



AN EMPIRICAL INVESTIGATION OF IMPACT OF GREEN HRM ON EMPLOYEE BEHAVIOR

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Abstract- Recently, resource conservation is inevitable for businesses to achieve the competitive edge and its significance is highly debatable under pro-environmental behavior of stakeholders on micro level for sustainability. However, the analysis on OCBE is scant and less explored in this regard. Thus the chief objective of this study was to develop a model that could help in cultivating an environmental friendly behavior. Therefore, drawing upon the social identity theory, the analysis was made with sample size of 950 employees of hotel industry in Pakistan through Structural Equation Modelling by using AMOS. Results revealed a positive relationship among the variables. Moreover, Organizational Identification and Employee Environmental Commitment mediate this association. While Individual Green Value moderates the relationship between Green HRM and OCBE. Thus the study is an insight to sustainability scholars and HR managers to help in developing OCBE among employees.

Keywords: Green HRM, Sustainability, Organizational Citizenship Behavior the Environment

I. INTRODUCTION

In recent years, the conservation of depleting resources and compliance with the expectations of stakeholders have become the great concern for businesses globally (Rawashdeh, 2018) and the organizations have been subjected to address ecological problems and improve their environmental performance (Sarkis et al., 2010). However, beyond this global concern, how to deal with these dilemmas of sustainability is a big question for the organizational leadership in terms of their reputation and their long-term competitive advantage (Miller et al., 2012). The literature on sustainability posit that the organizations that are interested in achieving the competitive advantage like taking measures for investing on their human resource. Organizations cannot grow in environmental sustainability without suitable contribution of employees as internal stakeholders. Moreover, the finding of observed literature on the challenges of resource diminution have started suggesting businesses to focus on developing the pro-environmental behaviors of employees.

Pro-environmental behavior is probably considered as a combination of personal interest and concern for others and the environment (Lo et al., 2012). Thus, this growing concern of for ecological challenges has awakened a need for the organizations to take step for adopting green practices like Green HRM (Sharma, & Gupta, 2015). The notion of Green HRM are the practices applied to develop the environmental friendly behavior at work workplace (Tang et al., 2018) that help in building environmentally conscious corporate culture to develop the pro-environmental behavior of stakeholders on employee level, which in turn which in turn could be followed for living patterns in their family and societal life (Muster & Schrader, 2011). Green HRM is basically an investment on individuals who exhibit higher interest for environmental issues (Renwick et al., 2013), which requires a high level of technical and managerial skills among employees because it involves the implementation of recruitment and selection procedures, compensation and performance-based assessment systems, and training programs on environmental concern (Dutta, 2012). Seeing the importance of Green for the future existence of businesses, the academicians and researchers have started paying attention on the discussion this area (Renwick et al., 2016).

Despite having the literature on green maximum reports on green marketing, green management and green accounting (Yusoff, Nejati, Kee, & Amran, 2018) but very less is investigated for Green HRM practices (Renwick et al., 2013). The Green HRM encourage to promote pro-environmental attitudes and behavior at the workplace (Zibarras, & Ballinger, 2011), thus the additional investigation is required to confirm on attitude and behavior of employees. (Muster & Schrader, 2011) in relation to green. Further, the behavior not only depends upon individual forces and the institutional forces but also on

organizational forces that motivate their ecological behavior. The employee behavior is complex phenomena. One can be green behavior for different reasons like altruistic concern for green which is grey area and is less explored in the context of personality traits and values and interests of employees as an individual for environment at workplace (Norten et al 2014). Despite growing attention for OCBE, more research is needed to understand the factors that motivate employees to engage in such behaviors (Rezapouraghdam et al., 2018).

