

## ENCOURAGING EMPLOYEE WORKPLACE GREEN BEHAVIOR THROUGH GREEN HRM

Divya Tiwari<sup>1</sup>\*, Monika Nahar<sup>2</sup>

<sup>1</sup>Associate Professor, Peoples Institute of Management & Research, Peoples University Bhopal

<sup>2</sup>Assistant Professor, Peoples Institute of Management & Research, Peoples University Bhopal

### Abstract

Green HRM merges the concepts of HRM and Environmental Management to battle the environmental degradation that has constituted negative impacts on human life and businesses. In this study the authors strive to study the impact of Green HRM on Employee Workplace Green Behavior. The secondary data analyzed in the study culminate that the Green HRM practices activate environmentalism in organization and in employees. The factors that help to activate environmentalism have been highlighted in the proposed model diversely for organization and employees. Green competencies that can be encouraged through Green HRM practices have been mentioned and also the green behaviors that can result because of these green competencies have been figured out. Thus, Green HRM practices triggers organizational factors like green climate, transformational leadership and organizational environmental policies; and employee factors as employee green values, employee attitude and their psychological build. When such environmental regard get introduce in employees hence they develop Employee Workplace Green Behaviors. Positive impacts of Green HRM on Employee Workplace Green Behaviors have been explored and it has been found that environmental goals can be achieved by the primary role played by the employees only when they execute Employee Workplace Green Behaviors.

**Keywords:**Green HRM, Employee Workplace Green Behavior, green competencies.

### INTRODUCTION

Environmental Management is a serious need felt today around the world owed to the environmental humiliation faced in all walks of human lives. Hence organizations all over the world are required to soberly consider the negative effects put on the environment due to their business activities. Industrialization has to be steadily considered and the influence put by industrialization on natural environment is essential to be controlled. For resist this, environmental sustainability has to be embrace by industries all over the world. This requires the industries to encourage greening in its working and its employees. For greening the organizational working the researchers have come up with consent of inclusive environment sustainability review in managerial practices. The field of Human Resource Management (HRM) has been select for greening the managerial practices through adoption of Green HRM practices. For greening the employees Green HRM has been appraise to develop Employee Workplace Green Behavior (EGB).

### OBJECTIVES OF THE STUDY

- To study the impact of Green HRM practices on Employee Workplace Green Behavior
- To propose a model represent the impact of Green HRM on Employee Workplace Green Behavior

## LITERATURE REVIEW

### **Green Human Resource Management (Green HRM)**

Human Resource Management (HRM) is the field of management that lane the entire journey of an employee within any organization i.e. from employee's entry to exit. HRM also establish smooth functioning of any organization. However, there are various occurrence where we directly or indirectly negatively affect natural environment and resources during performing these HRM activities. Green HRM has been evolved as a new concept that suggests the greening of HRM Practices. Renwick et al. (2012) suggested organization to significantly step forward for communicate the environmental issues. They integrated the fields of HRM (Human Resource Management) and EM (Environmental Management) into a new concept Green HRM. They studied Green HRM practices by applying the Ability-Motivation- Opportunity (AMO) Theory. Opatha & Aruulrajah (2014) explained Green HRM to be inclusive of Green competencies, attitude, behaviors that lead to green outcomes. Further they identify Green HRM with employee performance as a tool for accomplish environment sustainability. For this they inaugurate a term 'Employee Green Performance of Job'. Boiral (2009) while highlight on climate change and global warming to be an outcome of industrialization practices of humans; emphasizing the role of government, management personnel, trade related personnel and institutions for imbibing the concept of environmental sustainability. In these situations the greening of employees has been suggested by them. Mehta & Chugan (2015) have associate Green HRM practices with Corporate Social Responsibility (CSR) for attain sustainability.

