



ROLE OF GREEN HRM IN ADVOCATING PROENVIRONMENTAL BEHAVIOUR AMONG EMPLOYEES

D. Saraswathi, MBA, SET, Research Scholar, D J Academy for Managerial Excellence, Coimbatore, sarasmails@gmail.com

Dr. J J Savithri, Professor, D J Academy for Managerial Excellence, Coimbatore, savithri.j.j@djacademy.ac.in

ABSTRACT- An individual engaging in positive environmental behaviour depends on his or her will and prudence. Today at homes many such positive environmental activities are being implemented and carried out. Segregation of waste, avoiding wasting of water, avoiding use of plastics, planting trees are some common practices witnessed both at homes and outside. Organizations also take efforts towards environmental sustainability by encouraging employees to display pro environmental behaviour at their workplace. The success of any effort taken by an organization surround the employees' inclination and participation. Earlier research indicates that HR can influence employee attitude and behaviour. Therefore, through HRM practices employing sustainable environmental practices can be done. Green HRM is an approach adopted by organizations to protect the environment. Green Human Resource Management involves initiatives such as online interviews, electronic filling, carpooling, job sharing and teleconferencing, work from home, e-training, energy-efficient office spaces etc. resulting in greater efficiencies. This research aims to study different green HRM practices followed in a manufacturing company. One other objective is to study if green HRM practices influence pro-environmental behaviors among employees. Questionnaire was distributed 100 employees of the manufacturing company and data was from them. By using SPSS, data was analysed to get the desired result. It was found that green HRM practices have significant effect on the pro-environmental behaviour of the employees. Furthermore, the results have been deliberated and recommendations provided to persuade employees to inculcate and exhibit pro environmental behaviour.

Keywords: Green HRM, Pro Environmental Behaviour, Environmental Sustainability, Manufacturing.

I. INTRODUCTION

Green economy is the order in the world we live in. The environmental changes emphasize businesses to address the "green" issues in the organizations. The focus of Green HRM is not just reduction in carbon footprints of every individual, but have in place HR practices that are environment friendly and also to preserve the knowledge capital. Green HR practices involves reducing the usage of carbon footprints by less paper usage, reduce in travel and doing more of web technologies for communication. Green HR also helps the organizations in retaining talents, work faster with latest technologies at the same time to reduce the expenses, also make employees aware of the environmental issues and concerns. Green HRM is about making optimum use of the resources in the organization. Environment is the responsibility of every organization towards its stakeholders and towards the society. The fact that HR department alone cannot work towards achieving the environmental goal, and that every individual should participate to successfully implement green HRM. Hence for greening the whole organization has to put joint efforts.

Increase in environmental issues, has forced organizations follow green initiatives. In the past organization were concerned about environmental issues, but in the recent years' companies seem to be focusing on green initiatives and its impact on environment. Strategies have been shifted from control to prevention (Brockhoff et al., 1999). Jabbour et al., (2013) have found it leads to improvement in organizations culture, reduction of cost, effective utilization and improve company goodwill (Wagner, 2007; Molina-Azorin et al., 2009). In addition, to addressing the development and fostering of new environmental innovation, the company will need to increase the employee environmental awareness and create energy efficient workplace, green pay, rewards to motivate employees to exhibit environmental behaviour. Strategies that focus on the outcomes that facilitate organizations in implementing GHRM practices should be adopted by organizations.

OBJECTIVES

The objectives of the study are

1. To explore the various Green Human Resources Management practices in the company.
2. To study the influence of Green HRM on pro environmental behavior of employees.

HYPOTHESES

H₁: Green HRM practices positively correlate with pro environmental behaviour of employees.

H₂: Green HRM practices influence pro environmental behaviour of employees.

II. REVIEW OF LITERATURE

The emerging worldwide environmental problem and the expansion of international standards has forced businesses to take up recognized strategies and implement them in their organizations. Most organizations around the world have used the compliance approach. Green initiatives have been adopted by the pressure of laws and regulations.

Daily and Huang (2001) define green management as a way by which companies protect the environment. Developing environmental management strategies is essential to balance industrial growth and simultaneously safeguard the natural environment. This concept has become a priority for companies, especially those that function globally (Banerjee, 2001). Therefore, companies should research more on the kind of technology that help in minimizing the impacts of environmental destruction and also by producing products that pollute for the environment less.

