a total of 118 organizations that were studied, or 78.7% of the study population. Given the fundamental qualities of the subject, it can be deduced that the adoption of this technology in enterprises was primarily motivated by economic factors rather than ecological ones. Only a small number of the research companies were accountable for carrying out the remaining procedures. One of the least frequently observed practice applications pertained to the following activities: Activity No. 5, which entailed the emphasis of environmental values in job adverts, was applied at a total of 15 firms. The seventh activity, which entailed prioritizing applicants with competences and experience in ecological initiatives, was executed by a total of 17 firms. Activity 6, pertaining to the verification of candidate ecological knowledge and abilities throughout the recruiting process, was implemented across a total of 19 firms.

The mentioned results indicate a significant deficiency in the adoption of Green HRM within young Polish organizations. One plausible explanation pertains to a deficiency in comprehension of environmentally conscious human resource strategies. According to the research findings, there was a deficiency in proficiency in this particular domain. A mere 29% of the surveyed organizations possessed knowledge on Green HRM. The underappreciation of the field of green recruitment became evident. Hence, it may be posited that human resources professionals within startup enterprises in Poland exhibit a lack of awareness about the crucial need of recruiting environmentally conscious workers and those possessing green competencies. Furthermore, the companies included in the study seldom generated reports regarding HRM actions that were environmentally beneficial. A mere 26 enterprises were involved in this particular practice. A clear method to establish uniformity in Green HRM initiatives is to document HR activities that have a positive impact on the environment. The reports contain data that not only presents the present condition of a corporation but also outlines its future strategies. This is the foundation upon which all other forms of activity coordination and process monitoring depend. The reports demonstrate the level of engagement individuals have in green HR practices, emphasize significant achievements, and aid in strategizing how to address emerging challenges. Hence, they serve as a supplementary asset for making decisions pertaining to employees. Report production functions as a means of distributing information regarding a company's involvement in environmental practices and also indicates the level of development of its Green HRM strategy.

Measures pertaining to the performance of Human Resource Management (HRM) in relation to pro-environmental action, a noteworthy endeavor, were also infrequently seen. Only 28 enterprises, accounting for 18.67% of all organizations included in the study, participated in this particular activity. The lack of a globally accepted approach for assessing the effectiveness of HR efforts targeted at environmental protection is a significant obstacle to implementing green HRM practices, despite the complexity of the problem.

The authors suggest that the following could be advantageous:

- The objective of this study is to evaluate the magnitude of spending associated with Green HRM.
- Furthermore, it aims to analyze different sub-indices of Green HRM, including the extent of ecological training, the quantity of ecological efforts, and the number of accolades bestowed upon employees for their environmental endeavors.
- In addition, a series of surveys will be administered to assess the perspectives of managers regarding the significance of Green HRM in attaining organizational objectives.
- The final objective of this study is to ascertain the quantity of Green HRM practices that are unveiled in social reports.

When addressing Green HRM, it is crucial to emphasize the broader perspective rather than focusing on short-term outcomes such as quarterly or annual results. This is due to the fact that the benefits of implementing ideas may not be immediately evident, encompass various aspects, and are challenging to quantify. GHRM should be regarded as an HR corporate strategy that prioritizes the establishment of an environmentally sustainable organization by utilizing personnel policy tools.

The Influence of Environmentally Friendly Measures on the Long-Term Viability and the Execution Approaches of Young Businesses:

A Spearman's rank correlation coefficient was computed to assess the strength and direction of the correlations between the influence of environmentally conscious HR practices on the long-term sustainability of startup enterprises and the actual actions taken in this regard (Table 5). A robust positive association ($r=0.956$) exists between the assessment of the influence of human resources (HR) initiatives on sustainable development and their practical execution within particular firms. The aforementioned firms primarily engaged in actions that their leaders considered to be of great importance for the execution of their sustainable development objectives.