Hence, Green HRM is needed to be explored on global context to understand how the diverse management structures impact on employees' attitude and behavior for environment (Jackson, 2012). Moreover, despite the focus of research on developments in HRM practice even in developed countries, less attention has been paid to hotels workers (Baum et al., 2016). Most of the research has been found on environmental management practices e.g., water and energy conservation (Molina et al., 2015); audit Green at hotel (Hsiao et al., 2014); consumer attitude and behavior for green at hotel (Kang et al., 2012). A very less has been explored with respect to employee perception for Green practices (Paillé et al., 2014). It can be said that the among the several service industries, the hospitality industry has been poorly served on research that deals with HRM issues critically and strategically. Thus, there is need to articulate an impartial research having sustainable vision of Green HRM with mediating moderating effects of employee behavior (Amrutha and Geetha, 2020; Baum et. al, 2016) whereas, the hotels can be the ideal setups for environmental awareness and mobilizing action the (Gabarda-Mallorquí, et al, 2018) because in the light of stakeholder theory, the employees of hotels are the are main internal stakeholders who interact with other external stakeholders to demonstrate the environmental concern of organization toward them (Choi, et al., 2018). Thus the green behavior of employees at hotel may be the result of their perceptions for environmental issues, therefore, hotel's HRM need to emphasize on environmental policies because it would encourage the employees for discretionary behavior for environment (Chou, 2014) that in result impact positive to its external stakeholders as consumer and society at large. Similarly, the hotels have a significant negative impact on the natural environment due to their massive use of resources, carbon dioxide emissions and waste generated during their operations (Manomaivibool 2015). As the green impulse of energy saving and the reduction of emissions is increasing globally, thus the hospitality industry is expected more for the adoption of ecological concepts and environmentally conscious measures. The study of Javed & Hussain (2018) has suggested to explore the role of Green HRM on hotels in Pakistan. Thus, based on the literature observed, this study has aimed to discover the relationship of any influence of green practices of HRM on employee behavior as OCBE through the mediation of Environmental Commitment of Employees and Organizational Identification in the light of Individual Green Value as moderator.

II. PROBLEM STATEMENT

The basic research problem was to analyze the relationship between the environmental practices of HRM on the pro environmental behavior of employees with respect to their practical implementation.

III. RESEARCH QUESTIONS

- Is there any relationship between Green HRM practices and OCBE?
- Do employees' organizational Identity and commitment for environment mediate between the relationship of Green HRM practices and OCBE?
- Does employees' individual behavior for environment strengthen the relationship between Green HRM practices and OCBE?

IV. PURPOSE OF STUDY

As it has been observed through literature review that the employee behavior for environment is a grey area in environmental research (Ones & Dilchert, 2012), hence, there is a need to explore direct and indirect impacts through the contribution of HR green practices on the organization (Harvey et al., 2013). The main objective of this study was to investigate the dynamic behavior of employees for sustainability in different situations. Therefore, in the light above discussion and literature review on ecological behavior of HRM and employees, this study would be a step to extend the knowledge for shaping the organizational and individuals' attitude and behavior for green through relationship of Green HRM and OCBE.

5.1 Green HRM and OCBE

Negligence and unnecessary use of natural resources cause pollution, which is a challenge for present and future generations. Therefore, environmental goals must be integrated into the corporate goals (Nobari et al., 2018). Specifically, it is presumed that the success or failure of growing green significantly depends upon the efforts made by HRM which supports enabling the organizational policies to imbibe with organizational culture (Mehta and Chugan, 2015). The roots of Green lie with a political movement that advocates sustainability, environmentalism, social justice and nonviolence. The rise of this movement has made several organizations to take a step for sustainability. Like UN global compact (PRME) Principles for Responsible Management Education to encourage managers and scholars to join hands in creating awareness for sustainability (PRME, 2010). Green HRM plans to build a pro-environmental behavior and ethics among employees to support sustainable practices (Dubey and Gupta, 2018) at the workplace (Sharma and Gupta, 2015). Moreover, Green HRM through electronic filing & presentation, joint market, flexible work, conference calls and virtual interviews, recycling, saving more energy etc. also help for maintaining the sustainable development in the organizations (Likhikar and Verma, 2017). This newfangled emerging concept is an assurance of productivity of the organizations as well (Mehta and Chugan, 2015) and the employees with a deep environmental awareness can transfer their environmentally friendly measures to the workplace in the form of OCBE (Hsiao et al., 2014). OCBE is voluntary behavior of employees and green HRM practices help to enhance the motivation of employees for OCBE as discretionary attitude for environmental performance in the organization (Anwar et al., 2018). Organizations through their training, communication and reward etc. system can boost the pro-environment behavior among those who are not aware of the importance of environmental development but are intrinsically involved with environmental activities (Blazejewski, 2018). Prior literature indicated that eco-friendly management efforts form employees' behaviors that consequently, increase the environmental performance (Molina et al., 2015). Thus:

H1. Green HRM has positive relation with OCBE.

