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Vol. 52 (2) September 2023

<b>Tiny Tanushree Gohain, Sharada VS</b> The Imperative of Green Human Resource Management: Integrating Sustainability in HR Practices	1
<b>Tanusree Chakraborty, Ashok Natarajan, Nandita Mishra</b> Maximizing Potential: Leveraging Knowledge Strengths and Goal Setting for Academic Excellence	31
<b>Partha Sarathi Sarkar</b> Business Environment and AI: A Review to Understand the Future	57



# The Imperative of Green Human Resource Management: Integrating Sustainability in HR Practices

Tiny Tanushree Gohain\*, Sharada VS\*\*

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## Abstract

*The increasing importance of environmental sustainability in the corporate sector has led to the emergence of Green Human Resource Management (GHRM) as a crucial area of study and practice. This paper explores the conceptual framework of GHRM, emphasizing the integration of green elements into HRM activities such as job design, recruitment, induction, performance management, training, and rewards. By incorporating environmentally friendly practices, organizations can significantly reduce their carbon footprints and promote sustainable behaviors among employees. The study also examines the practical implications of GHRM, highlighting its potential to enhance employee engagement, improve environmental performance, and contribute to corporate social responsibility (CSR) objectives. Furthermore, the paper discusses the intersection of GHRM with artificial intelligence (AI), offering innovative approaches to streamline processes and encourage eco-friendly behaviors. The findings underscore the importance of aligning HRM practices with sustainability goals to foster a green organizational culture and achieve long-term organizational success. Through the adoption of GHRM practices, organizations can make substantial contributions to environmental conservation and set a positive example in the business community.*

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**Keywords:** Green Human Resource Management, Environmental Sustainability, Corporate Social Responsibility, Green Recruitment, Green Training, Employee Engagement, Sustainable Practices

## Introduction

The Green Movement has played a dominant role in the emergence of the term Green human resource management. Green human resource management (GHRM) has become a crucial business strategy for organizations because the human resource

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department can play a key role in going “green” (Hameed et al., 2020) Green HRM is a widely practiced terminology and various industries are implementing Green Technologies for long term sustainability. A crucial component of an organization’s sustainability is GHRM (Yong et al., 2020; Dumont et al., 2017). Companies going greener impacts the society and the environment surrounding it very positively. Greening has become must for completely minimizing climate change, for preventing natural disasters, for avoiding immunity related issues and diseases that arises due to pollution and contamination and for minimizing harming of animals. Greening also aims to encourage biodiversity and strengthen the relation between people and the environment. Green behavior is thus receiving increasing attention. It is a fully recognized role for employees in solving environmental problems (Ortiz-de-Mandojana et al., 2016; Kim et al., 2019; Luu, 2019). To maintain environmental sustainability, it is necessary for an organization to explore how green human resource management (GHRM) affects employees’ pro-environment behavior, which would eventually ensure its overall environmental performance (Kim et al., 2019). Green HRM moulds and changes its employees and also stakeholders into green individuals so as to achieve the environmental objectives and also to attain ecological sustainability. It has its well-defined objectives, policies and procedures and also frameworks to make its employees adapt the greener ways of working. This is providing a competitive edge to every employee, organization, environment and society in the larger scale. Green HRM focuses on triple bottom line theory wherein the companies look forward to a bigger picture that not only includes profits but also people as well as planet.

Green HRM plays an important role in terms of attaining sustainability, formulating strategies for enhancing competencies and values of the employees in order to attain this triple bottom line. In order to fulfil an organization’s goals for corporate social responsibility, strategically focused HRM can be quite important (Wesley et al., 2020). The growth of this position has given rise to related business initiatives and accompanying research, known as “Green HRM.” It aims and also ensures the overall health and sustainability of the employees as well as external stakeholders with its strategies and frameworks that would support the planet friendly practices. The adoption of GHRM is influenced by possible and actual legislation groups, financial stakeholders, suppliers, and—most importantly—employee attitudes and knowledge of GHRM, according to prior research (Guerci et al., 2016a; Stahl et al., 2020). So, there is a need for the integration of Human Resources Management with environmental sustainability.

### **Definitions of Green HRM**

The concept of Green Human Resource Management (GHRM) has evolved significantly over the years, reflecting the increasing importance of integrating environmental sustainability into human resource practices. The table below presents a chronological overview of various definitions of GHRM, highlighting how scholars



and researchers have articulated the concept. This progression showcases the broadening scope and depth of GHRM, emphasizing its role in promoting sustainable practices, enhancing corporate social responsibility, and fostering ecological awareness among employees. By examining these definitions, we can better understand the multifaceted nature of GHRM and its critical impact on both organizational and environmental outcomes.

**Table 1: Comprehensive List of Chronological Definitions of Green HRM**

Source	Definitions of Green HRM
Renwick et al. (2013)	The incorporation of corporate environmental management into Human Resource Management.
Jabbour et al. (2010)	GHRM was defined as "the greening of functional dimensions of HRM such as job description and analysis, recruitment, selection, training, performance appraisal and rewards".
Opatha (2013)	Green HRM is referred to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business."
Ullah (2017)	GHRM as the environmental (green) orientation of all human resource functions or practices of an organization at all levels.
Bombiak and Marciniuk-Kluska (2018)	GHRM is an integral part of corporate social responsibility and it includes application of HR policies for promoting use of organizational resources in a sustainable way and supporting ecology.
Opatha and Arulrajah (2014)	The purpose of GHRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution on each of the four roles, i.e., preservationist, conservationist, non-polluter, and maker.
Renwick et al. (2013)	The merging of HRM with Corporate Environmental Management
Bombiak and Marciniuk-Kluska (2018)	The implementation of HR policies to support ecology and encourage the sustainable use of firm resources, with the main goal being to cultivate ecological sensitivity in staff members and increase their awareness of how their actions may impact the environment

Opatha (2019)	GHRM is concerned with issues pertaining to the environment, such as green job performance, green HRM tasks, green employee roles, and green attitudes and behaviours
Mandip(2014)	The application of human resource management principles to support environmentally friendly corporate practices and resource conservation is known as "green HRM."
Zoogah (2014)	Green HRM refers to the application of HRM methods, attitudes, and policies in corporate organisations to encourage resource sustainability and mitigate the negative effects of environmental concerns.
Opatha and Arulrajah (2014)	HRM's green transformation focuses on converting regular employees into environmentally conscious individuals, with the aim of achieving the organization's environmental objectives and making a substantial contribution to environmental sustainability. Greening refers to the policies, procedures, and processes used by an organization to promote environmental sustainability and benefit employees, society, the natural environment, and the business.
Kim et al., (2019)	GHRM includes top management communication of the environmental policy, plan, and other pertinent information to employees, training employees to understand new environmental practices, empowering employees to engage in environmental activities and giving rewards that can stimulate employees to be environmentally responsible

### Literature Review:

The literature review of Green Human Resource Management (GHRM) provides a comprehensive examination of the evolving domain of integrating environmental sustainability within HR practices. This review traces the progression of GHRM concepts and practices from the early 1990s to the present, highlighting significant contributions from various researchers. The table below organizes these findings chronologically, offering insights into how GHRM has been conceptualized and implemented over time. It underscores the importance of employee empowerment, environmental training, and the development of green organizational cultures. By exploring these studies, we gain a deeper understanding of the strategies and outcomes associated with GHRM, revealing its critical role in fostering sustainable business practices and enhancing overall environmental performance (Table 2).

**Table 2: Chronological Review of Green HRM Literature**

S.No	Author(s) and Year	Major Findings
1	Callenbach et al., 1994	Contended that in order to carry out green management, employees must be inspired, empowered, and environmentally aware of greening to be successful.
2	Bird, 1996	Environmental trainings at work could cover topics like environmental law, new equipment instructions, or corporate standards of conduct, all of which help employees improve their environmental performance.
3	Crane, 2000	Green HR policies aim at encouraging an environmental organizational culture.
4	Daily and Huang, 2001	Environmental trainings at work could cover topics like environmental law, new equipment instructions, or corporate standards of conduct, all of which help employees improve their environmental performance.
5	Catherine Ramus, 2001	Green HRM policies focus on individual employee learning and the development of personal environmental competences of employees, for instance, by setting up specific trainings and further education programs, and by implementing appraisal tools or reward systems.
6	Madsen and Ulhoi, 2001	Green HRM policies focus on individual employee learning and the development of personal environmental competences of employees, for instance, by setting up specific trainings and further education programs, and by implementing appraisal tools or reward systems.
7	Harris and Crane, 2002	Green HR policies emphasize both cooperative and individual abilities of the employees to bring about green behavior. Collective competences mainly pertain to the organizational culture that is thought to be the most significant in either limiting or advancing the organizational greening process.
8	Fernández et al., 2003	Green HR policies emphasize both cooperative and individual abilities of the employees to bring about green behavior. Collective competences mainly pertain to the organizational culture that is thought to be the most significant in either

		limiting or advancing the organizational greening process.
9	Renwick et al., 2008	To successfully implement green management ingenuities and foster environmental innovations, organizations require top quality technical and management skills.
10	Sudin, 2011	Found that green HRM is one of the most effective techniques for improving a company's environmental performance because it offers a foundation for effectively managing the company's environmental impact. As a result, green HRM practices, such as eco-friendly HR operations, result in enhanced efficiencies, lower costs, and better employee engagement and retention.
11	Fayyazi et al., 2015	Green HRM aids organizations in the improvement of their environmental performance by enhancing the awareness of employees about the environmental issues.
12	Nijhawan, 2014	There is an increasing demand for incorporating environmental sustainability into human resource management (HRM), often known as Green HRM.
13	Saeed et al., 2019	Green Human Resource Management (HRM) is a strategic strategy that incorporates environmental management ideas into HR procedures and activities.
14	Yusoff et al., 2020	Environmental management entails the use of programmes and strategies within organizations to mitigate harmful environmental effects or improve positive environmental results.
15	Shafaei et. al, 2020	Organizational culture is positively associated with Green HRM and organization's environmental performance. They also discovered that green HRM had an impact on employees' job satisfaction on a personal level.
16	Amrutha and Geetha, 2020	Green human resource management (GHRM) practices contribute to the sustainability requirements of social equity, health, wellness, and well-being of organization and its employees in addition to the achievement of economic stability and environmental balance.
17	Anlesinya and Susomrith, 2020	Sustainable HRM comprises multiple dimensions, such as green HRM, socially responsible HRM, and triple bottom line HRM.

18	Díaz-Carrión et al., 2020	Sustainable HRM prioritizes the evaluation of HR policies based on their effects on individuals, society, and the environment.
19	Piwowar-Sulej, 2021	Sustainable HRM primarily entails adapting HR procedures to align with environmental sustainability goals. This includes implementing green recruitment strategies, incorporating eco-friendly training programmes, integrating environmental performance metrics into management processes, adopting sustainable payment systems, and promoting employee involvement in sustainability initiatives.
20	Weerasinghe and Silva, 2021	It encompasses strategies including sustainable recruitment, training, development, incentive, and rewards to improve employee performance.
21	Ali et al., 2021	Green human resource management (HRM) techniques support the integration and execution of environmental technology, hence promoting environmental innovation inside organizations.
22	Yao et al., 2021	The objective is to enhance the long-term competitive edge of organizations by fostering sustainable economic, social, and environmental progress.
23	Kim and Shin, 2019	Sustainable HRM is distinguished by its focus on long-term goals, concern for the well-being of employees and the environment, profitability, active involvement of employees, open communication, growth, collaboration with external partners, adaptability, adherence to regulations, cooperation, justice, and equality.
24	Palanivel, 2024	"Green HR" seeks to foster sustainable practices within organizations by enhancing employee awareness and dedication to environmental sustainability challenges.

The integration of environmental sustainability into organizational practices has become increasingly vital. Green Human Resource Management (GHRM) is an emerging paradigm that emphasizes the incorporation of green principles within HRM activities. This approach not only aims to foster eco-friendly behaviors among employees but also aligns HR practices with broader corporate sustainability goals. The following objectives outline a comprehensive exploration of GHRM, focusing on its conceptual framework, practical implementations, and its intersections with employee behavior, artificial intelligence (AI), and corporate social responsibility

(CSR). By delving into these areas, we aim to provide a holistic understanding of how GHRM can drive sustainable organizational performance and contribute to a greener future. Therefore, we have the following objectives of the study:

- To understand the concept of green elements in HRM activities.
- To identify sustainable Green HRM practices adopted by organizations.
- To examine the relationship between Green HRM and Employee Green Behavior.
- To explore the intersection of Green HRM and Artificial Intelligence (AI).
- To analyze the connection between Green HRM and Corporate Social Responsibility (CSR).