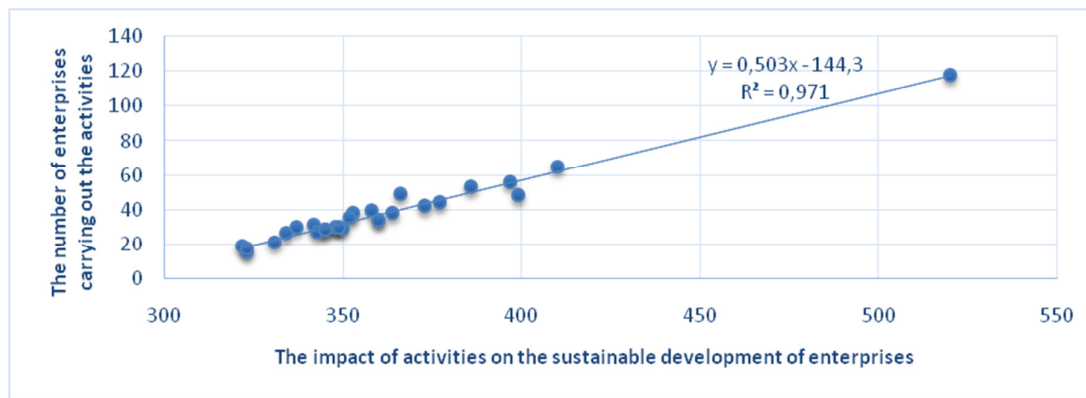
An analysis of regression was performed to investigate the correlation between the impact of environmentally sustainable practices and their actual adoption by companies (Figure 1). The type II regression function, also known as the linear regression function, is utilized to ascertain the connection between two variables inside a given sample. Based on the regression coefficients obtained, it can be concluded that a one-point increase in the impact of an activity leads to an average increase of 0.5037 in the implementation of that activity inside a particular organization within the relevant sample. The R^2 coefficient of determination, which is equal to 0.9713, suggests that the regression function used to analyze the impact of environmentally friendly activities accounts for 97.13% of the variation in the number of enterprises implementing environmentally friendly actions within the HRM domain.

Table 5. Influence of Environmentally Friendly Measures on the Long-Term Viability and the Execution Approaches of Young Businesses

Activity No.	Aggregate Assessment of impact of Activity X (point)	Activity Pursued in Enterprises (No. of Entities)	Rank X	Rank Y	Di Distance	Square of Distance D_i^2
1	410	65	2	2	0	0
2	377	44	6	7	-1	1
3	399	48	3	6	-3	9
4	342	31	22	15	7	49
5	323	15	26.5	28	-1.5	2.25
6	322	19	28	26	2	4
7	323	17	27.5	27	0.5	0.25
8	366	49	8	5	3	9
9	397	56	4	3	1	1
10	343	27	21	23	-2	4
11	348	30	18	18.5	-0.5	0.25
12	353	38	13	10.5	2.5	6.25
13	352	35	14	12	2	4
14	350	29	15	20	-5	25
15	331	21	25	25	0	0
16	360	34	10.5	13.5	-3	9
17	364	38	9	11.5	-2.5	6.25
18	345	28	19.5	21	-1.5	2.25
19	358	39	12	9	3	9
20	348	30	17.5	17.5	0	0
21	373	42	7	8	-1	1
22	349	30	16	16.5	-0.5	0.25
23	520	118	1	1	0	0
24	386	53	5	4	1	1

$$r_s = 1 - (6 \times 161/28 \times (28^2 - 1)) = 0.956.$$

Figure 1. Correlation between the impact of activities and activity implementation in young enterprises.



To assess the degree to which the chosen sample of companies effectively reflects the operational dynamics of young companies, two hypotheses were developed. This was done to ensure that the observed associations in this sample are representative of those observed in all young organizations.

$$H_0: e_d = 0$$

$$H_1: e_d > 0$$

The null hypothesis asserts that there is no statistically significant association between the impact of environmentally friendly actions on sustainable development and their implementation in business environments based on the population. Based on the observed positive rank correlation coefficient in the

sample, it is possible to deduce the existence of a correlation, specifically a positive correlation, by accepting the alternative hypothesis.