Every organization across the world should develop proactive approach towards environmental management (Gonzalez-Benito, 2006). Environmental problem has become a major issue for organizations these days, as they interact with both customers and employees. Employees themselves are considered to create environmental problem for organizations (Barry and Randinelli, 1988).

Focusing on the human resources phase, Coro Strandberg (2009) states that human resource managers are well positioned to play an instrumental role in helping their organization achieve its goals of becoming an environmentally responsible firm – one which reduces its negative and enhances its positive impacts on the

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Management

Gonzalez-Benito (2006) opined that there is a crucial need for an enthusiastic approach towards environmental management across the world. In the late 80s and early 90s, the success of a firm was strongly dependent on promotion of economic value. However, today's organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economic and financial factors. This is to enable the organization to be successful

Every manufacturing company should maintain sufficient balance between growth and preserving the environment, as they are entire incharge for the rising environmental issues (Murari & Bhandari, 2011). Environment must be preserved as its benefits cannot be equalized with any other thing. Green initiative is important in organizations because it saves environment from pollution, saves energy, and recycling the useless material (Alhadid&Abu-Rumman, 2014).

In order to achieve environmental goals, most firms can use appropriate practices in the field of human resource management and persuade their employees (Paille et al., 2013). In the United States, firms reward employees for taking environmental action (Stanwick and Stanwick, 2001; Coombs and Gilley, 2005; Cordeiro and Sarkis, 2008; Berrone, 2009). Employee motivation involves employee willingness to participate in environment friendly activities and exert a high effort to achieve organizations environmental goals (Ramlall, 2004).

This research helps to establish that the green Human Resource Management practices followed by and in the organization help in influencing the pro environmental behavior of the employees. Implementing green HRM practices in organizations augment the environmental performance of employees.

Pro-environmental behaviour:

Every human being plays a vital role in preserving the environment. In organizations it is every employer and employees' responsibility to preserve the environment. Nevertheless, creating a positive approach towards environment is possible only with the co-operation and pro-environmental behavior of employees to recycle/reuse/reduce resources provided in organization.

According to Kollmuss & Agyeman (2002) pro- environmental behavior maximize the positive influence and reduce the negative influence on environment. Stern (2002) detailed that the pro-environmental behavior can be adopted only with the consent of each and every employee. Graves, Sarkis & Zhu (2013) defined that pro-environmental behavior is a set of responsible activities towards environment by the specific person.

Hence the pro-environmental behavior is what employees do every day towards protecting the environment. A good and simple practice is something like contributing to saving energy by switching lights and fans off is pro-environmental behavior.

Green HRM practices:

HRM practices blended with environmental management practices result in green HRM. It is the HR department to successfully implement green HRM in the organization. Some of the Green HRM practices which have an effect on the pro-environmental behavior of employees in the organization are discussed:

1. Green Recruitment and Selection:

Green recruitment and selection includes inviting digital applications from candidates, this reduces use of paper. Hiring candidates who are aware of environmental concerns and during selection process asking environmental related questions to test their knowledge in environmental issues (Mishra, 2017).

2. Green Training and Development:

These are the training programs given to employees to regulate the environmental performance. With the help of these training, organizations can achieve sustainability. These training will make employees to meet the challenges faced in workplace. Hence these programs encourage employees to develop and express their skill in handling environmental issues (Mandip, 2012).

3. Green Performance Appraisal:

Performance management is a continuous process which enhances employee professional skills. Appraisals play a vital part in every organization, it is recognizing and rewarding employees for their work. Fixing standards for environmental performance will stimulate performance of the employees in the organization (Mishra, (2017). The TATA Company is good example which implemented standards related to environmental performance.

4. Green Reward and compensation:

It is believed that rewards result in higher level of job satisfaction. This in turn will help in enhancing employee environmental performance. Green reward and compensation will motivate employees to pursue green initiatives. (Renwick et al., 2008).

5. Green Empowerment:

The employee participation in green initiatives will boost the performance of the organization. It is necessary to involve the employees for further innovative green ideas. Empowering employees will make

them additionally responsible in environmental concerns where it creates a sense of awareness among them to take any ecological decisions (Bombiak and Marciniuk-Kluska, 2018)

III. METHODOLOGY

The research design of this study is descriptive. Random sampling technique, was used to select 100 samples to collect data. Primary data was collected using a structured questionnaire from respondents through a survey method. The questionnaire consisted of three parts namely demographic profile, Green HRM practices and Pro-environmental behavior. A total of 36 items representing the data information was included in the questionnaire. The scale used was Likert scale such as: (1=strongly agree, 2=Agree, 3=Neutral, 4=Dis agree, 5=strongly Dis agree). The data analysis was performed by using SPSS to compute the result.