## Results

### 1 Green elements in HRM activities: a Conceptual Framework

Green HRM includes all the function pertaining to reduce the carbon footprints through all the function of human resource management ranging from the practices include green recruitment, training, performance management, payment, and involvement Saeed et al. (2019). Green HRM includes the use of HR policies, philosophies, and practices in order to encourage the responsible and sustainable utilisation of resources and mitigate any negative environmental impacts inside commercial organisations (Mehta & Chugan, 2015a).

#### 1.1 Green job design and job analysis

Green job description refers to job roles and responsibilities to be performed through an environmentally friendly manner (Renwick et al., 2008). Green job analysis and job design practices include the incorporation of environmental protection in relation to tasks, duties and responsibilities. Njoroge and Kwasira (2015) emphasise that job design and job analysis play a crucial role in determining the necessary skills and opportunities, therefore highlighting the importance of job analysis and design in promoting environmentally friendly behaviour among employees in organisations. Many jobs have been created keeping environmental factors in mind. According to Mwita (2019), Green job analysis and design is the systematic gathering of information for a specific job in order to create a job description and job specification. The ultimate goal is to select employees who can effectively carry out their duties and responsibilities in an environmentally friendly manner. Green job analysis and design aim to establish an organization's identification of roles, responsibilities, skills, knowledge, and competencies required for a specific position. This ensures that the job holder is environmentally friendly and accountable while doing their obligations. Organizations of today have designed eco-friendly jobs. Many team activities or team works are involved where the team members

discuss to come up with creative ideas pertaining to the management of the company in an environment-friendly manner.

## 1.2 Green Recruitment and Green Selection

Recruitment is regarded as the initial gateway to the organisation. It provides an organisation with the chance to attract a group of candidates in order to pick the most suitable ones to join. Kiruthigaa and Viswanathan (2014) provided a definition of Green recruitment as a recruiting process that is conducted without the use of paper and has a minimal negative effect on the environment. Online means such as e-mail, online application forms, or the Global Talent Pool are used to invite applications. Whenever feasible, telephone or video-based interviews are undertaken to reduce any environmental effect associated with travel. Organisations are making efforts to attract suitable individuals while also ensuring that the recruitment process is as ecologically sustainable as feasible. Diana (2016) argues that e-recruiting decreases energy consumption and environmental pollutants related to the production, transportation, and recycling of paper items. Process automation has the additional benefit of conserving energy by reducing the need for manual chores such as mailing, storage, handling, filing, and reporting. Direct cost savings are achieved by decreasing the amount of paperwork associated with resumes, advertising, and onboarding. Organizations have begun integrating their corporate eco-friendly strategies and policies with the recruitment policies. It is also found through research that many budding employees prefer to work in an environment friendly organization. According to Wehrmeyer (1996a) and Oates (1996), in United Kingdom, recruitment has an important relation with the organization being eco-friendly. Many deserving job seekers try to measure the environmental performance of an organization before delving into a decision of applying for a job. Some of the Green recruitment practices include giving a clear picture about the organization being environment friendly during the recruitment process. Such corporates include the environmental policies in their recruitment strategies and policies. They also express certain eco-friendly values in their advertisements for job. They prefer recruiting those candidates who belong to the green culture. According to Crosbie and Knight (1995), Wehrmeyer (1996b), North (1997) and Revill (2000a), during the selection procedure, while the candidates are interviewed, questions related to eco-friendliness are asked to understand whether the prospective employees are aware of the concept of greening and whether they abide by the green culture. The green selection process aims to minimise the use of paper by incorporating paperless methods such as behavioural observation, interviews, and presentations that need minimal paper usage. Furthermore, individuals that demonstrate a high level of environmental consciousness and a strong commitment to maintaining a green and natural office environment may be given preferential treatment (Hosain & Rahman, 2016). These companies

consider the concern for the environment as the criteria for selection. Besides, normal selection policies, they also require environment friendly people.

### 1.3 Green Induction

It is the current trend that many organizations after selection process, provide induction mainly stressing on green factors introducing the new recruits on the environment culture of the corporate. There are corporates practising green induction where they provide orientation on environmental aspects specifically related to their jobs. firms these days tend to adopt 'general green induction' and 'job specific green induction' for the new recruits. Green induction practices relate to - "providing general green induction and/or job specific green induction (Crosbie & Knight, 1995; Wehrmeyer, 1996b; North, 1997; Revill, 2000a; Renwick et al., 2008) making new employees aware about the organizations environmental past and present performance and in the process striving to inculcate 'green citizenship behaviour' among its employees. Companies have the option to choose between two techniques when it comes to implementing environmentally-friendly induction processes. There are two types of inductions: generic green induction and job-specific green induction. Some companies implement a comprehensive green onboarding process. Once the candidates have been chosen for the positions, these organisations furnish essential fundamental details regarding the corporate environmental management policy, system, and practices. Some organisations provide specialised green training to their new employees in particular cases. They provide new employees with environmental orientation programmes tailored to their unique job roles. Overall, these two environmentally friendly methods of training new employees are crucial for every organisation in the present period (Arulrajah et al., 2015). Organizations ensures that new employees understand about their green responsibilities, become acquainted with good health and safety measures, grow with corporate-cum-environmental culture, implement company's green policies and practices. Organizations expect green citizenship behaviour from all the employees.

### 1.4 Green Performance Management

Performance management typically involves assessing individual employees and teams based on specific predetermined criteria and objectives. Every organisation has a mandatory obligation to carry out corporate environmental management. This means that the organisation must achieve environmental goals or meet environmental criteria (Opatha & Arulrajah, 2014). Green performance management is the practice of connecting performance evaluation to the achievement of environmentally friendly objectives and duties outlined in the job description (Mehta & Chugan, 2015a). Green performance appraisal of the employees are conducted either separately or together with the general performance measurement system of the organization. For this, organizations



make use of their Environmental Management Information Systems (EMIS) and environmental audits. The goal of an environmental management information system, according to Schwalm (1994), is to properly monitor the huge number of pollution, resource utilisation, energy, and legal obligations that an organisation faces. Deshwal (2015) insists that Performance management systems should be developed to include 'green' targets in the key performance areas (KPA). This can be translated into Green performance standards and Green behaviour indicators which should serve as yardsticks in performance appraisal of employees at all levels. According to Milliman and Clair (1996), when an EMIS is created, it should not only be used for reporting purposes, but should also be connected with manager and employee performance reviews. According to AMO theory the use of HR practices that are aimed at strengthening employee performance can be viewed as a composition of three dimensions - skill-, motivation- and opportunity-enhancing HR practices (Lepak et al., 2006). The organizations set green environmental targets for their employees, departments and also for their divisions. The managers constantly monitor on these aspects and provide frequent feedback to the employees for the optimum improvement on their green performance.

### 1.5 Green Training and Development

Establishing green training and development programmes is crucial for fostering pro-environmental conduct and improving sustainability inside organisations. Multiple studies highlight the significance of green human resource management (GHRM) methods, specifically green training and development, in promoting environmental awareness among employees (Saeed et al., 2019; Yadav et al., 2023). The use of these practices, including green recruiting, selection, performance management, assessment, reward, and remuneration, helps to foster a green organisational culture that promotes sustainable development (Roscoe et al., 2019). Studies suggest that green training is a crucial method for promoting a green work-life balance and improving sustainable organisational performance (Yadav et al., 2023). Moreover, the implementation of green training is associated with favourable results, such as fostering employees' innovative thinking in green practices and encouraging the development of creative environmentally-friendly solutions (Chen & Wu, 2022). Organisations that offer green training programmes create a sustainable work environment that motivates employees to embrace eco-friendly activities (Chen & Wu, 2022). Furthermore, the literature emphasises the importance of top-notch professional training in enhancing the long-term viability of programmes by providing practitioners with the necessary skills and confidence to successfully carry out sustainable. Research highlights the crucial importance of green training and development in driving sustainability efforts within organisations, promoting pro-environmental behaviour among employees, and

fostering a green organisational culture that aligns with sustainable development goals.

### 1.6 Green Rewards and Recognition

Green rewards and recognition play a crucial role in fostering environmentally conscious behaviour among employees. Research has demonstrated that incorporating Green Human Resource Management (GHRM) strategies, such as offering eco-friendly training, acknowledging and incentivizing environmentally conscious actions, and providing non-monetary rewards like public recognition and commendation, can have a substantial impact on employees' adoption of eco-friendly behaviours (Saeed et al., 2019; Ribeiro et al., 2022; Wajdi et al., 2023). These methods not only promote and motivate employees to participate in environmentally friendly activities, but also cultivate a strong sense of environmental responsibility and dedication inside the organisation (Raza & Khan, 2022; Ali et al., 2021).

In addition, integrating green rewards and recognition into organisational policies, such as evaluating eco-friendly behaviour in performance appraisals, providing green training, and offering incentives for maintaining a green work environment, can result in favourable outcomes such as heightened employee dedication, enhanced environmental performance, and organisational sustainability (Asad et al., 2022; Pervaiz et al., 2022; Prasad & Mangipudi, 2022). Furthermore, research conducted by Aboramadan and Karatepe (2021) has shown that implementing green awards, such as monthly bonuses and gift vouchers, in hotels can effectively recognise employees' environmentally friendly actions and improve their behavioural outcomes. Moreover, the influence of green incentives extends beyond individual actions to affect consumer behaviour as well. Green loyalty programmes, which incentivize environmentally friendly behaviours, not only increase customer loyalty but also have a beneficial effect on customer satisfaction during service encounters. This suggests that these programmes have a wider positive impact on stakeholders beyond only employees (Flacandji et al., 2023; Liu & Mattila, 2016). Moreover, by implementing environmentally friendly practices and providing incentives and acknowledgments for such actions, organisations can foster a sustainable culture. This approach empowers staff to embrace eco-conscious behaviours and contribute to a greater institutional understanding of environmental issues (Amini, 2024; Dewi et al., 2022). Green rewards and recognition are crucial elements of GHRM policies that can incentivize environmentally-friendly actions, improve the long-term viability of organisations, and have a beneficial effect on different stakeholders. Organisations may foster a culture of environmental responsibility, enhance employee engagement, and contribute to a sustainable future by incorporating green awards into their HR operations.

## 2. Green HRM Practices Adopted by Organization

Implementing Sustainable Green Human Resource Management (HRM) practices is essential for cultivating eco-conscious behaviours among employees and advancing organisational sustainability. A number of studies have highlighted the significance of incorporating green HRM practices into organisational strategies in order to attain sustainable results (Islam et al., 2020a; Maheshwari, 2024; Mehta and Chugan, 2015a; Jerónimo et al., 2020; Almarzooqi et al., 2019). These practices comprise employing HRM policies, philosophies, and processes to guarantee the long-term utilisation of resources and reduce environmental damage (Mehta & Chugan, 2015b). By implementing green HRM practices, organisations can develop a sustainable and environmentally-friendly culture, leading to improved environmental performance and contributions to overall sustainability (Maheshwari, 2024). Studies suggest that the integration of environmentally-friendly human resource management (HRM) methods can result in enhanced employee dedication, which in turn has a favourable effect on the long-term performance of sustainable businesses (Din, 2023). Sustainable human resource management (HRM) practices are linked to favourable organisational behaviour, especially in periods of uncertainty and crisis, such as the COVID-19 pandemic (Manuti et al., 2020). In addition, integrating sustainable HRM practices with the organization's focus on sustainability can improve employee engagement, identification, and performance (Jerónimo et al., 2020). Moreover, the connection between the well-being of employees and the trust inside an organisation is emphasised in the context of sustainable Human Resource Management (HRM) practices (Jaðkevièiütë et al., 2021). Organisations that effectively adopt sustainable HRM practices place a high priority on fostering trust inside the organisation, among its leaders, and among its employees (Jaðkevièiütë et al., 2021). The research conducted by Almarzooqi et al., (2019) demonstrates that Sustainable HRM has a significant impact on both sustainable employee performance and perceived sustainable organisational support. This highlights the crucial role of Sustainable HRM in promoting beneficial outcomes inside organisations. Ultimately, the implementation of sustainable Green HRM practices is crucial for organisations that seek to encourage eco-friendly behaviours, improve overall organisational sustainability, and achieve favourable results. Through the implementation of green HRM practices, organisations have the capacity to establish a culture centred around sustainability, enhance employee dedication, and ultimately make a positive impact on the long-term performance of the company.