5.2 Role of employee attitudes as organizational Identity and Environmental Commitment between Green HRM and OCBE

The activities of GHRM consist of two components (i) environmental protection, the information about the details related to pollution reduction, recycling and energy etc. and protection of organizational knowledge regarding the human aspect (Nobari et al., 2018; Mahmood et al., 2016) (ii) environmental attitude of employees' stems from environmental leadership. It is likely that these leaders work emotionally and motivationally that they can be helpful for achieving the global sustainability (Metcalf & Benn, 2013; Hameed et al., 2019). Leadership involvement for environment can be better analyzed by following the formal practices required for environmental sustainability (Galpin, & Whittington, 2012) and recruiting a person who is compatible with the knowledge, skills and behaviors of environmental management systems in the organization. Green HRM through environmental leadership practices is associated with the implementation of various environmental practices. In general, it is concerned about the conversion of regular employees into green employees in order to achieve the organization's environmental goals and create a substantial involvement to the sustainability of the organization. It refers to the arrangements that make the organization's employees ecological for the benefit of the individual, society, the environment, as well as the organization, which creates a sense of determination and loyalty among the employees (Das & Singh, 2016) through their organizational identification. Organizational identification grows by ethical principles that lead and drive the citizenship behavior. When environment becomes the obligatory for the organization through its strategy, the employees start feeling prestige and develop their organizational identity which motivates them for environmental issues (Chen, 2011). Sometime, employees' association with their organization involves them to monitor the anti-environment to save the image of their organization voluntarily can be classified as OCBE (Zientara & Zamojska, 2018) which helps the Green HR practices to capture pro-environmental values through organizational identity among the employees (Luu, 2018).

Generally, a motivation behind organization identification is building one's self-esteem (Ashforth & Mael, 1989). The employees gain self-esteem through the numerous acknowledgments from society and individuals for the environmental contribution of their organization that highlights the organization's prestige to build their organizational identity. Individuals want to be part of organizations that are considered winners in sustainability. Organizational identification could be seen as a social and psychological process that unites the perception of Green HRM and Environmental Commitment of employees. Thus, the employees' commitment for environment can be induced through organizational identity. Likewise, organizational commitment the environmental commitment consists of affective commitment (individual's emotional attachment with environment), continuance commitment

(Individual's understanding of cost for ignoring environment), and normative commitment (sense of responsibility for environmental concern) and speaks of perception for commitment to environmental issues (Keogh & Polonsky, 1998). Organizations having focus on environmental administration maintain the improved relations with their both internal and external stakeholders which build the organizational commitment among their employees (Stites and Michael, 2011) and this can be well observed through the results of the study of Paillé et al. (2013). Further the similar results of positive relationship between sustainability and environmental commitment of employees can be well observed in the study of Jansson et al., (2017). Moreover, the study of Luu (2018) has also observed the mediating role of employee commitment for environment between in relation to Green Human Resource Management practices and Employees' green recovery performance at work place. Moreover, the environmental commitment of employees, the organizations are required to train them for pollution reduction, recycling and energy as an HRM policy for environment. The organizations that show commitment for Greening their tasks and procedures get chance to attract and retain devoted employees (Harvey et al., 2013). Employee with high level of environmental commitment can easily develop OCBE while it can be indorsed only by inducted and evaluated the employees on their level of commitment for the environment (Zibarras, &Coan, 2015). Green HRM is an influential tool for transforming the attitude and behavior of employees by adopting green practices (Arulrajah et al., 2015). Ecological HRM practices are the tools for building environmental attitudes and behaviors (Tang et al., 2018) and when there is support with better recognition and praise, there is a greater commitment of employees in the maintenance of environmental policy (Ramus and Steger, 2000).Therefore:

H. 2. Organizational Identity and Environmental commitment mediate between GHRM and OCBE.

5.3 Individual Environmental Values

It is the employees who actually implement the green practices but their involvement may vary for implementation OCBE. OCBE is form of extra role behavior neither compulsory nor mandatory and not associated with extrinsic rewards (Organ &Konovsky, 1989). However, they cannot be forced for discretionary behavior for environment. Employees participate in additional role initiatives only because of their sense of citizenship. The employees who are found interested for environmental issues may get involved due to their intrinsic tenets (Ramus, 2002) in the OCBE as an extra role behavior because maintaining such citizenship behavior for environment may not be possible due to the burden of routine job duties, especially, in hotel and tourism industry. Employees with strong environmental values can feel a stronger sense of unity with their organization and a stronger sense of compliance at the workplace, which in turn reinforces their need for mutual participation in OCBE (Zientara&Zamojska, 2018). Thus:

H3: Individual Green Value of employee's moderates the relationship of GHRM and OCBE.

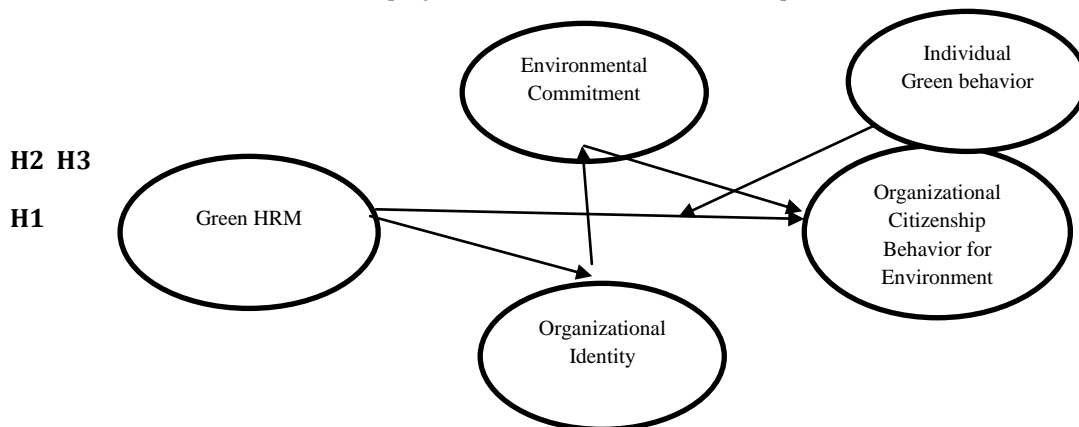


Figure 1 Perceived Model

VI. RESEARCH METHOD

To achieve the objective of study the employees of hotel industry were selected excluding the HR department as they were involved in implementing Green HRM. The survey was concentrated on only employees as they get effected by HRM polices. The data for study was collected through self- reported questionnaire from the five star hotels located in twin city of Islamabad, Rawalpindi, Lahore, Peshawar and Karachi. The questionnaire with enclosed request letter were distributed through the management to the employees. The adopted questionnaire with 1 to 5 Likert Scale from strongly agreed to strongly

disagreed was used (Basheer et al., 2019; Hassan et al, 2011; Muneer et al., 2019; Zahra et al., 2019; Hameed et al., 2018).

The seven item scale of Boiral and Paille (2012) was used to measure OCBE and the items include like: "I make suggestions about ways to protect the environment more effectively". Environmental commitment with eight items was adopted from Raineri&Paille'(2016) and the item includes like: "I really care about the environmental concern of my company" The variable Organizational Identity with seven items was adopted from Mael, F., &Ashforth, B. E. (1992) and it includes item like: "When someone criticizes my organization, it feels like a personal insult. While, Individual Green Value with three items was adopted from Chou's (2014) that include item like: "Business and industry should protect the environment". All adopted measures fall between reliability scales 0.7 to 0.8 and meet the recommendations of Hair et al., (2006) from .60 to .93. Moreover, as per study of Anderson et al., (1990) and Hassan et al. (2011) the descriptive analysis include: linearity, normality, autocorrelation, heteroscedasticity, detection of abnormal values and outliers, and multi-collinearity tests were performed on for detailed analysis by using SPSS to ensure the normality and suitability of data for SEM analysis through AMOS 23. The strength and direction of the relationship between the variables was tested through correlation and all the variables were found positive correlated to each other as described in Table 1.