### **Employee Workplace Green Behavior**

Employee Workplace Green Behavior (EGB) is a term used when employees include environmental review in their attitudes, behaviors and psychology, and considered in their job roles and responsibilities. Norton et al. (2014) focus on organizational sustainability policies to be a command for EGB and also reveal the moderate effect of green work climate to encourage sustainability in employees. For apprehension the employees' side of EGB they Norton et al. (2015) categorized EGB as Required EGB and Voluntary EGB. 'Required EGB' elucidate behaviors accomplish by employees during their job based on the organization's expectations. Whereas behaviors executed by employees through environment based dynamism taken by those on their own diplomacy are describe as Voluntary EGB. Subramanian et al. (2016) emphasized on escalate competencies and traditional skills of employees to encourage green accomplishment in them. This should point at building up socio-economic skills, environment KSA and green behavioral traits. Before introduce such competencies in employees, managers require understanding and separating the environmental knowledge into Natural Green Competencies (NGC) and obtain Green Competencies (AGC). Then the managers should try to link this capability with environmental performance. Abdulghaffar (2017) explored leadership traits and HRM practices as tools for encouraging green behavior. Their study propose involvement of senior leadership in stimulate green workplace behavior in employees through execution of Green HRM practices. Also, green agenda requires being contained in long-term planning and strategy. Ike et al. (2017) suggested employee involvement in decision making to be a platform for encouraging EGB. They describe Employee Citizenship Behavior and Counterproductive Workplace Behavior to be correspond of socio-economic participation of employees in green agenda.

### **Green HRM and Employee Workplace Green Behavior**

Green HRM has been established to play a conciliatory role in the alliance between EMS and financial performance of any organization (O'Donohue and Torugsa, 2016; Devi, 2018). Likhitkar and Verma (2017) have culminated a positive impact of Green HRM on attaining organizational sustainability and increasing employee retention. They emphasized that the presence of green culture encourages green behaviors which increase the efficiencies of employees resulting in employee satisfaction and engagement. Yusoff et al, (2015) suggested that acquiring of E-HRM can also play a role to reinforce Green HRM practices. HR personnel required to implement E-HRM in the systems and prompt green attitude through the application of E-HRM. Halawi and Zaraket (2018) survey the role of Green HRM in developing Organizational Citizenship Behavior (OCB) and culminate that OCB has a positive influence on employee performance and eventually to attain positive managerial outcomes. Green HRM has been linked with Organizational Ecological Citizenship (OEC) by Sriram and Suba (2017). Through this opinion Green HRM can classify environmental strive of organizations and expand green behaviors in employees. OEC thus can play a foremost role through Green HRM practices in evolve workers' environmental commitment and transform the employees of the organization into ecologically organized workforce.

### **RESEARCH METHODOLOGY:**

The researchers made an attempt to have clearance on the understanding of Green HRM, Employee Workplace Green Behavior (EGB) and the collision of Green HRM on EGB. Secondary data are used for the study, and was collected from various journals, research papers, books and websites. The concepts related to Green HRM and EGB were studied through the literatures reviewed. These concepts were scrutinized as to in what manner they can be used to encourage environmentalism and EGB in employees. Positive impacts of Green HRM on EGB have also been considered and a model was proposed by the authors based on the extensive review of the literatures. Researchers also encourage the green competencies those can be encouraged through Green HRM practices in employees for enhancing their EGB.

### **FINDINGS:**

- 1)-The incapability to find good deals often negatively impacts the business of the travel industry. If the company's staff cannot adjust the right deals to their clients, the company is likely to lose the superiority. The staff must know the offers provided by the different travel companies and connected supply chain partners.
- 2)-Companies must contact various hotels to confirm the rates, the car rental agency and the status costs before giving the verification to the clients. Management must be fertile on their works, only then can they meet the necessities of the clients and addition supplement in their business obligations.
- 3)-Today, there are many portals and travel websites with modern technologies that offer best prices, hotels, landing place, routes, ventures, packages. Online companies assist customers plan and modify their trips with best tour packages.

### **Positive Impact of Green HRM on Employee Workplace Green Behavior**

Human Resource Management (HRM) has stood itself in the minds of businesses, to be a field of management that has the potential of increasing productivity, efficiency and employee