## 3. Green HRM and Employee Green Behaviour: Do they meet?

Green Human Resource Management (Green HRM) and Employee Green Behaviour are interconnected ideas that jointly contribute to an organization's sustainability objectives. Green HRM refers to the set of policies, methods, and systems that promote environmentally conscious behaviour among employees. This approach integrates environmental management within the conventional human resource

management framework. Studies have shown that GHRM methods encompass different areas like green recruiting and selection, green training and development, green performance management, green remuneration, and green empowerment (Saeed et al., 2019). The objective of these practices is to enhance employees' competencies and drive their engagement in initiatives that promote environmental sustainability (Pinzone et al., 2016). Green HRM aims to cultivate environmental values in employees through recruiting and training, leading to heightened individual consciousness of environmental concerns (Li et al., 2023). Organisations can cultivate a green organisational culture and improve employee behaviours towards the environment by adopting Green HRM practices (Gilal et al., 2019). The study conducted by Islam et al., (2020) discovered that Green HRM effectively encourages employees to engage in both in-role and extra-role green behaviour. This is achieved by enhancing employees' competence, motivation, and involvement in environmental activities.

## **1. Recruitment and Selection**

The implementation of sustainable human resource management (HRM) methods, such as green recruiting and selection, green training and development, green performance management, and green remuneration, has been linked to the promotion of employees' ecologically friendly behaviours in the workplace (Gilal et al., 2019). Green HRM is considered a mechanism for promoting environmentally conscious behaviour among employees, which can be strengthened by the endorsement of senior management (Akthar, 2022). In addition, GHRM programmes aim to establish an environmentally conscious organisational culture that motivates employees to adopt sustainable practices (Ribeiro et al., 2022). In general, the current body of research confirms that GHRM practices, namely in the areas of recruitment and selection, training, and performance management, play a crucial role in influencing employees' pro-environmental behaviour and fostering a culture of environmental sustainability inside organisations.

### **1.1 Training and Development**

Delivering training programmes that emphasise the significance of green behaviour in the workplace, sustainability practices, and environmental management. Employees that undergo environmental training are more proficient in implementing eco-friendly practices in their daily tasks, including recycling, energy conservation, and sustainable resource utilisation. Research has also investigated the influence of Green HRM on employees' environmentally conscious behaviour outside of their professional duties. Green training, a component of Green HRM practices, has been linked to employees' adoption of environmentally friendly behaviours, such as the use of eco-friendly products and the reduction of resource use (Rashid et al., 2023).

## 1.2 Performance Management

Incorporating environmental performance indicators into the comprehensive performance evaluation process. Establishing precise environmental goals and objectives for staff members. When employees are assessed and incentivized according to their environmentally responsible performance, they are more inclined to embrace and sustain eco-conscious behaviours. These practices encompass several tactics, including the establishment of environmentally friendly goals, the provision of feedback, the engagement of employees in green projects, and the integration of environmental considerations into human resource management tasks (Saeed et al., 2019; Renwick et al., 2012; K, 2024; Chaudhary, 2019a). The objective of GHRM practices is to augment employees' competencies, drive, and engagement in environmentally friendly actions, resulting in enhanced environmental performance (Pinzone et al., 2016; Shafaei et al., 2020; Islam et al., 2020b; Chen & Wu, 2022; Khalid et al., 2021). GHRM contributes to a beneficial environmental impact by promoting a green organisational culture and encouraging green behaviours (Gilal et al., 2019; Suharti & Sugiarto, 2020).

## 1.3 Compensation and Rewards

Implementing a system of incentives and prizes to acknowledge and encourage personnel who consistently exhibit exceptional environmental performance. This may encompass additional incentives such as bonuses, recognition initiatives, and various forms of rewards. Offering incentives and prizes can effectively stimulate staff to continuously adopt environmentally-friendly behaviours, thereby cultivating a culture of sustainability inside the organisation. Green HRM efforts promote employees' environmental consciousness and competencies, incentivizing them to participate in eco-friendly actions by offering rewards and advantages (Liu & Zhang, 2022). Green remuneration and rewards are essential elements of Green HRM that aim to acknowledge and motivate employees for their efforts in attaining organisational environmental objectives (Chaudhary, 2020a). Green HRM promotes innovation in organisations by prioritising performance and reward systems that are linked to employees' environmentally conscious actions (Shafaei & Nejati, 2023).

## 1.4 Employee Involvement and Participation

Implementing Green Human Resource Management (GHRM) strategies is essential for fostering pro-environmental behaviour among employees. These practices include measures like as environmentally-friendly recruiting and selection, environmentally-friendly training, environmentally-friendly performance management, environmentally-friendly pay management, and environmentally-friendly involvement (Chaudhary, 2019). Adopting GHRM methods improves employee understanding and abilities in environmental management, promoting a culture of environmental accountability (Gilal et al., 2019). Research has shown that implementing Green Human Resource Management (GHRM) practices has a good

impact on employees' ecologically responsible behaviour at work. This establishes a clear connection between GHRM activities and the promotion of eco-friendly acts in the workplace (Li et al., 2023). Furthermore, the use of Green Human Resource Management (GHRM) techniques enhances employees' ecological consciousness and involvement in environmentally friendly initiatives (Chen et al., 2021). These practices encompass the development of skills, the improvement of motivation, and the engagement of employees, which ultimately leads to their readiness to engage in behaviours that support the achievement of organisational sustainability objectives (Pinzone et al., 2016). Implementing Green Human Resource Management (GHRM) practices can foster the establishment of an environmentally conscious organisational culture, hence promoting the adoption of eco-friendly behaviours among employees (Gilal et al., 2019). Studies suggest that GHRM practices have a dual effect on employees, affecting both their environmentally friendly behaviour and their general well-being and work engagement (Al-Hajri, 2020). GHRM activities encourage employees to participate in environmental projects and contribute to the organization's sustainability efforts by promoting green skills and awareness (Al-Hajri, 2020). In addition, the implementation of Green Human Resource Management (GHRM) techniques improves employees' identification with the environment, as it aligns their personal values with the organization's environmentally friendly values. This fosters a sense of accountability and obligation towards the environment (Fawehinmi et al., 2020). Ultimately, the implementation of GHRM policies is crucial for motivating employees to engage in environmentally-friendly actions and cultivating a corporate atmosphere that prioritises ecological sustainability. Strategies such as providing green training, implementing performance management systems, and fostering employee involvement allow individuals to actively participate in pro-environmental initiatives, so making a significant contribution towards achieving a more sustainable future.

#### **4. Integration of Green HRM and AI: Paving the Way for Sustainable Organizational Practices:**

The amalgamation of Green Human Resource Management (GHRM) and Artificial Intelligence (AI) signifies a revolutionary method for promoting enduring organisational practices. By utilising artificial intelligence (AI) technologies, organisations can improve their initiatives in the field of Global Human Resource Management (GHRM), simplify procedures, and encourage environmentally friendly behaviours among employees. This will lead to improved environmental performance and contribute to overall sustainability. The fusion of Green Human Resource Management (HRM) with Artificial Intelligence (AI) presents a favourable prospect for organisations seeking to improve their environmental sustainability practices while leveraging technological breakthroughs in HRM. Green HRM is the practice of incorporating environmental factors into conventional HRM procedures in order to promote environmentally friendly behaviour among employees (Saeed et al., 2019). The main objective is to employ HRM policies and practices to promote sustainable

resource utilisation and minimise environmental effect in organisations (Mehta & Chugan, 2015). Studies have demonstrated that the adoption of green HRM practices can encourage employees to engage in environmentally friendly behaviours, such as exhibiting organisational citizenship behaviours towards the environment (Chen et al., 2021). Artificial Intelligence (AI) is becoming more closely connected with Human Resource Management (HRM) and has the potential to completely transform the current HRM landscape due to its capabilities and problems (Arslan et al., 2022). Artificial intelligence (AI) technologies provide exceptional prospects for enhancing organisational capacities and promoting sustainable development (Böhmer & Schinnenburg, 2023). Nevertheless, the integration of artificial intelligence (AI) in human resource management (HRM) gives rise to apprehensions over its possible adverse impacts on employees. This underscores the importance of devising measures to mitigate these repercussions (Zhou, 2023). The combination of Green HRM and AI has the potential to provide new and creative approaches to improve environmental sustainability in organisations. By utilising artificial intelligence (AI) technologies in human resource management (HRM) operations, organisations can bolster their environmentally friendly activities, improve employee productivity, and encourage the adoption of sustainable practices (Wulansari et al., 2018). By incorporating artificial intelligence (AI) into Green HRM, organisations can develop performance evaluation systems that rely on green indicators. This approach promotes a sense of responsibility among employees and improves overall organisational performance (Wulansari et al., 2018). Moreover, the importance of ethical leadership in fostering both in-role and extra-role green behaviour through the implementation of green HRM has been highlighted, emphasising the need to match HRM practices with the sustainability goals of the organisation (Islam et al., 2020). Green human resource management (HRM) techniques are essential for promoting environmentally friendly behaviour, active involvement in eco-friendly work, innovative green initiatives, and ultimately, improving environmental performance (K, 2024). Ultimately, the incorporation of Green HRM and AI presents organisations with a distinct chance to promote environmental sustainability, increase employee involvement, and improve overall organisational effectiveness. Organisations may create a more sustainable and environmentally conscious work environment by utilising the benefits of Green HRM practices and AI technologies.

## **5. Integrating Green HRM and Corporate Social Responsibility for Enhanced Organizational Impact**

The combination of Green Human Resource Management (HRM) and Corporate Social Responsibility (CSR) embodies a strategic methodology that utilises HR practices to advance environmental sustainability and social responsibility inside organisations. Green HRM integrates environmental management principles into HR services, including recruiting, training, performance management, and remuneration, with the aim of promoting eco-friendly behaviours and establishing a sustainable organisational culture. Corporate Social Responsibility (CSR), on the contrary,

encompasses a company's dedication to upholding ethical standards, actively participating in the community, and responsibly managing natural resources. The fusion of Green Human Resource Management (HRM) and Corporate Social Responsibility (CSR) has attracted considerable interest in recent scholarly works. Green recruitment can effectively appeal to applicants who possess both the necessary skills and a strong alignment with the organization's environmental and social ideals. Green training programmes can provide employees with education on environmental practices and broader corporate social responsibility (CSR) principles, resulting in a staff that is well-informed and dedicated to sustainable development. Green HRM methods seek to integrate environmental considerations into HRM strategies with the goal of promoting pro-environmental behaviour among employees (Saeed et al., 2019). Studies have demonstrated that these actions can have a favourable effect on the intention to seek employment and the reputation of the organisation, with corporate social responsibility (CSR) acting as a mediator in this connection (Wang et al., 2023). Moreover, research has demonstrated that the implementation of green HRM practices has a significant impact on promoting environmentally friendly behaviour among employees, both within and beyond the confines of the workplace (Karmoker et al., 2021). Research highlights the significance of integrating human resource management (HRM) and corporate social responsibility (CSR) efforts to promote sustainable business strategies. Organisations can shift from being contributors to environmental concerns to actively participating in their resolution by adopting HRM practices that are in line with their CSR objectives (Portocarrero et al., 2021). The correlation between Human Resource Management (HRM) and Corporate Social Responsibility (CSR) is crucial in promoting long-lasting success in organisations. This emphasises the need for a well-structured framework to efficiently merge HRM and CSR activities (Ishaq et al., 2023). The link between Corporate Social Responsibility (CSR) and Human Resource Management (HRM) is complex, with the possibility of both favourable and unfavourable consequences. According to Gahlawat and Kundu (2021), implementing socially responsible HRM strategies can increase employee commitment and citizenship behaviour, as well as boost employee motivation and satisfaction levels. In addition, the incorporation of Green HRM with CSR can result in enhanced employee engagement and retention, since employees frequently favour working for socially and ecologically conscious organisations. Integrating corporate social responsibility (CSR) and human resource management (HRM) is essential for fostering ethical and socially responsible human resource practices and attaining sustainable long-term organisational success (Raju, 2023). The integration of Green HRM and CSR may bolster the company's standing, allure investors, and fulfil regulatory obligations, while fostering enduring corporate prosperity and a favourable influence on society and the environment. Ultimately, the integration of Green HRM and CSR is essential for organisations aiming to improve their ecological performance, advocate for sustainable practices, and have a beneficial influence on society. Organisations may foster a culture of environmental



responsibility, boost employee engagement, and contribute to long-term company success by integrating HRM practices with CSR activities.