Table.1
Correlation of individual level variables

Variables	1	2	3	4	5
1 Organizational Identity	1				
2 Green HRM	.41**	1			
3 Individual Green Value	.36**	.53**	1		
4 Environmental Commitment	.31**	.49**	.39**	1	
5 Organizational Citizenship Behavior for Environment	.35**	.57**	.46**	.38**	1

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

The results of descriptive statistics of each variable with skewness and kurtosis has been presented in Table 2.

Table 2
Skewness and Kurtosis

Variables	Skewness	Kurtosis
Organizational Identity	1.2	3.1
Green HRM	.41	.33
Individual Green Value	.35	.70
Environmental Commitment	.13	.52
Organizational Citizenship Behavior for Environment	.27	.03

To establish the variance of the common method (CMV), the Harman single factor test has been used in this study. In the exploratory analysis, research constructions were loaded to examine the non-rotated factor solution. In Table.3 the variance of a factor is presented: 28.31% that shows data base did not suffer from the common method biased issues as the variance explained by the single factor is less than the benchmark value of 50% (Harman, 1976). Therefore, there were no alarming CMV concerns in the survey data and results are unlikely to be a serious issue.

Table 3
Detail of Total Variance

Component Initial Eigenvalues	% of Variance	Cumulative %
Total		
8.77	28.31%	28.31

Extraction Method: Principal Component Analysis.

VII. FINDINGS

Two analyzes were carried out for the measuring model. The first analysis was the shared as factor analysis and the second was the confirmatory factor analysis CFA for model re-specification and lessening the number of questions based on validity and reliability. Through factor analysis test out of six items of Green HRM first five were retained, out of seven items of Organizational Identity six items were obtained, out of eight items of Environmental Commitment last three items were dropped, two items out of seven

were also dropped from OCBE and finally Individual Green Value with three items was carried out without any drop. Next, through confirmatory factor analysis CFA the measurement model was estimated and the results were found satisfactory with values of CMIN/DF= 6.4, GFI= 0.91, AGFI= 0.88, CFI= 0.91, and RMSEA= 0.07 (Basheer et al., 2018; Hafeez et al., 2018).

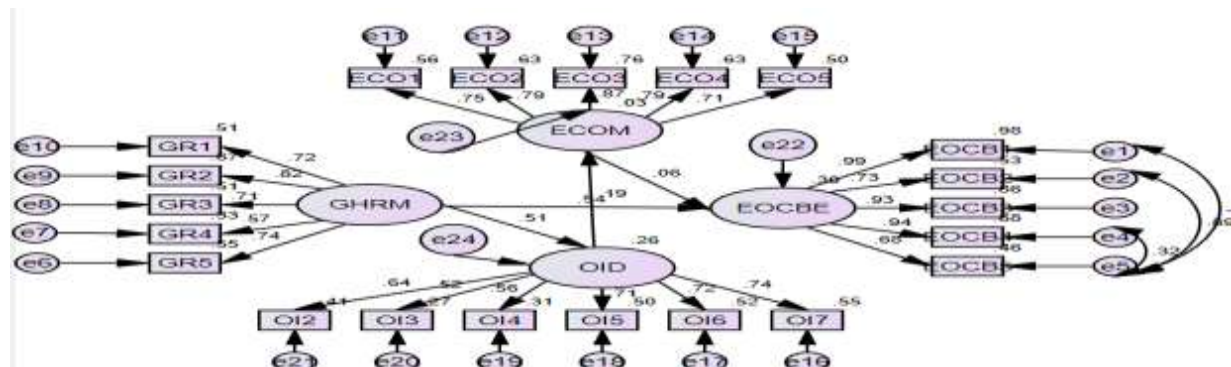
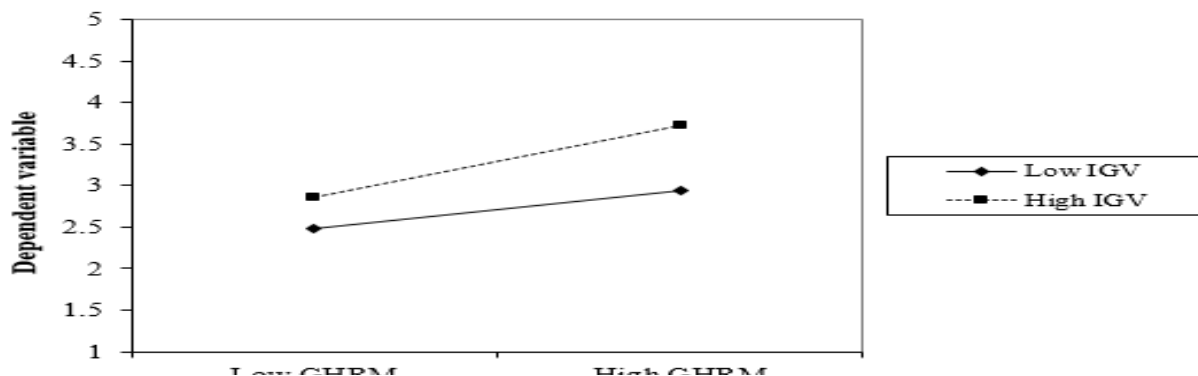