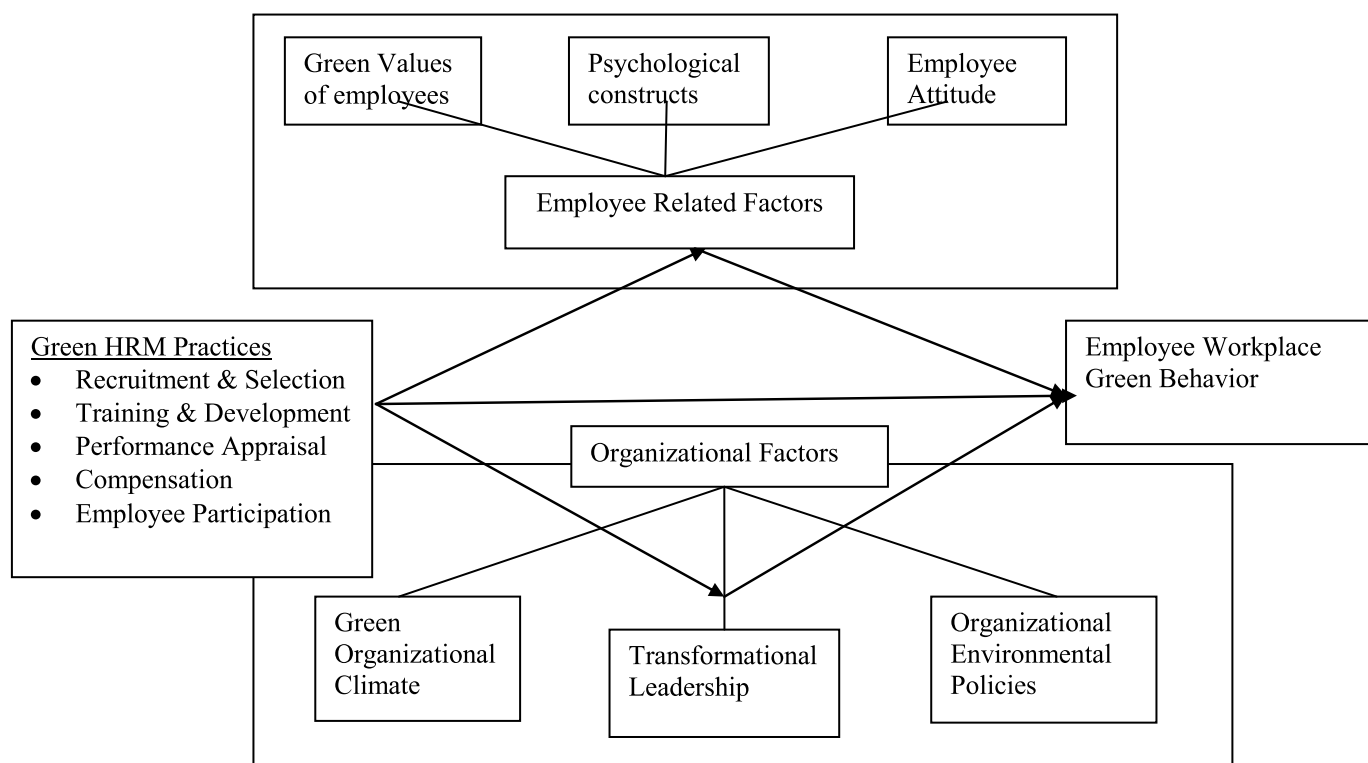
morale. Green HRM is a foot ahead; along with the positive outcomes of HRM it also ensures well-being of environment and, health and safety of employees. By merge the two areas of management i.e. HRM and Environmental Management (EM), Green HRM focuses on regulating the emission on the eco-system and contribute to natural resources to future generations (Jackson et al, 2011; Daily and Huang, 2001; Govindarajulu, N. and Daily, 2004). In concern to the benefits to the businesses numerous areas are exploit as financial performance, optimum resource utilization, power consumption, legal issues and good will. Apart from this the satisfaction that can be adored by businesses on accepting Green HRM can be seen in the Employee Workplace Green Behavior. Green HRM practices while recruiting and selecting the applicants cherished the environmental competencies. Providing environmental training to the employees encourages employees to be eco-friendly in their personal and professional lives and also help them to develop their understanding for green organization (Renwick, 2008). Green performance appraisal denotes the importance of eco-friendly behaviors, attitudes and initiatives; it also assist to motivate the employees for executing eco-friendly behaviors. Rewarding the employees for their environmental capabilities and efforts through green compensation positively affects the employee psychology for being eco-friendly. Giving provision to employees for involving in environmental policy formulation and decision-making also ensures green behavior in employees.

### **Challenges faced in encouraging Employee Workplace Green Behavior**

Execute Green HRM in any organization is in itself a long and time enormous progression. Developing ecological systems, procedures and standards are inducing problems for supervisors. Mind mapping environmentalism in employees' behavior, attitude and psychology is challenging. Hiring employees with green competencies is hard, training the employees is still easy but to estimate the application of learnt concepts and ecological greet of employees is challenging. Human behavior is difficult to be estimate hence trouble are faced in performance appraisal related to green behaviors.