## **Practical Implications**

This paper provides several practical implications for organizations aiming to adopt Green Human Resource Management (GHRM) practices. Firstly, by incorporating green elements into HRM activities such as job design, recruitment, induction, performance management, training, and rewards, organizations can significantly reduce their carbon footprints and promote sustainable behaviors among employees. Green job design and analysis help in creating job roles that prioritize environmental sustainability, ensuring that employees are equipped to perform their duties in an eco-friendly manner. Green recruitment practices, such as paperless processes and eco-friendly criteria, attract candidates who are environmentally conscious, aligning the workforce with the organization's sustainability goals. Implementing green induction programs introduces new recruits to the company's environmental culture, fostering a sense of responsibility and engagement from the start. Green performance management systems that include environmental goals and feedback mechanisms motivate employees to achieve and maintain high standards of eco-friendly practices. Green training and development programs enhance employees' environmental awareness and skills, promoting innovative and sustainable solutions within the organization. Green rewards and recognition programs incentivize and acknowledge employees' contributions to sustainability, reinforcing positive environmental behaviors. By integrating these GHRM practices, organizations can improve their overall environmental performance, enhance employee engagement and retention, and contribute to broader corporate social responsibility (CSR) objectives. This approach not only supports environmental sustainability but also enhances the organization's reputation and competitive advantage.

## **Conclusion**

In conclusion, the adoption of Green Human Resource Management (GHRM) practices is crucial for organizations aiming to achieve environmental sustainability and enhance their corporate social responsibility (CSR). The integration of green elements into various HRM functions, including job design, recruitment, induction, performance management, training, and rewards, promotes environmentally conscious behaviors and reduces the carbon footprint of the organization. The conceptual framework presented in this paper highlights the importance of aligning HRM practices with environmental goals to foster a sustainable organizational culture. By adopting GHRM practices, organizations can create a workforce that is not only skilled and motivated but also committed to sustainable development. Furthermore, the integration of GHRM with artificial intelligence (AI) and CSR offers innovative approaches to enhance environmental performance and organizational effectiveness. AI technologies can streamline GHRM processes and promote eco-

friendly behaviors, while CSR initiatives can further reinforce the organization's commitment to sustainability. Ultimately, the successful implementation of GHRM practices can lead to improved employee engagement, better environmental performance, and long-term organizational sustainability. By prioritizing green HRM, organizations can make significant contributions to environmental conservation and set a positive example for others to follow.

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## Maximizing Potential: Leveraging Knowledge Strengths and Goal Setting for Academic Excellence

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### Abstract:

*Goals are almost universally accepted as the central elements for directing the performance outcomes of individuals. Individuals set goals and strive to achieve them. They do not always succeed in attaining set goals. To set achievable and realistic goals, it is extremely important for individuals to understand their strengths and carve out their goals accordingly. With this understanding, the present paper aims to understand the role of knowledge of strength in performance expectation and outcome, i.e., whether goal setting moderates the role of knowledge of strength in impacting performance outcome. For the purpose of the study, data was collected from 350 academics from management institutes across India, for whom goal setting happens as a formal procedure in areas of teaching, research, institution building, and administrative responsibilities. Two Step Hierarchical structural equation modeling was conducted to examine the research questions and hypotheses of the study. The study found that knowledge of one's own strengths impacts performance outcome, and strength visibility and strength use have significant relationships with performance outcome; In contrast, strength insight was not found to have a significant relationship. Goal autonomy, commitment, and difficulty have been found to positively impact performance outcomes. The model shows a good fit.*

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**Keywords:** Goal setting, Knowledge strength, Knowledge Use, Performance Outcome, Knowledge of results.

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## Introduction

Goal setting, performance, and understanding one's strengths are integral components of personal and professional development, significantly impacting individual performance outcomes (Zimmer & Matthews, 2022). Setting goals provides a roadmap for individuals (Austin & Vancouver, 1996), guiding their efforts and actions toward desired outcomes. Goals motivate individuals to strive for excellence (Hirschi & Koen, 2021) and achieve their full potential. However, the effectiveness of goal setting is greatly enhanced when it is informed by a clear understanding of one's strengths (Newman & Ford, 2021). Understanding one's strengths allows individuals to align their goals with their innate abilities and talents, increasing the likelihood of success. Moreover, leveraging strengths in goal pursuit not only enhances performance but also fosters a sense of fulfillment and engagement. This interplay between goal setting, performance, and understanding strengths accentuates the importance of a holistic approach to personal and professional development (Swann et al., 2021), which recognizes and harnesses individual strengths to drive optimal performance outcomes.

Academic faculty are intricately related to these concepts as they are foundational to their professional development and success (Groenewald et al., 2023). Goal setting is paramount for faculty members as they navigate their teaching, research, and administrative responsibilities, providing a framework for their activities and objectives (Grant, 2023). Knowledge strength, encompassing understanding and leveraging one's strengths, is essential for faculty to excel in their areas of expertise and contribute meaningfully to their field. Knowledge use reflects how effectively faculty apply their knowledge and skills in their work, directly impacting their performance outcomes (Van Dijk et al., 2020). The performance outcome, in turn, is a measure of their effectiveness in achieving academic and professional goals. Knowledge of results, or feedback on performance, is critical for faculty to assess their progress, identify areas for improvement, and refine their strategies for continued success in academia.

Goal achievement has been considered a result of goal setting (Carver & Scheier, 1998, 1999; Frese & Sabini, 1985; Karniol & Ross, 1996; Karoly, 1993; Oettingen & Gollwitzer, 2001) primarily. Individuals move forward to a goal based on the predetermined goals, set either autonomously by them, or designed along with the boss. Goal setting as a behavior has been reported to be impacting organizational performance by many (Ilgen & Hamstra, 1972); Locke, 1968); and Locke et al., 1970). Not only performance enhancement but even reduced absenteeism at work has also been linked with goal setting (Latham & Kinne, 1974). In recent research studies, it has been asserted that goal setting, if backed by providing feedback to the employee yields better performance (Stokes et al., 2010). Even in the area of sports, feedback is contributing to enhanced performance (Wack et al., 2014). Latham et al., (2017) found that conscientiousness as a trait had moderated the

subconscious task performance relation; on the other hand, if the goals were self-set and conscious, it partially moderated task performance.

A goal is a target or objective of an action, such as attaining a particular level of knowledge, typically within a predetermined timeframe. The correlation between performance goals and task performance has been extensively examined by social psychologists, including Fishbein and Ajzen (1975). McClelland, a non-behaviorist, advocated for the presence of internal motives, such as the desire for accomplishment, but he claimed that these motives were unconscious (McClelland et al., 1953) and hence could only be measured by projective testing. Goal setting is a common practice in organizations, although studies on this topic have only been conducted in controlled experimental environments (Yeara et al., 1995).

The goal-setting theory is robustly supported by Ryan's (1970) assertion that performance is driven by objectives, otherwise called goals. Researchers have established that goal-setting significantly impacts human behavior, and behavior, in turn, leads to performance differences. While talking about goals, extant literature speaks about SMART goals, which refers to specific, measurable, achievable, realistic, and timely goals (Doran, 1981). To align with the idea of SMART goals, it is utterly essential that the employees first know themselves, and have knowledge about their strengths and limitations, and then only they can judge their capacity and do a thorough situation analysis to go ahead with justified goals for themselves. Even a goal-driven mentoring approach these days focuses on beginning with the end in mind. When goals are documented and appear precise, it implies that the individual is responsible for the realization of the goal as well. In an organization, supervisors generally communicate organizational goals to their subordinates and monitor how they connect to individual and workgroup performance so that they can motivate their subordinates to achieve desired results. This aligns the goals of the organization with those of the individual and the capacities that the individuals possess. After studying the extant literature, it has been identified that goal setting with performance management has been variously related and established; the paucity of research is in the way how to link knowledge of the strength of the employees in a way to impact performance at work, managing the performance and whether knowledge of strengths impacts goal setting, and goal setting moderates the relation between knowledge of strength and performance.

These variables are crucial for academic faculty as they directly influence their performance outcomes and effectiveness in various academic roles. Goal setting provides a structured approach to managing multiple responsibilities, such as teaching, research, and administrative tasks, helping faculty stay focused and motivated. Understanding one's strengths and how to use them effectively is key to aligning responsibilities with abilities, leading to increased job satisfaction and

performance. Visibility of strengths can enhance recognition and collaboration opportunities, while autonomy in goal setting allows faculty to align goals with personal values, fostering commitment and ownership. The right balance of goal difficulty stimulates effort and creativity without causing stress or burnout. In essence, these variables collectively contribute to faculty members' overall success and impact in academia.

Thus, the present paper aims to understand the relationship between knowledge of strength and performance and investigate the moderating role of goal setting on performance among a group of 350 professors from the world of academics.

Figuratively the research proposes to establish the relation among-

Knowledge of strengths   ↳  Goal setting   ↳  Task Performance

This study is novel because it examines the role of knowledge of strengths in performance expectation and outcome, specifically focusing on whether goal setting moderates this relationship. While the importance of goals in directing performance outcomes is widely acknowledged, this study delves deeper into the role of understanding one's strengths in setting achievable and realistic goals. By focusing on academics from management institutes across India, the study provides insights into how goal setting impacts performance outcomes in areas such as teaching, research, institution building, and administrative responsibilities.

The contribution of this study lies in its findings that knowledge of one's strengths significantly impacts performance outcome and that strength visibility and strength use are also significantly related to performance outcome. These findings suggest that understanding one's strengths and utilizing them effectively can lead to better performance outcomes. Additionally, the study highlights the importance of goal autonomy, goal commitment, and goal difficulty in positively impacting performance outcomes.

Overall, this study contributes to the existing literature by emphasizing the importance of understanding one's strengths in goal setting and performance outcomes, particularly in the context of academic professionals. The findings of this study can inform academic institutions and faculty development programs in helping faculty members identify and leverage their strengths to enhance their performance outcomes.

## **Review of Literature**

Goal setting is an actuating principle being widely utilized in organizational setups. As a strategy of incorporating and coordinating people's endeavors at the workplace and setting a benchmark against which performances can be surveyed. It is too often connected to the organization's reward system and found prevalent in many



developmental projects, like time and stress management, supervisory expertise training, etc. Learning in an organization takes place in important ways with organizational goal dynamics as an added element. Most organizations seek specific explicitly defined or implicitly characterized goals (Barlas & Yasarcan 2006). Goal planning in an organizational setting is essential to execution in performance levels and also in the respective individual's domain (Lant, 1992; Schalock & Bonham, 2003). Learning and growth lead to improved internal business processes and hence enhanced customer satisfaction and higher financial growth in terms of better employee fit behaviors and group dynamics (Kaplan & Norton, 2001). According to Locke and Latham (1990), people exert more influence and efforts towards the attainment of difficult goals and attain fewer efforts when levels are comparatively lesser. However, Hollenbeck and Klein's (1987) study rather showed a negative effect of goal setting and performance. Similarly, goal setting does not work well in performance enhancement for critical tasks (Earley et al., 1989). Researchers have demonstrated that a tightly defined aim may not lead to greatness (Staw & Boettger, 1990; Tenbrunsel et al., 2000). The attainment of goals can significantly impact the performance of both individuals and teams (Kleingeld et al., 2011; Locke & Latham, 1990; O'Leary-Kelly et al., 1994). Studies indicate that it is beneficial for individual learning goals to be both precise and complicated, such as performance goals (Seijts & Latham, 2005; Seijts et al., 2004). Goals have a widespread and influential impact on the performance of personnel and the way management is carried out (Locke & Latham, 2002). Tall or tough goals are inspiring because they need one to reach more as compared to low or easily obtainable goals. Success and satisfaction in the workplace arise to the degree that individuals appreciate that they can produce more and meet greater job challenges by chasing and achieving significant and evocative goals (Locke & Latham 2006). Table 1 gives a summary of the major literature in the field.