Theoretical framework of the study: The theoretical framework was established to indicate the relationship between the variables. The dependent variable is pro-environmental behaviour of employees and the independent variable is green human resource management practices which influences pro-environmental behaviour of the employees in the organization.

Figure 1: Influence of Green HRM on Pro-environmental Behaviour

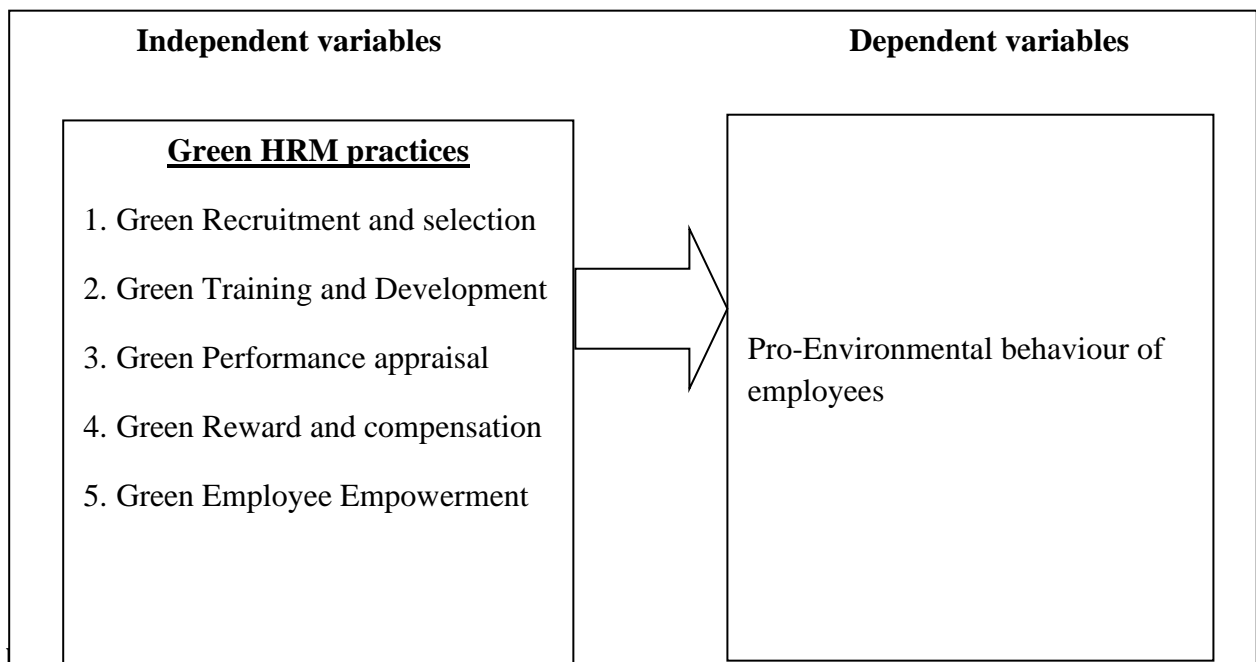


Table:1-Reliability test:

Reliability Statistics
Cronbach's Alpha
.931

The reliability statistics measured by Cronbach's Alpha is found to be 0.931. A construct is considered reliable if the composite reliability and Cronbach's α scores are above 0.70 (Nunnally 1994).

Hypothesis 1: Green HRM practices positively correlate with pro environmental behaviour

Table:2-Descriptive Statistics and Correlation

S.No	Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Age	1.45	.500	1												
2	Gender	1.20	.402	-.201*	1											
3	Marital Status	1.40	.492	.492**	-.153	1										
4	Educational Qualification	1.25	.435	-.058	-.289**	.000	1									
5	Designation	1.30	.461	.504**	-.327**	.134	-.126	1								
6	Experience	1.40	.492	.903**	-.153	.583**	.000	.579**	1							
7	Monthly Income	1.40	.492	.492**	-.153	.375**	.000	.356**	.375**	1						
8	Green Recruitment and Selection	16.20	2.49	.089	.060	-.313**	-.279**	.123	-.025	.099	1					
9	Green Training and Development	16.40	2.93	.461**	-.026	-.007	-.356**	.246*	.272**	.342**	.796**	1				
10	Green Performance Appraisal	16.80	2.16	.317**	-.012	-.255*	-.321**	.414**	.265**	.265**	.801**	.853**	1			
11	Green Reward and Compensation	5.85	1.20	.534**	.063	.273**	-.604**	.447**	.444**	.273**	.246*	.590**	.434**	1		
12	Green Empowerment	8.95	1.78	.535**	.225*	.023	-.374**	.326**	.426**	.311*	.377**	.631**	.611**	.657**	1	
13	Pro-Environmental Behaviour	37.05	5.60	.407**	.377**	.469**	-.523**	.307**	.377**	.286**	.209*	.453**	.300**	.640**	.516**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 2 describes the mean, standard deviation and correlations of the variables considered in the study. All green HRM practices positively correlated with pro environmental behaviour. The findings indicate that green HRM practices positively correlate with pro-environmental behaviour.

