Modeling Role of Green Human Resource Management Practices on Organizational Citizenship Behaviour towards Environment

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Abstract

The purpose of study is to investigate the direct link of GHRM on OCBE. Population of the study was educational and health institutions. Purposive sampling was used. Total 416 completed questionnaires used in the analysis. For this purpose correlation and regressions were run. There is direct significant link found between GHRM and OCBE. Furthermore, GHRM significantly influence on OCBE. Results of multiple regression supported hypotheses 1 and 4 while 2 and 3 are rejected. Green training and green performance evaluation has not significant impact on OCBE

Keywords: Green Human Resource Management Practices, Organizational Citizenship Behavior towards Environment, Education and Health Institutes. Quantitative Study

Introduction

Natural resource based view theory (NRBV) has emphasized on the importance of environment and its protection. RBV argued that employees are source of competitive advantage and better performance. RBV overlooked the important element i.e. environment which was later on Hart (1995) added this important component and introduced NRBV theory. Firms possess two types of assets such as building, infrastructure land are called tangible and trademark, brand, logo, reputation etc are considered as intangible assets. likewise human resources are also assets which cannot be imitated by competitors. Since last three decades due to revolution n the industries and negligence of human being, environment was affected. Now

organizations, stakeholders, and customers are taking interest to protect the environment. For this purpose firms are initiating green activities to protect the environment. Organization need to initiate this protection of environment from HR department. HR department has to attract those applicants who have awareness about natural resources and their protection. In addition HR department has to train their existing employees to help organizations to achieve their green objectives. It is believed that by implementing and initiating green objectives into organizational vision help to reduce the waste of natural resources. Due to waste of clean drinking water, waste of paper in organizations, waste of energy, power, and release of CO_2 has negatively

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affected the natural resources as well as human health (Mtutu & Thondhlana, 2016). Now organizations are implementing the "environmental management system", to increase awareness of protection of environment and less harmful for human health and surroundings. Hence there is immense need to alter the behavior of employees to get these green objectives (Dumont et al., 2016). The behavior of the employees to take care of environment can be predicted by green human resource management practices (GHRM). Green HRM ensures environmental friendly practices, attracting hard working and talented employees, training them and rewarding them for achieving green objectives and employing environmental friendly practices to change employee behavior (Kim et al., 2017).

Literature Review

Organizational Citizenship Behavior towards Environment (OCBE)

The effective environmental performance of employees' in an organizational is called OCBE or pro-environmental behavior. Friendly behavior and attitude of employees is very important (Rayner & Morgan, 2017). Previous studies have focus more on corporate sector by overlooking the health and education sector for investigating green HRM practices (Yusliza et al., 2020). Therefore the current study has focused on health and educational institutions for GHRM and OCBE because these sectors are the most emerging areas for implementation of green objectives.

Limited focus has been given to green HRM and organizational citizenship behavior towards environment in Middle Eastern and Asian countries especially South Asia. Therefore there exists a gap in the research which needs to be fulfilled in sustainable health and educational institutes (Dyer & Dyer, 2017). OCBE can be defined as " when employee goes high his/her work requirement and put extra efforts, time and struggle to support organizations to achieve their objectives is called organizational citizenship behavior when it includes efforts to protection of environment is called OCBE" (Anwar et al., 2020). Previous studies have used OCBE has integrating or mediating role but there is need to investigate the direct linking relationship with GHRM and OCBE. The reason for this link is to establish the direct link between HR department to alter, motivate the behavior of employees to save the natural resources and protect the environment (Alt & Spitzeck, 2016).

Green Recruitment & Selection (GRS)

It includes short listing those employees who have awareness about environment and its protection. By advertising green objectives in job advertisement environmentally aware applicants, those employees who have willingness to reduce pollution and environmental issues must be selected (Tang et al., 2017). GRS includes green standard for selection of applicants, green branding and awareness. Awareness means matching objectives and goals of individuals with organizations so that they work together to achieve common goals (Jabbour, 2015).