**Table 1: Highlights from Literature Review**

Researchers	Results
Gede and Huluka (2023)	The study, conducted on three Ethiopian universities, found that goal, role, and process clarity significantly impact organizational performance in higher education. The results also revealed that performance varies among institutions based on strategic alignment implementation. The study recommends leaders outline strategic intents and promote defined roles and processes for all workers.
Bong et al., (2023)	The study reveals no significant correlation between work environment and construction employee performance, but a robust relationship exists between work environment (DV) and job satisfaction, work stress, and organizational culture.

Chen et al., (2021)	The rejoinder addresses ethical concerns in goal priming, its limitations, and its connection to self-fulfilling prophecies and organizational climate, with data analyzed for publication bias.
Sitopu et al., (2021)	The study demonstrates that motivation, leadership, and compensation have a major influence on employee performance. Key aspects are work discipline, compensation, and motivation. Good employee discipline is crucial for achieving company goals, as it encourages employees to obey company regulations and social norms, ultimately leading to better performance.
Latham et al., (2020)	A study by NASA staff found that a goal promoting cooperation positively impacts team performance. This effect was replicated in multiple experiments, including a social dilemma with both pro-social and egocentric goals. The study also discovered that the level of dedication to the team's objective influenced the relationship between the primed aim and performance.
Grant (2020)	According to the research, goal-focused coaching is more effective than common factors or person-centered coaching in helping clients achieve their goals. This type of coaching also improves the efficiency of professional coaches, enhances workplace performance, and improves both professional and personal well-being.
Asmus et. al., (2015)	Goal-setting improves worker performance.
Nahrgang et. al., (2013)	Relative importance of learning goals or specific performance goals.
Lunenburg (2011)	Confirmed the findings and assertions of Latham's goal-setting theory, that highlights the connection between goals and performance, suggesting that effective performance results from specific, challenging goals, evaluation, feedback, commitment, acceptance, and the influence of ability and self-efficacy, deadlines, learning goal orientation, and group goal-setting.
Ordóñez (2009)	Goal setting should be regarded as a therapeutic intervention, necessitating meticulous administration, assessment of potential adverse effects, and vigilant oversight, rather than a harmless remedy for enhancing motivation, fostering ethical conduct, and facilitating learning.
Iselin et. al., (2008)	If the strategic goals are aligned with the performance reports, performance is positively impacted.
Seijts et. al., (2004)	There is a direct and positive relationship between having a learning goal orientation and achieving higher levels of performance.

Lee et. al., (1997)	Goal commitment was connected to job performance.
Yearta et. al., (1995)	Significant relationship between participation and performance.
Zimmerman et. al., (1992)	Knowledge strengths impact the goal-setting behavior of students.
Wood et. al., (1987)	Meta-analysis procedures, moderator effects of task complexity for goal-setting studies.
Mento et. al., (1987)	Goal setting with feedback and participative feedback were found to have a positive effect on performance.
Hollenbeck & Williams (1987)	As perceived performance increases, actual performance also increases.
Locke et. al., (1970)	Past performance generates the desire to change one's performance.

### Conceptual Framework and Hypothesis

Goals are formulated by employees themselves and in consultation with the superiors. Goals are mental images of preferred outcomes to which an individual is committed and moves ahead to realize them (Fishbach & Ferguson, 2007). Employees sometimes feel as if they are adrift in the world. Though they put in much effort, they probably do not seem to get anywhere meaningful. Goal setting requires acquiring knowledge, and it requires an individual to organize his/her time and resources to make the most of their life. While setting a goal, an individual makes a commitment to the achievement of realizing the goal; the commitment should rest on the understanding that the individual has the capability of achieving the goal and that s/he will behave over and over again with that commitment (Cialdini, 2009). Taking essence of SMART goals, making goals realistic and achievable, an individual's knowledge about his/her strengths is very important. A purposeful goal setting illuminates the requirements of the organization and also paves the way for the employee towards approaching the goal. Personal understanding of one's strengths and weaknesses helps to identify the most realistic goals based on the individual's current situation, and also helps to recognize goals that should be kept on hold for future. Strengths are the set of an individual's natural abilities that the individual perceives good at performing. As the individual is more aware of his strengths, he will be better positioned to set achievable goals. Thus, it can hypothesized that -

Individuals who consciously know and use their strengths are closer to their set goals, and are more capable of delivering successful results. Focusing on already-known strengths helps an individual become more focused on which he/she can excel. Knowing their strengths will help individuals to understand how to apply them to the job they do; this is where it gets linked with performance. Looking at performance, strengths-based development involves

three stages: identifying the talent, matching with self-perception bringing in necessary behavioral change (Clifton & Harter, 2003).

Multiple empirical studies demonstrate a positive correlation between the level of difficulty of a goal and the performance of persons who undertake the job. (Bandura & Cervone, 1983) The nature of goals also decides the level of achievement of performance (Locke et al., 1989). With the above conceptual framework, the present study develops the following hypotheses (Table 2):

**Table 2: Construction of Hypotheses**

Hypotheses	Description
H1	Knowledge Strength Insight positively affects the performance outcome of academics.
H2	Knowledge Strength Visibility positively affects the performance outcome of academics.
H3	Knowledge Strength Use positively affects the performance outcome of academics.
H4	Knowledge of Strength positively affects performance outcome of academics
H5	Goal Autonomy moderates the role of Knowledge Strength Insight on the performance outcome of academics.
H6	Goal Commitment moderates the role of Knowledge Strength Insight on the performance outcome of academics.
H7	Goal Difficulty moderates the role of Knowledge Strength Insight on the performance outcome of academics.
H8	Goal setting moderates the performance outcome of academics.

**Hypotheses Development**

**Hypothesis 1 (H1): Knowledge Strength Insight positively affects the performance outcome of academics.**

This hypothesis suggests that a deep understanding (Knowledge) combined with a keen perception (Insight) enhances the academic performance of faculty members. The argument behind this is that when educators grasp concepts well (Knowledge) and can apply them creatively (Insight), they are likely to excel in their academic roles. This is supported by the idea that a deeper understanding and creative application of knowledge are often key factors in achieving higher academic performance.

**Hypothesis 2 (H2): Knowledge Strength Visibility positively affects the performance outcome of academics.**

This hypothesis posits that the visibility or recognition of one's expertise (Knowledge Strength) positively influences the academic performance of faculty members. The contention here is that when educators' expertise and aptitude are acknowledged by their colleagues or pupils, it can enhance their self-assurance and drive, resulting in enhanced performance. Additionally, visibility can also lead to opportunities for collaboration and feedback, which can further enhance performance.

**Hypothesis 3 (H3): Strength use positively affects the performance outcome of academics.**

This hypothesis suggests that actively utilizing one's strengths (Strength use) contributes to better academic performance among faculty members. The contention is that educators who possess knowledge of their talents and utilize them in their scholarly endeavors are more inclined to exhibit engagement, motivation, and effectiveness in their instructing and research. This is corroborated by studies that suggests that utilizing one's abilities might result in elevated levels of performance and well-being.

**Hypothesis 4 (H4): Knowledge of Strength positively affects the performance outcome of academics.**

This hypothesis proposes that being aware of one's strengths (Knowledge of Strength) positively influences the academic performance of faculty members. The argument here is that when educators are aware of their strengths, they are better able to leverage them in their academic work, leading to improved performance. This is supported by research indicating that self-awareness of strengths can lead to greater engagement, motivation, and performance.

**Hypothesis 5 (H5): Goal Autonomy moderates the role of Knowledge Strength Insight on the performance outcome of academics.**

This hypothesis suggests that the level of autonomy faculty members have in setting their academic goals (Goal Autonomy) moderates the relationship between their knowledge, insight, and performance outcome. The argument is that when educators have more autonomy in setting their goals, they are more likely to align their knowledge and insight with their goals, leading to better performance. This is supported by research indicating that autonomy can enhance motivation and performance.

**Hypothesis 6 (H6): Goal Commitment moderates the role of Knowledge Strength Insight on the performance outcome of academics.**

This hypothesis proposes that the level of commitment faculty members have toward their academic goals (Goal Commitment) moderates the relationship between their

knowledge, insight, and performance outcome. The argument is that when educators are highly committed to their goals, they are more likely to apply their knowledge and insight effectively, leading to better performance. This is supported by research indicating that goal commitment is positively related to performance.

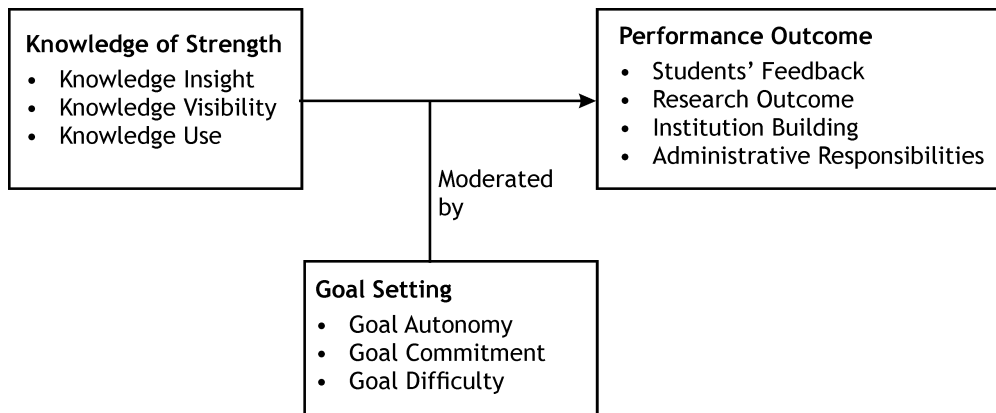
**Hypothesis 7 (H7): Goal Difficulty moderates the role of Knowledge Strength Insight on the performance outcome of academics.**

This hypothesis suggests that the difficulty level of faculty members’ academic goals (Goal Difficulty) moderates the relationship between their knowledge, insight, and performance outcome. The argument is that when educators have challenging goals, they are more likely to apply their knowledge and insight creatively, leading to better performance. This is supported by research indicating that challenging goals can enhance motivation and performance.

**Hypothesis 8 (H8): Goal Setting moderates the performance outcome of academics.**

This hypothesis proposes that the process of setting academic goals (Goal Setting) influences the performance outcome of faculty members. The argument is that effective goal setting can lead to clearer direction, increased motivation, and improved performance. This is supported by research indicating that setting specific, challenging goals can enhance performance.

**Figure 1: Conceptual Framework**



**Measures of the Study**

*Participants and Procedure*

The sample for the survey was selected by the method of random sampling. The researchers have visited academic institutions, specifically management institutes

in eastern India, and approached the faculty members through their respective Deans and Directors to undertake the survey. A total of 400 questionnaires were distributed to targets, who were working as full-time faculty members in those management colleges. It was explained to the respondents that the survey was being undertaken for research purposes, and informed consent was taken from them. The data was promised to be kept confidential. Before data was collected, some rapport was established with the respondents so that they felt free to respond or enquire in case of doubts. 350 questionnaires with a response rate of 87.5% were returned. The composition of the total sample covered was: 100 respondents (28.50%) were below 30 years, 100 (28.5%) were in the age range of 30-49 years, and 150 (43% were more than 50 years. There were 200 male (57.00%) and 150 female (43.00%) respondents.

## Measures

A set of standardized measures was used to collect data on the variables- knowledge of strength, goal setting, and performance

1. **Knowledge of Strength-** For measuring Knowledge of Strength - 'The Strengths Use and Current Knowledge Scale' of Govindji and Linley's (2007) 14-item version was used.
2. **Goal Setting Scale-** For the present study a questionnaire for Goal setting was prepared after studying extant literature. The scale consisted of nine items of Likert-type, responses in the form of strongly Disagree to Strongly Agree. The factors employed were goal autonomy, goal commitment, and goal difficulty. When the instrument was developed, it was tested among 50 faculty members from business management colleges, in a pilot study. According to their suggestions, a few items were revised to improve the clarity and understandability. The Cronbach alpha for the scale was found to be 0.87.
3. **Performance Output Scale-** A Likert-type scale was developed with 12 items, analyzing faculty jobs to measure performance at work. The factors employed were Students' Feedback, Research Output, Institution Building and Academic Responsibility. Each dimension had a brief description with 2 illustrative example items. Academic Deans and Directors rated the concerned faculty's performance on a 5-point Likert scale as ranging from "consistently exceeds goal" (5), to "somewhat below goal" (1). Respondents were informed that ratings were being collected for research purposes. The Cronbach alpha estimate for the performance measure scale was 0.75.