Hypothesis 2: Green HRM practices influence pro environmental behaviour

Table: 3-Regression:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 ^a	.443	.414	4.288

a. Predictors: (Constant), Green Empowerment, Green Recruitment and Selection, Green Reward and Compensation, Green Performance Appraisal, Green Training and Development

Table: 4-ANOVA:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1376.142	5	275.228	14.967	.000 ^b
	Residual	1728.608	94	18.389		
	Total	3104.750	99			

a. Dependent Variable: Pro-Environmental Behaviour

b. Predictors: (Constant), Green Empowerment, Green Recruitment and Selection, Green Reward and Compensation, Green Performance Appraisal, Green Training and Development

**Table: 5-T-Test:
Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.226	3.886		5.462	.000
	Green Recruitment and Selection	.057	.350	.025	.163	.871
	Green Training and Development	.493	.373	.259	1.321	.190
	Green Performance Appraisal	-.683	.438	-.265	-1.558	.122
	Green Reward and Compensation	2.164	.546	.464	3.960	.000
	Green Empowerment	.629	.373	.200	1.689	.095

a. Dependent Variable: Pro-Environmental Behaviour

The regression analysis is performed to predict the green HRM practices on pro-environmental behaviour. In the above table the R is the value of the multiple correlation coefficients between the predictors and the outcome. Here the relationship between green HRM practices on pro-environmental behaviour is 0.666. The R-square, which is a value of how much of the variability in the outcome, is accounted by the predictors. In this model, the R- square value is 0.443, which means that green Human Resource Management practices accounts for 44.3 % of the variation in pro environmental behaviour. The adjusted R-square show how well the model works and the value of the adjusted R-Square is very near to the value of R-square.

In ANOVA table, the F-ratio 14.967 shows that it is significant (p < 0.000) and is very unlikely to have happened by chance and the model significantly improves the ability to predict the outcome variable. The beta value tells about the relationship between pro-environmental behaviour and each predictor. In this model the t-test associated with the beta value of the predictor (green HR practices such as green recruitment and selection, green training and development, green performance analysis, green rewards and compensation and green empowerment) is making a significant contribution to the model. Hence,

regression analysis results shows that above mentioned variables are associated with pro-environmental behaviour.

IV. DISCUSSION

The research was conducted to find the influence of green HRM practices on pro-environmental behavior of employees in the organization. The findings largely support our assumptions that Green HRM practices influence Pro-environmental behavior of employee working there in. The result verified that there is strong correlation between Green HRM practices and pro-environmental behaviour in the organization.

The previous research studies (Manoharan Vinojini, Anthonypillai Anton Arulrajah, 2017) have been conducted in pro-environmental behavior in which internal and external factors were considered and the findings demonstrated a lesser positive impact on internal factors of employee. Well, it is concluded that Green HRM practices should be initiated to improve the pro-environmental behaviour of employees in the organization. Green Human Resources Management practices were considered for the research and it is concluded that with the help of GHRM practices it is highly possible to maintain organizations performance in an environmentally sustainable manner.

V. LIMITATIONS

This study focuses only on manufacturing industry with limited sample size. The study has considered some of the dimensions of Green HRM practices and found its effect on pro-environmental behaviour of employees. Therefore, the research has to be conducted further in other sectors with a larger sample size.

VI. CONCLUSION

Green Human Resource Management is an emerging concept in management. In this study, the researchers have tried to focus on Green Human Resources Management practices and its influence on pro-environmental behaviour of employees in the organization. Companies are aware of the ways to take forward the organization in an environmentally sustainable manner, whereas there is still a long way for many companies to go. This paper would provide support to the upcoming researchers, academicians and industrialists in implementing it successfully.

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