### **Proposed framework**

The collision of Green HRM on Employee Workplace Green Behavior has been rendered by the authors through following model. The framework suggest that Green HRM practices of Recruitment & Selection; Training & Development; Performance Appraisal; Compensation and Employee Participation helps to activate environmentalism at organizational and employee level for encouraging Employee Workplace Green Behavior. Employee related factors included green values of employees, their psychological constructs, their attitude in the direction of environmentalism and adopting its features in their routines. Whereas, the organizational factors inclusive the presence of green climate, environmental policies and transformational leadership that can give an environment to the employees for executing green behaviors. These green behaviors in long run help organizations to acquire competitive advantages through green image building.



**Figure 1: Impact of Green HRM on Employee Workplace Green Behavior (Authors’ own model)**

**Green Competencies through Green HRM practices to encourage EGB**

Further the authors have strived to scrutinize the green competencies that can be developed in employees through the adoption and implementation of Green HRM practices in the table below. Also the table visible the Employee Workplace Green Behaviors that can be developed over the periods of following green competencies which are enlarge through the Green HRM practices. It elements out the green behaviors, attitudes, psychological factors that can be expand in employees.

<b>Green HRM Practices</b>	<b>Green Competencies through Green HRM</b>	<b>Employee Workplace Green Behavior</b>
Green Recruitment and Selection	<ul style="list-style-type: none"> <li>• Including green KSA in job specification</li> <li>• Including green dimensions in job description</li> <li>• Highlighting green citizenship behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Employees’ future environment-friendliness</li> <li>• Stakeholder Engagement</li> </ul>
Green Training and Development	<ul style="list-style-type: none"> <li>• Imparting green KSA in employees</li> <li>• Analyzing green training needs of the</li> </ul>	<ul style="list-style-type: none"> <li>• Development of green attitude and psychology</li> </ul>



	employees <ul style="list-style-type: none"> <li>• Creating green awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Green Teams</li> <li>• Employee Familiarization with sustainability strategy</li> <li>• Encouraging EM learning</li> </ul>
Green Performance Appraisal	Including green criteria and standards in performance evaluation <ul style="list-style-type: none"> <li>• Environmental Consciousness</li> <li>• Green behavior</li> <li>• Green performance feedback interview</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement</li> <li>• Enhancement in Eco-effectiveness of employees</li> <li>• Enhancement in Eco efficiency of employees</li> </ul>
Green Compensation	<ul style="list-style-type: none"> <li>• Financial incentives for showcasing green competencies</li> <li>• Non-financial rewards for green performance</li> </ul>	<ul style="list-style-type: none"> <li>• Green legacy of the organization prompts environmental action</li> </ul>
Green Employee Participation	<ul style="list-style-type: none"> <li>• Sustainable consumption</li> <li>• CSR activities</li> <li>• Involving employees in environmental decision making</li> <li>• Framing norms for spurring eco-friendly behavior</li> <li>• Green opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary green initiatives by employees</li> <li>• Encouraging green attitudes in employees that emphasize on long life green expectancy of a nation</li> </ul>

### CONCLUSION, LIMITATION AND FUTURE RESEARCH DIRECTIONS

Green HRM is a buzz word and employees are believed to be the driving force of any organization, hence this research was and strives to study the collision of Green HRM on Employee Workplace Green Behavior. The positive collision of Green HRM was found on Employee Workplace Green Behavior as well as organizational performance. The proposed model depicted Green HRM's role in triggering environmentalism in organizational and employee elements to develop Employee Workplace Green Behavior. The green competencies developed due to Green HRM practices have been scrutinize and the green behaviors that can be developed by these green competencies are also classified.

Despite of the attentive research some obstruction exists like use of secondary data, number of literatures reviewed etc. can be addressed in time ahead researches. Moreover empirical research can be carried on affiliated to these concepts in various geographical locations for in-depth analysis. Also this research can be done inclusive of HR professional as they are the best informants for employee behaviors.