Below is a summary table of the scales used, including the major constructs, factors, number of items, and Cronbach alpha ( $\alpha$ ).

**Table 3: Summary of factors, number of items, and reliability (N= 350).**

Constructs	Factors	Abbreviations	Cronbach's alpha ( $\alpha$ )
Knowledge of Strengths	Strength Insight	SI	0.75
	Strength visibility	SV	0.62
	Strength Use	SU	0.84
Goal Setting	Goal Autonomy	GA	0.68
	Goal Commitment	GC	0.78
	Goal Difficulty	GD	0.86
Performance Output	Students' Feedback	AF	0.78
	Research Output	RO	0.76
	Institution Building	IB	0.86
	Academic Responsibility	AR	0.84

## Results and Discussion

Table 2 displays the descriptive statistics and correlational matrix of the various dimensions of the scales used- knowledge of strength (KS), Goal Setting (GS) and Performance Output (PO). The obtained correlations tell us that the results are consistent with the study objectives, as the dimensions of PO have been found to be correlated with both KS and GS at  $R(350) = 0.57^{**}$  ( $p < 0.01$ ). From here it can be interpreted that the correlations between both independent variables are not 0.7 or more and are less than the IV-DV correlational values (Pallant, 2007).

**Table 4: Mean and Standard Deviation of the factors employed**

Variables	Mean	S.D.
Knowledge of Strengths	22.22	0.98
Goal Setting	21.25	1.25
Performance Outcome	23.25	0.98

Table 4 presents the mean and standard deviation (S.D.) of the variables utilized in the study. Participants exhibited a strong understanding of their strengths, as indicated by a mean score of 22.22 and a relatively low standard deviation of 0.98, suggesting a consistent awareness of individual strengths among the faculty members. In contrast, the mean score for goal setting was slightly lower at 21.25, with a slightly higher standard deviation of 1.25, indicating some variability in the participants' goal-setting behavior. Despite this variability, the overall performance outcome was notably high, with a mean score of 23.25 and a standard deviation of 0.98, suggesting that faculty members generally reported positive performance



outcomes. These findings suggest that while participants demonstrated a strong awareness of their strengths, there was more variability in their goal-setting behavior, yet both factors seemed to contribute to positive performance outcomes among the academic faculty.

**Table 5: Results of Confirmatory Factor Analysis - Measurement Model**

Construct	Predictors of Performance Outcome	Factor Loading	Composite Reliability	AVE (Average Variance Extracted)
Knowledge of Strength 14 items	KS 1	0.731***	0.947	0.720
	KS 2	0.786***		
	KS 3	0.930***		
	KS 4	0.832***		
	KS 5	0.939***		
	KS 6	0.741***		
	KS 7	0.928***		
	KS 8	0.832***		
	KS 9	0.939***		
	KS 10	0.741***		
	KS 11	0.744***		
	KS 12	0.855***		
	KS 13	0.658***		
	KS14	0.854***		
Goal Setting 9 items	GA 1	0.660***	0.956	0.711
	GA 2	0.719***		
	GA 3	0.805***		
	GC 1	0.739***		
	GC 2	0.858***		
	GC 3	0.714***		
	GD 1	0.908***		
	GD 2	0.700***		
	GD 3	0.830***		
Performance Outcome 12 items	SF 1	0.885***		
	SF 2	0.871***		
	SF 3	0.844***		
	RO 1	0.648***		

	RO 2	0.688***	<b>0.931</b>	<b>0.580</b>
	RO 3	0.666***		
	IB 1	0.651***		
	IB 2	0.719***		
	IB 3	0.805***		
	AR 1	0.739***		
	AR 2	0.653***		
	AR 3	0.683***		

**Notes:** A Confirmatory Factor Analysis (CFA) – extraction method: principal component analysis; rotation method: varimax with Kaiser normalization

The instrument utilized has provided clear indications of both convergent (with substantial critical ratios and average variance extracted (AVE) consistently exceeding 0.50) and discriminant (with the AVE estimate for each construct being greater than the squared correlations between that construct and any other constructs) validity.

As part of the data analysis, tests were conducted to assess the reliability and validity of the measurements, specifically to examine the potential influence of common method variance. To confirm the presence of common technique bias, Harman's single-factor test was used. In the analysis, all the factors exhibited Eigen-values over 1, with the most significant component explaining 10.52 percent of the variance. This suggests that there is no common technique bias in the current data set. Validity tests, specifically convergent validity and discriminant validity, were performed. Table 4 presents the values for factors loading and the values of Cronbach's  $\alpha$ . The majority of items exhibit loading values greater than or equal to 0.5 (with t-values that are statistically significant at the 0.001 level). Additionally, the  $\alpha$ -values were found to be greater than 0.70, indicating a high level of dependability.

The results of the construct analysis indicate that Knowledge of Strengths, Goal Setting, and Performance Outcome are significant predictors of academic performance among faculty members.

For Knowledge of Strengths, all 14 items loaded strongly onto the construct, with factor loadings ranging from 0.658 to 0.939. The composite reliability for Knowledge of Strengths was high at 0.947, indicating that the items reliably measure the construct. The Average Variance Extracted (AVE) for Knowledge of Strengths was 0.720, suggesting that the items explain a substantial amount of variance in the construct.

Similarly, for Goal Setting, all 9 items loaded significantly onto the construct, with factor loadings ranging from 0.660 to 0.908. The composite reliability for Goal Setting was very high at 0.956, indicating good internal consistency. The AVE for Goal Setting was 0.711, indicating that the items explain a considerable amount of variance in the construct.

For Performance Outcome, all 12 items loaded strongly onto the construct, with factor loadings ranging from 0.648 to 0.885. The composite reliability for Performance Outcome was high at 0.931, indicating good internal consistency. However, the AVE for Performance Outcome was relatively low at 0.580, suggesting that the items explain a moderate amount of variance in the construct.

Overall, these results suggest that Knowledge of Strengths and Goal Setting are strong predictors of academic performance among faculty members, while Performance Outcome is also a significant predictor but to a lesser extent. The high composite reliabilities for all three constructs indicate that the measurement models are reliable and that the items effectively measure their respective constructs.

### Hierarchical Regression

For the purpose of the present study, a hierarchical linear regression analysis was run following the recommendation of Aiken et al. (1991). For this purpose, the obtained data were mean-centered by creating new centered independent and moderator variables after deducting the mean values of respective independent and moderator variable term. The results obtained tell us that the  $\hat{\alpha}$  value for knowledge of strength is 0.830 ( $p < 0.001$ ), as individual predictors,  $\hat{\alpha}$  for strength insight is 0.053 and has not been found to be significantly impacting performance outcomes for faculty and management institutes; for strength visibility,  $\hat{\alpha}$  value is 0.071 ( $p < 0.01$ ) and for strength use,  $\hat{\alpha}$  values is 0.072 ( $p < 0.01$ ).

**Table 6: Hierarchical Structural Equation Estimates**

Predictors of Performance Outcome	Model 1	Model 2	Model 3
Knowledge Strength Insight	0.053 <sup>ns</sup>		
Knowledge Strength Visibility	0.071 <sup>**</sup>		
Knowledge Strength use	0.072 <sup>**</sup>		
<i>R</i> <sup>2</sup>	0.61		
Knowledge of Strength		0.830 <sup>***</sup>	
<i>R</i> <sup>2</sup>		0.69	
Goal Autonomy X Knowledge of Strength			0.074 <sup>***</sup>
Goal Commitment X Knowledge of Strength			-0.006 <sup>ns</sup>

Goal Difficulty X Knowledge of Strength			0.053***
$R^2$			0.821
$\Delta R^2$			0.131
<i>Model 1 fit: cmin/df = 4.435 (met the condition); CFI = 906 (Good fit), RMSEA = 0.069 (Good fit)</i>			
<i>Model 2 fit: cmin/df = 4.435 (met the condition); CFI = 906 (Good fit), RMSEA = 0.069 (Good fit)</i>			

*Note:\*\*\* denotes significance at 0.001 level\*\* denotes significance at 0.01 level<sup>ns</sup> denotes estimates not significant at 0.05 level*

## Analysis and Discussion

The findings of this study fill the major research gaps of previous research on goal setting, knowledge strength and performance outcomes. In this study, we tested and found support for a hierarchical model of the relationships of goal autonomy, knowledge of strength, and performance outcomes. An individual consciously delivering and using his strengths maintains a close alignment with his set goals, and he is more capable of delivering successful results. The present research aligns with the conceptual framework that proper goal setting provides an individual with a greater focus toward its accomplishment. Our theoretical model can be implemented to specific performance improvement programs of academicians from management institutes, by proper adaptation of the model structures and parameters. In accordance, our model may provide useful starting points for different research projects on goal setting, performance measurement, performance improvement management, knowledge, and goal autonomy. Understanding one's strengths and knowledge helps an individual to understand and carve out their specific goals in order to make them attainable. The strength of the goal-setting and performance alignment was positively associated with knowledge of strength. Typically, a goal, once being understood, remains as a reference for guiding and giving meaning to subsequent mental and physical knowledge and action. The study also depicted the role of one's knowledge in gaining performance excellence in which the variables such as strength use and visibility show a positive relationship with the level of performance. Performance objectives are synonymous with goals that have been robustly purported by Ryan's (1970) study.

This study aimed to show the role of knowledge of strength in performance expectation and outcome. While previous studies have extensively examined goal setting as a behavior impacting organizational performance (Hamner & Harnett (1974); Ilgen & Hamstra (1972); Locke (1968); & Locke et al., (1970), other goal dimensions were not included extensively. Analyzing the results of the current study it becomes clear that our hypothesis suggesting that knowledge strength positively affects performance outcomes can be fully supported by the goal dimensions. Several

empirical studies explained the concept of difficult goals in which the performance rate increases with the specific task (Bandura & Cervone, 1983). Some researchers highlighted that the characteristics of goals determine the intensity of performance achievement (Locke et al, 1989). The first and most important hypothesis dealt with the immediate determinants of knowledge strength in line with most empirical studies in this area (Locke et al., 1970). Research and theory indicate that goals and knowledge intentions are the most important elements of performance improvement. The contribution made by this study, however, is the significant interaction between strengths knowledge, goal-setting, and performance. As predicted, the goal-level performance was significantly more pronounced for individuals characterized by high strength knowledge and goal-setting behavior. Our results support the contention of Schneider and Lopes (1986) that recognition of the role of goals could result in more insight on performance outcomes of academics, especially with knowledge about one's strength. Goals determine the characterization of accomplishment and disappointments and thereby affect the calibration of growth and failure. Goal setting theory has received huge organizational usefulness for improving performances.

While verifying our conceptual model, that combining knowledge strength and performance outcomes moderated by goal setting may result in greater motivation effort towards a better outcome, we refer to Locke and Latham's(1990) well-developed goal-setting theory of motivation emphasizing on the important relationships between goals and performance. In our study, the strength of the alignment between knowledge strength and the performance measures was positively associated with goal autonomy. Govindji and Linley (2007), in their research on 214 university students, disclosed that individuals who used their strengths more were found to have higher levels of subjective well-being. In similar lines, Seligman et al. (2005) established that individuals who employed their strengths at work reported advanced levels of happiness and lesser levels of depression.