Green Training (GT)

Training about environment helps organizations to develop skills to

management of environment system and eco initiatives. Organizations can raise importance and significance of environment and natural resources. Environmental Training helps employees to use minimum resources and get maximum output (Renwick et al., 2013).

Green Performance Appraisal (GPA)

Managers and leaders should be careful while doing performance appraisal because little mistake could lead to lose talented employees. Performance appraisal needs lot of knowledge and skill. Managers should provide the result of appraisal so that employees must overcome and remove mistakes in future tasks. It is duty of managers to clearly communicate what they are expecting from them to reduce environmental issues (Harvey et al., 2013).

Green Rewards (GR)

Providing rewards to promote environment protection is one of the strategies of the management. On successfully completion of tasks employees are being given the different appreciation, recognition, acknowledgement, awards and rewards to motivate them (Afridi et al., 2021). Employees can help firms to reduce cost in production, travel etc also recycle the products could be helpful in environment protection (Alkhateeb, 2018).

Hypotheses Development

There is a positive association reported between GHRM and OCBE (Anwar et al., 2020). These findings got support from results of Jabbour (2015). According to Renwick et al (2013) claimed that applicants

would like to work in those organizations that have good image towards environment and their performance to reduce issues of environment are better than other. Green recruitment and selection help organizations to attract talented applicants who become more productive to reduce environmental issues (Teixeira et al., 2012). Green training adds values to increase the behavior of employees to control degradation of natural resources and environment (Anwar et al., 2020). Green performance appraisal help to remove mistakes and overcome those errors which are hindrance in the better performance, these results of appraisal must be communicated to employees so that they may fill that gap in their future performances (Boiral et al., 2015). Paille et al (2014) argued to provide rewards to employees as promised by managers it motivates them for future tasks.

H_1: Green recruitment & selection has significant influence on OCBE.

H_2: OCBE is predicted significantly by green training and development.

H_3: OCBE is predicted by green performance appraisal.

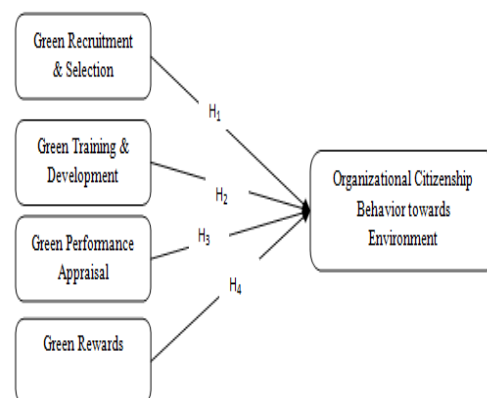H_4: Green rewards significantly predict OCBE.

Figure 1: Theoretical Framework

Research Methods

Quantitative study design is adopted. Primary data was collected. Primary data is called first hand data. All the scales were adopted from previous studies. SPSS 25 was used for data analysis. Population of the study consists of directors' human resource, general managers, and managers, of those organizations who have initiated and implemented green activities. Educational institutions, health organizations, and other organizations who are contributing towards environmental issues were population of the study. Non probability sampling technique and convenience sampling was used. Total 416 respondents have participated in the survey. Exploratory factor analysis, cronbach alpha were used for reliability and validity of the scales. Correlation and regression analysis were run to test the hypotheses. GHRM scale has twelve items, four for recruitment and selection, three for training, and three for performance appraisal while two for rewards and OCBE has ten items (4 items for eco-initiatives, three for eco helping and three for eco civic engagement).