Figure 2 Structural Model

Figure 2 depicts the results of hypothesis derived through the analysis of SEM. Green The hypothesis 1 GHRM is positively related to an employee's OCBE was accepted with P values less than 0.05 with beta value of 0.54. To check the hypothesis 2 Organizational Identity and Environmental commitment mediate between GHRM and OCBE the mediation analysis was performed by bootstrapping (n=50000). The result showed the P values was found less than 0.05 and hypothesis was accepted. While the estimation of structural model was also found satisfactorily acceptable with CMIN/DF= 2.5, GFI= 0.95, AGFI= 0.94, CFI= 0.98, and RMSEA= 0.03.

Finally, the hypothesis 3 the Individual Green Value of employee's moderates the relationship of GHRM and OCBE was tested through interaction term of Individual Green Value and Green HRM. The result was found significant at P value less than 0.05 (Hameed et al., 2019). The results suggests in case of high Green HRM practices there is always high OCBE and the employees who have high green values moderate the relationship between Green HRM and OCBE.



VIII. CONCLUSION

In the rapidly increasing enquiry on employee behavior for environment, the question arises that why the OCBE is important to explore and how the different management structures impact on employees' attitude and behavior for environment? The under discussion study has attempted to retort the research problem that though being OCBE voluntary in nature cannot be compared with the formal job duties but employee volunteerism for environment can overcome one's deficiencies. Further, this behavior is not common among all and varies among employees but can help the organizations to achieve their long term sustainable goals. Like, many people, even though they really care less about the environment during the holidays, tend to behave responsibly when they return to work and home ((Zientara&Zamojska, 2018). Thus, based on stakeholder and social Identity theories, this study extends the literature on the multi-dimensional mediated moderated model was developed. The results support the hypothesized and indicate the significant impact of Green HRM on OCBE, Environmental commitment mediates between Green HRM and OCBE and Individual green value is also evident to be a moderator for Green HRM and

OCBE. The study heeds the call of Boiral and Paille (2012) to explore the possible relationship of OCBE with some company strategy through HRM and sheds the light on promoting the participation of management through formal policies for environmental sustainability to achieve the pro-environmental behavior of employees at large

8.1 Limitation and Future Research

Although in the light of aforementioned discussions, the study yielded a valuable contribution by heeding the call of several researches that desired to look into the Green HRM through some complex mechanism in the hotel and tourism beyond the western context. As per authors knowledge this would be foremost contribution for Green HRM and employees' behavior through parallel mediation and moderation of several attitudes. In the hotel industry of South Asia Pakistan. However, like every research study, this study is also not bound of limitations which need to be addressed. Despite being one of the important industry the management was least bothered for participating in the survey that took long time to collect the data. Next, the research was narrowed down to five star hotels who were somehow involved with quality assurance process. The results may not be generalized with other industries and hotels and restaurants that are also involve in utilizing the depleting natural resourcing and environment due to not having proper arrangement of HR departments and involvement in quality assurance processes. The future research may be conducted in SME's through the involvement of Personnel Management in the developing countries as they are more in numbers for offering the services and can bring great change in the attitude of common people for sustainable environment. Finally, there is a need to confirm environmental observation through longitudinal study.

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