**Table 7: Hypotheses and Model Validation**

Hypotheses	Definition	$\hat{\alpha}$ values	Significance	Result
H1	Strength Insight positively affects the performance outcome of academics.	0.053 <sup>ns</sup>	<i>not significant at 0.05 level</i>	Not Supported
H2	Strength Visibility positively affects the performance outcome of academics.	0.071 <sup>**</sup>	<i>&lt;0.01</i>	Supported
H3	Strength use positively affects the performance outcome of academics.	0.072 <sup>**</sup>	<i>&lt;0.01</i>	Supported

H4	Knowledge of Strength positively affects performance outcome of academics	0.830***	<0.001	Supported
H5	Goal Autonomy moderates the role of Knowledge Strength Insight on the performance outcome of academics.	0.074***	<0.001	Supported
H6	Goal Commitment moderates the role of Knowledge Strength Insight on the performance outcome of academics.	-0.006 <sup>ns</sup>	<i>not significant at 0.05 level</i>	Not Supported
H7	Goal Difficulty moderates the role of Knowledge Strength Insight on the performance outcome of academics.	0.053***	0.001	Supported
H8	Goal setting moderates the performance outcome of academics.	0.821***	<0.001	Supported

The results of the hypotheses testing provide valuable insights into the factors that influence academic performance among faculty members. Firstly, regarding the direct effects, it was found that Strength Visibility (H2), Strength Use (H3), Knowledge of Strengths (H4), Goal Autonomy (H5), Goal Difficulty (H7), and Goal Setting (H8) all significantly and positively affect performance outcome. This suggests that when faculty members are aware of their strengths, use them effectively, have autonomy in setting goals, face challenging goals, and set specific goals, they are more likely to achieve better performance outcomes. However, Strength Insight (H1) was not found to significantly affect performance outcomes. This indicates that simply having insight into one's strengths may not be enough to impact performance outcomes among faculty members directly.

In terms of the moderating effects, Goal Commitment (H6) was not found to significantly moderate the relationship between Knowledge Strength Insight and performance outcome. This suggests that the level of commitment towards goals may not play a significant role in how knowledge and insight into strengths affect performance outcomes among faculty members. In summary, the results suggest that while insight into strengths may not directly impact performance outcomes, factors such as visibility of strengths, effective use of strengths, knowledge of strengths, goal autonomy, goal difficulty, and goal setting all play important roles in determining the academic performance of faculty members. These findings have implications for academic institutions and faculty development programs, highlighting the importance of fostering a supportive environment that encourages

faculty to identify, utilize, and leverage their strengths to enhance their performance outcomes.

## **Practical Implications**

The findings from the hypotheses testing provide several practical implications for academic institutions aiming to enhance the performance of their faculty members. Institutions should focus on creating systems that make faculty strengths visible and encourage their effective use, such as through regular feedback mechanisms, peer recognition programs, and platforms where faculty can showcase their strengths and achievements. This can be achieved by incorporating strength-based assessments and development programs to help faculty identify and utilize their strengths more effectively. Training programs that help faculty members understand and identify their strengths are essential, with workshops, seminars, and personalized coaching sessions being beneficial. Institutions might consider integrating strength-finding tools such as the Clifton Strengths assessment into their professional development programs. Allowing faculty members the freedom to set their own goals can lead to better performance outcomes, so academic institutions should consider adopting a more flexible approach to goal setting, where faculty have the autonomy to set and pursue goals that align with their personal strengths and professional interests. This can be facilitated through collaborative goal-setting sessions and individualized development plans. Setting challenging yet attainable goals is crucial, and faculty should be encouraged to set specific, measurable, achievable, relevant, and time-bound (SMART) goals. Regular workshops on effective goal-setting techniques can be beneficial, along with providing faculty with resources and support to achieve these goals, such as access to research funds, professional development opportunities, and mentoring. Academic institutions should foster an environment that supports continuous development and performance enhancement by providing ongoing professional development opportunities, access to resources, and a culture of continuous improvement. Support networks like mentorship programs and peer support groups can help faculty navigate challenges and leverage their strengths. While insight into strengths alone was not found to significantly impact performance outcomes, it remains an important component of the overall development process, and institutions should encourage self-reflection and awareness among faculty, integrating these insights into broader developmental strategies that include visibility, use, and knowledge of strengths. Although goal commitment did not moderate the relationship between strength insight and performance outcomes, it is still vital for overall motivation and performance. Strategies to enhance goal commitment should include involving faculty in the goal-setting process, aligning goals with personal and institutional values, and providing consistent support and feedback. By implementing these strategies, academic institutions can create a conducive environment that not only recognizes and leverages the strengths of their faculty members but also supports their continuous growth and performance

improvement, leading to higher job satisfaction, enhanced performance outcomes, and overall institutional success.

## Conclusion

We investigate and find a link between goal-setting behavior, knowledge strengths, and performance outcomes in a sample of Indian academics. The results are found to be robust and significant and the study contributes to evaluating the role of self-knowledge and goal-setting behavior on performance outcomes. This study also lays a framework for future research in the field of linking performance outcomes to the knowledge of one's own strengths and goal-setting behavior. Thus, the study has implications for training and development as well.

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# Business Environment and AI: A Review to Understand the Future

Partha Sarathi Sarkar\*

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## Abstract:

*The rapid advancement of Artificial Intelligence (AI) is profoundly reshaping the business environment, offering unprecedented opportunities for efficiency, innovation, and strategic advantage. This article provides a comprehensive review of the current and future implications of AI on the business trajectory. It explores the prevailing trends in AI adoption, including automation, data-driven decision-making, and personalized customer experiences. The review delves into AI applications across key industries such as healthcare, finance, retail, and manufacturing, highlighting significant contributions to operational efficiency and service enhancement. Additionally, it addresses the challenges associated with AI integration, notably data privacy and security, bias and fairness, the skill gap, and ethical considerations. The article concludes by examining the future implications of AI, predicting enhanced productivity, the emergence of new business models, competitive advantages for early adopters, and evolving regulatory frameworks. This review aims to equip business leaders and stakeholders with a nuanced understanding of AI's transformative potential and the strategic considerations necessary for its effective implementation.*

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**Keywords:** Strategic advantage, Business trajectory, AI adoption, AI integration, Business models

## Introduction

Artificial Intelligence (AI) is rapidly transforming the business landscape, influencing various sectors by enhancing efficiency, productivity, and decision-making processes. This review aims to understand the future implications of AI on the business environment by exploring current trends, applications, challenges, and ethical considerations.

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### Current Trends in AI Adoption

- *Automation and Efficiency:* AI is widely used to automate repetitive tasks, reducing human error and operational costs. Examples include chatbots for customer service, robotic process automation (RPA) in finance, and AI-driven supply chain management.
- *Data-Driven Decision Making:* AI enables businesses to analyze vast amounts of data quickly, providing insights that drive strategic decisions. Predictive analytics and machine learning models help in forecasting market trends, customer preferences, and risk management.
- *Personalization and Customer Experience:* AI personalizes customer interactions by analyzing behavioral data. E-commerce platforms, for example, use recommendation engines to suggest products based on past purchases and browsing history.

### AI Applications Across Industries

- *Healthcare:* AI is revolutionizing healthcare with applications in medical imaging, predictive diagnostics, personalized treatment plans, and drug discovery.
- *Finance:* In finance, AI enhances fraud detection, credit scoring, algorithmic trading, and customer service through chatbots.
- *Retail:* AI optimizes inventory management, enhances customer service, and provides personalized shopping experiences through recommendation systems.
- *Manufacturing:* AI-driven predictive maintenance, quality control, and supply chain optimization are some key applications in manufacturing.

### Challenges in AI Integration

- *Data Privacy and Security:* Ensuring the privacy and security of data is a significant concern. Businesses must comply with regulations like GDPR and take measures to protect sensitive information from breaches.
- *Bias and Fairness:* AI systems can perpetuate biases present in training data, leading to unfair outcomes. Addressing these biases is crucial to ensure fairness and equity.
- *Skill Gap:* There is a growing demand for AI specialists, but the supply of skilled professionals is limited. This skill gap can hinder AI adoption and integration.
- *Ethical Considerations:* The ethical implications of AI, including job displacement and decision-making transparency, must be carefully considered.



## Future Implications of AI on Business

- *Enhanced Productivity:* AI will continue to enhance productivity by automating complex tasks and processes, allowing human workers to focus on strategic activities.
- *New Business Models:* AI will enable the creation of new business models and services, such as AI-as-a-Service (AlaaS), where companies offer AI capabilities on a subscription basis.
- *Competitive Advantage:* Early adopters of AI will gain a competitive advantage by leveraging data for better decision-making and creating innovative solutions.
- *Regulatory Landscape:* Governments and regulatory bodies will increasingly focus on creating frameworks to ensure the ethical and fair use of AI, impacting how businesses deploy AI technologies.

The integration of AI into the business environment presents numerous opportunities and challenges. As AI technologies evolve, businesses must navigate the complexities of data privacy, bias, ethical considerations, and skill gaps to fully harness the potential of AI. By understanding current trends and anticipating future developments, businesses can strategically position themselves to thrive in an AI-driven future.

## Objectives

- Analyze Current Trends in AI Adoption:
  - I. Investigate how businesses across various sectors are currently integrating AI technologies.
  - II. Identify the primary areas where AI is being utilized, such as automation, data analytics, and customer personalization.
- Evaluate AI Applications Across Industries:
  - I. Examine specific applications of AI in key industries including healthcare, finance, retail, and manufacturing.
  - II. Assess the impact of these applications on operational efficiency, service quality, and innovation.
- Identify Challenges in AI Integration:
  - I. Explore the major challenges businesses face when integrating AI, focusing on data privacy, security, bias, skill gaps, and ethical issues.
  - II. Analyze how these challenges affect the implementation and effectiveness of AI solutions.

- Assess Future Implications of AI on Business:
  - I. Predict how AI will influence future business practices and organizational structures.
  - II. Consider potential new business models and services enabled by AI technologies.
  - III. Evaluate the likely competitive advantages for businesses that effectively adopt and integrate AI.
- Examine Regulatory and Ethical Considerations:
  - I. Investigate current and anticipated regulatory frameworks governing AI use in business.
  - II. Discuss the ethical implications of AI, including its impact on employment, decision-making transparency, and societal fairness.
- Provide Strategic Recommendations:
  - I. Offer practical guidelines for business leaders to navigate the complexities of AI adoption.
  - II. Suggest strategies to mitigate the challenges associated with AI integration and to maximize its benefits.

## **Methodology**

This study employs a comprehensive review of secondary data sources, including academic journals, industry reports, and case studies, to analyze the current trends and future implications of AI in the business environment. The analytical approach involves synthesizing qualitative and quantitative data from these sources to identify patterns, applications, challenges, and emerging trends in AI adoption across various industries. By systematically examining existing literature and documented case studies, the study aims to provide a holistic understanding of how AI technologies are transforming business operations and strategic decision-making. The analysis also includes a critical evaluation of the challenges and ethical considerations associated with AI integration, drawing on existing regulatory frameworks and expert opinions to offer informed predictions and strategic recommendations for businesses.

The logical method approach in this study involves systematically collecting and analyzing secondary data from academic journals, industry reports, and case studies to identify current trends and applications of AI in business. By examining sector-specific data, the study evaluates how AI is being utilized in industries such as healthcare, finance, retail, and manufacturing. It then assesses the challenges associated with AI integration, including data privacy, security, bias, and ethical concerns. Through this structured analysis, the study predicts future implications

of AI on business practices, providing informed strategic recommendations for effective AI adoption and integration.

## Discussion

This study reviews secondary data sources to understand AI's impact on the business environment. By analyzing academic journals, industry reports, and case studies, it identifies current trends, applications, and challenges in AI adoption across various sectors. The approach synthesizes qualitative and quantitative data to highlight patterns and emerging trends. Additionally, the study critically examines ethical and regulatory considerations associated with AI. The findings aim to inform strategic recommendations for effective AI integration in business operations.

## Defining Business environment

The business environment encompasses all external and internal factors that influence a company's operations, performance, and decision-making processes. Understanding the business environment is crucial for businesses to navigate challenges, seize opportunities, and maintain competitiveness. This narrative and analytical note delves into the components of the business environment, highlighting their impacts on businesses.

## Components of the Business Environment

The business environment can be broadly classified into two categories: internal and external environments.

### Internal Environment

The internal environment includes elements within the organization that can be controlled and managed to a certain extent. These elements comprise the company's mission, values, corporate culture, organizational structure, human resources, and internal policies. A robust internal environment fosters efficiency, innovation, and employee satisfaction, which are pivotal for achieving organizational goals.

### External Environment

The external environment consists of factors outside the organization that can affect its performance. These factors can be categorized into:

*Economic Environment:* This includes economic conditions, such as inflation rates, interest rates, economic growth, and unemployment levels. Economic factors influence consumer purchasing power, investment decisions, and overall market demand (Mankiw, 2019).

*Political and Legal Environment:* This comprises government policies, regulations, trade restrictions, and political stability. Legal aspects such as labor laws,

environmental regulations, and industry-specific regulations also fall under this category. Changes in the political and legal environment can significantly impact business operations and strategic planning (Hill et al., 2017).