### IMPLICATIONS

Organizations are in a crucial need to adopt Green HRM practices and make their organizational culture vigorous to ensure green initiatives, green competencies and execution of green behaviors. For this they foremost need to cultivate a green climate by adopting green strategies and taking green initiatives like use of e-HRM, vehicle pooling, flexible working hour, use of virtual platform, adoption of 3Rs (Reduce, Reuse and Recycle) of environmental drive, energy coherent working space. Organizations then need to ensure presence of green accomplishment in job applicants and should make strive to encourage green competencies in existing employees. Existence of green competencies alone is not enough; hence organizations need to make sure the presence of Employee Workplace Green Behaviors in their employees to accomplish environmental goals.

## REFERENCES

1. Abdulghaffar, N. (2017). Green Workplace Behavior in Saudi Arabia: The Case of EnviroCo. *Journal of Management and Sustainability*, 7(1), 19-28.
2. Boiral, O. (2009). Greening the corporation through organizational citizenship Behaviors. *Journal of Business Ethics*, 87(2), 221-236.
3. Jain Khushbu & Katiyal D. (2020) "Fostering Employee Workplace Green Behavior through Green HRM" ISSN Journal indexed n J-Gate Plus Jan-June 2020 Issue.
4. Devi, J.K.K. (2018). Influence of Green HRM Practices on Employees Performance Level – A Study With Reference To Literature Review. *International Journal of Research and Analytical Reviews*, 5(3), 329-333.
5. Govindarajulu, N. and Daily, B.F. (2004). Motivating Employees for Environmental Improvement. *Industrial Management & Data Systems*, 104(4), 364-372.
6. Halawi, A. and Zaraket, W. (2018). Impact of Green Human Resource Management on Employee Behaviour, *Journal of Applied Business Research*, 6(1), 18-34.
7. Ike, P.R., Ezeh, L.N. and Etodike, C. (2017). Employee Participation in Decision Making: A Correlate of Employee Citizenship Behaviour and Counterproductive Workplace Behaviour. *International Journal of Academic Research in Business and Social Sciences*, 7(7), 934-948.
8. Jackson, S.E., Renwick, D.W.S., Jabbour, C.J.C. & Muler-Camen, M.(2011). State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *German Journal of Research in Human Resource Management*, 25(2), 99-116.
9. Likhitar, P. and Verma, P. (2017). Impact of Green HRM Practices on Organization Sustainability and Employee Retention. *International Journal for Innovative Research In Multidisciplinary Field*, 3(5), 152-157.
10. Mehta, K. & Chugan, P.K. (2015). Green HRM in Pursuit of environmentally Sustainable Business. *Universal Journal of Industrial and Business Management*, 3(3), 74-81.
11. Norton, T.A., Parker, S.L., Zacher, H. and Ashkanasy, N.M. (2015). Employee Green Behavior: A Theoretical Framework, Multilevel Review, and Future Research Agenda *Organization & Environment*, 28(1), 103-125.
12. Norton, T.A., Zacher, H. and Ashkanasy, N.M. (2014). Organisational Sustainability Policies and Employee Green Behaviour: The Mediating Role of Work Climate Perceptions. *Journal of Environmental Psychology*, 38 (1), 49-54.
13. O'Donohue, W. and Torugsa, N. (2016). The Moderating Effect of 'Green' HRM on the Association between Proactive Environmental Management and Financial Performance in Small Firms. *The International Journal of Human Resource Management*, 27(2), 239-261.
14. Optha, H.H.D.N.P. & Arulrajah, A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8) 101-112.
15. Renwick, D., Redman, T. & Maguire, S. (2008). Green HRM: A Review, Process Model and Research Agenda. Discussion Paper /series. Discussion Paper No 2008.01, 1-46.
16. Renwick, D.W.S., Redman, T. & Maguire, S. (2012). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 1(2), 1-14.
17. Sriram, V.P. and Suba, M. (2017). Impact of Green Human Resource Management (G-HRM) Practices over Organization Effectiveness. *Journal of Advance Research in Dynamical & Control Systems*, 7(Special Issue), 386-394.

18. Subramanian, N., Abdulrahman, M.D., Wu, L. and Nath, P. (2016). Green competence framework: evidence from China. *The International Journal of Human Resource Management*, 27(2), 151-172.
19. Yusuf, Y.M., Ramayah, T. and Othman, N. (2015). Why Examining Adoption Factors, HR Role and Attitude Towards Using E-HRM Is The Start-Off In Determining The Successfulness Of Green HRM? *Journal of Advanced Management Science*, 3(4), 337-343.