Results

Table 1
Measurement Model

Variables	Items	Loadings	Alpha
	GRS1	0.599	
	GRS2	0.764	
	GRS3	0.463	
	GRS4	0.514	
	GTD1	0.625	0.669
	GTD2	0.364	
Green Human Resource Management	GTD3	0.688	
	GPA1	0.681	
	GPA2	0.513	
	GPA3	0.643	
	GW1	0.658	
	GW2	0.586	
	EI1	0.570	
	EI 2	0.552	
	EI 3	0.471	
	EI 4	0.660	0.710
Organizational Citizenship Behavior Towards Environment	EH 1	0.651	
	EH2	0.452	
	EH3	0.776	
	ECE1	0.661	
	ECE2	0.646	
	ECE3	0.570	

Measurement model was developed in spss. Exploratory factor analysis wad run it was revealed form table 1 that all the factor loadings meet the threshold value except item no GTD2. The cronbach alpha is 0.669; furthermore loadings of OCBE also met the cut off level of field (2013) all the loadings are above 0.4 and CA for OCBE is 0.710.

Table 2
Correlation

	Mean	S.D	GHRM	OCBE
GHRM	3.088	0.404	1	
OCBE	2.695	0.450	0.214** 0.000	1

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation analysis revealed that there is positive and significant relationship between GHRM and OCBE, it implies that with the increase in implementation of green human resource management practices the behavior of employees towards protecting environment would be increased. The mean score of GHRM was recorded M_{GHRM}= 3.088, S.D =0.404, for M_{OCBE} =2.695, S.D= 0.45 respectively. Table 2

Table 3
Regression Analysis

D.V	I.V	R	R^2	F	β	p	Support
OCBE	Constant	0.214	0.046	19.834		0.000	Yes
	GHRM				0.214	0.000	

Regression analysis results identified that GHRM shows variance upon OCBE R^2= 0.046, 4.6% variance, model fitness F= 19.834, p<0.01, β=0.214, p<0.01 means one

unit increase in GHRM could increase OCBE upto 21.4%.

Table 4

Regression Analysis

D.V	I.V	R	R^2	F	β	p	Support
OCBE	Constant	0.445	0.198	25.415		0.000	
	GRS				0.131	0.004	Yes
	GTD				0.043	0.364	No
	GPA				0.061	0.245	No
	GR				0.422	0.000	Yes

Multiple regression was run see table 3. It was found that all predictors GRS, GTD, GPA, and GR shows variance upto 0.198, 19.8% variance upon OCBE, while goodness of fit F= 25.415, $p<0.01$, while beta values for GRS β=0.131, $p<0.05$, one unit change in green recruitment and selection could bring change in OCBE upto 13.1% H_1 is accepted, in the same way, for green training and development β= 0.043, $p>0.05$, found insignificant so H_2 is rejected. Likewise, for green performance appraisal β=0.061, $p>0.05$ is insignificant H3 is also rejected. On the other hand, for green rewards β=0.422, $p<0.05$ it means 42.2% change is predicted by giving rewards to employees upon successful completion and attainment of green objectives. So H_4 is substantiated.

Discussion and Conclusion

The purpose of the project is, to investigate direct link between GHRM on OCBE. For this purpose correlation and regressions were run. Direct relationship found between GHRM and OCBE. Furthermore, GHRM significantly influence on OCBE. Results of multiple regression supported hypotheses 1 and 4 while 2 and 3 are rejected. Green training and green performance evaluation has not significant impact on OCBE. Training needs lot of budget and funds while appraisal needs lot of experience and skill therefore, organizations have to provide sufficient funds and employees' performance towards OCBE must be assessed by expert and experience professionals otherwise, organization could lose hard working employees. Results got support from (Yusliza et al 2020; Bombiak & Kluska, 2018; Yong et al., 2019; Ahmad, 2015).

Limitations and Future Recommendation

This study has determined direct impact of GHRM on OCBE in future researchers can add mediators to investigate more complex models. The current study is conducted in Asian context i.e. developing economy the same model can be applied in developed economies. The future studies can use longitudinal and qualitative data for better understanding the subject matter because this study has used primary cross-sectional data.

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