*Technological Environment:* Rapid technological advancements can create new opportunities and threats for businesses. Technology influences product development, process improvements, and communication methods. Staying abreast of technological trends is essential for maintaining a competitive edge (Porter, 1985).

*Social and Cultural Environment:* This involves societal values, cultural norms, demographics, and lifestyle changes. Understanding social and cultural dynamics helps businesses cater to consumer preferences and adopt suitable marketing strategies (Kotler & Keller, 2016).

*Competitive Environment:* The competitive environment includes the intensity of competition, market structure, and competitors' strategies. Analyzing the competitive landscape helps businesses identify their strengths and weaknesses relative to competitors (Porter, 1979).

*Natural Environment:* Environmental factors such as climate change, resource scarcity, and sustainability concerns are increasingly influencing business decisions. Companies are under growing pressure to adopt environmentally friendly practices and contribute to sustainable development (Elkington, 1998).

## **Analytical Perspective**

Analyzing the business environment involves a systematic approach to identifying and assessing the impact of various factors. Tools such as PESTLE analysis (Political, Economic, Social, Technological, Legal, and Environmental) and SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) are commonly used for this purpose.

### **PESTLE Analysis**

PESTLE analysis helps businesses understand the macro-environmental factors that could influence their operations:

*Political:* Assessing government policies, political stability, and international relations.

*Economic:* Evaluating economic trends, market conditions, and economic cycles.

*Social:* Analyzing demographic changes, social trends, and cultural factors.

*Technological:* Monitoring technological innovations, R&D activities, and technological adoption rates.

*Legal:* Understanding legal frameworks, regulatory requirements, and compliance issues.

*Environmental:* Considering environmental regulations, sustainability initiatives, and ecological impacts.

### **SWOT Analysis**

SWOT analysis focuses on identifying internal and external factors that affect a business:

*Strengths:* Internal attributes that give the company a competitive advantage.

*Weaknesses:* Internal limitations that hinder the company's performance.

*Opportunities:* External factors that the company can capitalize on for growth.

*Threats:* External challenges that could adversely affect the company.

The business environment is a complex and dynamic entity comprising various internal and external factors. A thorough understanding and analysis of these factors are vital for strategic planning and decision-making. By leveraging analytical tools like PESTLE and SWOT, businesses can navigate the uncertainties of the business environment, mitigate risks, and capitalize on opportunities for sustainable growth.

### **Changing Business Environment**

The business environment is continuously evolving, driven by dynamic factors that influence how companies operate and strategize. Businesses must adapt to these changes to sustain growth and maintain competitiveness. This narrative and analytical note explores the nature of the changing business environment, identifying key drivers of change and their impacts.

#### **Key Drivers of Change in the Business Environment**

##### **Technological Advancements**

Technological innovation is one of the most significant drivers of change in the business environment. The rapid development of technologies such as artificial intelligence (AI), the Internet of Things (IoT), blockchain, and 5G connectivity is transforming how businesses operate, produce goods, and interact with customers. For example, AI and automation are enhancing operational efficiency, while blockchain is revolutionizing supply chain transparency (Brynjolfsson & McAfee, 2014).

##### **Globalization**

Globalization has intensified competition and expanded markets for businesses worldwide. Companies now have access to global supply chains and international customer bases. However, globalization also brings challenges such as increased competition, cultural differences, and geopolitical risks. The ability to navigate international markets is crucial for business success (Friedman, 2007).

### **Economic Shifts**

Changes in the global economy, such as fluctuations in currency exchange rates, economic recessions, and emerging markets, significantly impact businesses. Economic factors influence consumer spending, investment decisions, and access to capital. For instance, the rise of emerging economies like China and India offers new growth opportunities for multinational companies (Mankiw, 2019).

### **Political and Regulatory Changes**

The political and regulatory landscape is continually shifting, affecting business operations and strategic decisions. Trade policies, tariffs, labor laws, and environmental regulations can create both opportunities and obstacles. For example, stricter environmental regulations drive businesses to adopt sustainable practices, while trade wars can disrupt global supply chains (Hill et al., 2017).

### **Social and Demographic Trends**

Changes in social and demographic factors, such as aging populations, urbanization, and evolving consumer preferences, shape market demand and labor markets. Businesses must understand and respond to these trends to cater to diverse customer needs and manage workforce dynamics effectively. For instance, the increasing demand for personalized products and services requires businesses to adopt more customer-centric approaches (Kotler & Keller, 2016).

### **Environmental and Sustainability Concerns**

Growing awareness of environmental issues and sustainability is influencing business practices. Consumers, investors, and governments are increasingly demanding that companies adopt sustainable and environmentally friendly practices. This shift is leading businesses to innovate in areas such as renewable energy, waste reduction, and sustainable supply chains (Elkington, 1998).

### **Analytical Perspective**

Understanding and adapting to the changing business environment requires a strategic approach. Analytical tools such as scenario planning, trend analysis, and strategic foresight are essential for anticipating and responding to change.

### **Scenario Planning**

Scenario planning involves envisioning different future scenarios based on current trends and uncertainties. This helps businesses prepare for potential changes and develop flexible strategies. For example, companies might develop scenarios based on varying economic conditions or technological advancements (Schoemaker, 1995).

## **Trend Analysis**

Trend analysis focuses on identifying and analyzing long-term trends that could impact the business environment. By monitoring trends in technology, demographics, and consumer behavior, companies can anticipate changes and adapt their strategies accordingly. For example, the growing trend of remote work requires businesses to invest in digital infrastructure and remote collaboration tools (Naisbitt, 1982).

## **Strategic Foresight**

Strategic foresight involves using insights from various analytical methods to inform long-term strategic planning. It helps businesses anticipate future challenges and opportunities, enabling proactive rather than reactive strategies. For example, companies might use strategic foresight to explore the implications of climate change on their operations and develop sustainability initiatives (Voros, 2003).

The business environment is in a constant state of flux, driven by technological, economic, political, social, and environmental changes. Businesses that effectively monitor and adapt to these changes can turn challenges into opportunities and maintain a competitive edge. Utilizing analytical tools like scenario planning, trend analysis, and strategic foresight is crucial for navigating the complexities of the changing business environment.

## **Business environment and AI**

Artificial Intelligence (AI) is transforming the business environment by driving innovation, enhancing efficiency, and creating new opportunities. The integration of AI into business operations influences various sectors and prompts a re-evaluation of traditional business models and strategies. This narrative and analytical note explores the impact of AI on the business environment, identifying key areas of influence and providing insights into strategic adaptation.

## **Key Areas of AI Impact on the Business Environment**

### **Operational Efficiency and Automation**

AI technologies such as machine learning, robotic process automation (RPA), and natural language processing (NLP) are significantly improving operational efficiency. AI can automate repetitive tasks, optimize supply chain management, and enhance decision-making processes. For example, AI-powered chatbots provide 24/7 customer service, reducing the need for human intervention and improving response times (Brynjolfsson & McAfee, 2014).

### **Data-Driven Decision Making**

The ability to analyze large volumes of data quickly and accurately is one of AI's most transformative impacts. AI-driven analytics can uncover patterns and insights

that were previously unattainable, enabling businesses to make informed decisions. Predictive analytics, for instance, allows companies to forecast demand, identify market trends, and personalize marketing efforts based on consumer behavior data (Davenport & Ronanki, 2018).

### **Customer Experience and Personalization**

AI enhances customer experience by providing personalized recommendations and tailored interactions. E-commerce platforms like Amazon and Netflix use AI algorithms to suggest products and content based on user preferences and past behavior. This level of personalization increases customer satisfaction and loyalty (Huang & Rust, 2018).

### **Product and Service Innovation**

AI is driving innovation by enabling the development of new products and services. In industries such as healthcare, AI is used to create advanced diagnostic tools and personalized treatment plans. In finance, AI-driven algorithms improve fraud detection and risk management. The ability to innovate continuously is crucial for maintaining a competitive edge in a rapidly changing business environment (Porter & Heppelmann, 2014).

### **Workforce Transformation**

AI is reshaping the workforce by automating routine tasks and augmenting human capabilities. While this leads to increased efficiency, it also necessitates reskilling and upskilling of employees. The future workforce will need to adapt to new roles that require advanced technological skills and the ability to work alongside AI systems (Autor, 2015).

### **Ethical and Regulatory Considerations**

The integration of AI into business operations raises ethical and regulatory challenges. Issues such as data privacy, algorithmic bias, and transparency are critical concerns. Businesses must navigate these challenges by adopting ethical AI practices and ensuring compliance with regulations. For example, the General Data Protection Regulation (GDPR) in Europe imposes strict guidelines on data handling and AI usage (Floridi et al., 2018).

### **Analytical Perspective**

Understanding the impact of AI on the business environment requires a comprehensive analytical approach. Tools such as SWOT analysis and scenario planning can help businesses anticipate and respond to AI-driven changes.



## SWOT Analysis

A SWOT analysis can identify the strengths, weaknesses, opportunities, and threats associated with AI adoption:

*Strengths:* Increased efficiency, improved decision-making, enhanced customer experience.

*Weaknesses:* High implementation costs, potential job displacement, need for reskilling.

*Opportunities:* Innovation in products/services, new market opportunities, competitive advantage.

*Threats:* Ethical concerns, regulatory challenges, cybersecurity risks.

## Scenario Planning

Scenario planning helps businesses prepare for different future scenarios involving AI:

*Optimistic Scenario:* Rapid AI adoption leads to significant productivity gains, widespread innovation, and improved customer experiences.

*Pessimistic Scenario:* Regulatory hurdles and ethical issues slow down AI adoption, leading to competitive disadvantages and missed opportunities.

*Moderate Scenario:* Gradual AI integration with balanced regulation and ethical considerations, resulting in steady growth and innovation.

AI is a transformative force in the business environment, driving efficiency, innovation, and personalized customer experiences. However, it also presents challenges such as ethical concerns and the need for workforce adaptation. Businesses that strategically embrace AI can capitalize on its benefits while mitigating potential risks. Utilizing analytical tools like SWOT analysis and scenario planning can aid in navigating the complexities of AI integration.

## Conclusion

The business environment is undergoing a profound transformation driven by the rapid advancements in artificial intelligence (AI). This review has explored the multifaceted impacts of AI on various aspects of business, providing a comprehensive understanding of the future landscape.

AI's integration into business operations has significantly enhanced efficiency and productivity. Through automation of routine tasks, AI allows companies to focus on strategic initiatives and innovation. The use of AI in data analysis and decision-making processes has enabled businesses to gain deeper insights and make more informed decisions. Predictive analytics, for example, is helping companies

anticipate market trends, optimize inventory levels, and improve customer experiences.

The customer service sector is experiencing a revolution with the adoption of AI-powered chatbots and virtual assistants. These technologies provide 24/7 customer support, handle inquiries promptly, and personalize interactions based on customer data. This not only improves customer satisfaction but also reduces operational costs. Additionally, AI-driven personalization in marketing helps businesses tailor their offerings to individual customer preferences, enhancing engagement and loyalty. In the realm of human resources, AI is streamlining recruitment and talent management processes. AI algorithms can sift through resumes, conduct initial screening interviews, and even predict employee performance and retention. This enhances the efficiency and accuracy of hiring processes, ensuring that the right talent is brought into the organization.

Moreover, AI is fostering innovation in product development and manufacturing. From design optimization to predictive maintenance in production lines, AI applications are reducing time-to-market and enhancing product quality. Industries such as automotive and pharmaceuticals are leveraging AI to create smarter, safer, and more efficient products. However, the widespread adoption of AI also poses significant challenges. Ethical considerations, such as data privacy, bias in AI algorithms, and the potential for job displacement, need to be addressed. Businesses must navigate these issues by implementing robust ethical frameworks, ensuring transparency, and fostering a culture of continuous learning and adaptation among their workforce.

The competitive landscape is also being reshaped by AI. Companies that leverage AI effectively are gaining a competitive edge, leading to a potential widening of the gap between AI adopters and laggards. This underscores the importance for businesses to invest in AI capabilities and infrastructure. In conclusion, AI is poised to be a catalyst for unprecedented changes in the business environment. Companies that embrace AI strategically and ethically will likely thrive in this new era, while those that fail to adapt may find themselves at a significant disadvantage. As AI continues to evolve, its role in shaping the future of business will only become more critical, necessitating ongoing adaptation and innovation from organizations worldwide.

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