To test the hypothesis $H_0: \rho = 0$, the rank correlation coefficient, denoted as r_s , was calculated for the sample. We employed the exact distribution of the crucial values for Spearman's rank correlation coefficient at a significance level of $\alpha = 0.05$ to evaluate the null hypothesis. The connection $P(r_s \leq r_{s0}) = \alpha$ was utilized. The crucial value of the Spearman's rank correlation coefficient was determined to be $r_{s0} = 0.317$, however the corresponding value observed in the sample was $r_s = 0.956$. In light of the comparison between r_s and r_{s0} , with a specific value of 0.956 being greater than 0.317, it is justifiable to reject the null hypothesis and accept the alternative hypothesis. The aforementioned rejection serves as evidence of a favourable association between the influence of environmentally conscious behaviours and their adoption among the general populace.

Conclusion:

A thorough literature review supports green HRM, a human resource strategy that promotes environmentally friendly firm management. This program may raise employee understanding of environmental issues, which could lead to sustainable company practises. This tool also boosts competitiveness by improving brand reputation, reducing costs, improving customer engagement, gaining local government and community endorsement, and increasing employee satisfaction, loyalty, and motivation.

Green HRM adoption in Polish enterprises was examined using a representative sample of newly founded companies. Researchers got permission to prove this idea.

Hypothesis 1 argues that pro-environmental strategies incorporated into human resource management have inconsistent effects on new enterprise sustainability, allowing for primary and secondary practices.

Hypothesis 2 argues that sustainable development-related pro-environmental human resource practices in new Polish enterprises are linked.

The correlation analysis found a high positive correlation between evaluating the impact of environmentally conscious human resources initiatives on organizational sustainability and implementing them. Research shows that companies that evaluate the effects of an action are more likely to implement it. The regression function showed that a single-point increase in the impact of any activity increased organizational activity execution by 0.5037. Increasing awareness of the importance of Green HRM in organizational sustainability is vital to increasing acceptability of the idea in Polish new firms.

Empirical research shows that Poland is unfamiliar with and undervalues Green HRM. The study found that young Polish companies lacked the comprehensive HRM practices needed for environmental management. Thus, Green HRM is still developing in the relevant firms. The following constraints support the conclusion: HR managers lack grasp of fundamental ideas and picking effective implementation approaches.

The implementation of pro-environmental legislation and the lack of established standards for monitoring and reporting Green HRM show a lack of a complete HRM strategy.

The study was limited by the lack of demographic studies on new firms. The inadequate data made it difficult to compare the results of the particular investigation. Global Human Resource Management (GHRM) strategies in established, market-dominant firms are the subject of several scientific articles. The group of enterprises with less than three years on the market lacks rigorous examination.

The authors believe that developing Polish companies' managers' lack of awareness of Green HRM may explain its poor implementation. Information shared over corporate networks helps overcome the difficulty. The human resource's function must develop managerial skills to be a strategic partner in sustainable growth.

The study's managers don't agree with the authors that measuring and reporting business activity in Green HRM are essential for GHRM implementation. Lack of measurement or reporting limits efficient management in any profession. The efficacy of Green HRM must be assessed to broaden its pragmatic application. This study increases the impact of Green HRM initiatives on long-term business development, creating the groundwork for transformation and recognition. The Green HRM measuring tool can help organizations recognize it as a crucial part of their sustainable growth framework. The above shows that pro-environmental human resources efforts, especially in Poland, need better quantification and documentation. Green personnel reports in corporate social responsibility (CSR) reporting may help organizations present themselves as HR models, according to the authors. This can help Green HRM get acceptability and implementation.

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