A NEXUS BETWEEN GREEN HRM PRACTICES TOWARDS FOSTERING GREEN INDIVIDUAL VALUES

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ABSTRACT

Large transposition in weather patterns, dilapidated environment and global warming are among some of many factors that have been drawn our attention towards a preserved and livable climate. Over the last few years the conception of green human resource management (GHRM) has been in the spotlight for the organizations around the globe. To instill green attitudes and green values among the work force is still a challenge to overcome; present study is an endeavor in this regard as it attempted to identify the significance of GHRM practices towards the development of green values among the employees. Self-administered survey method through distribution of questionnaires among 500 employees from banking sector of Pakistan was used for data collection. Based on the findings of the study the individuals green values were found to be strongly associated with GHRM practices such as green recruitment, green training, green reward and green job design. The present research has practical implications for HR practioners, administration and policy makers of the firms.

Keywords: Green human resource management (GHRM), green recruitment, green training, green reward and green job design.

Introduction

For all intent and purposes, the ecological system of the mother earth has been unpreventable revamped through human behaviors. The urge for rapid development has induced the human beings towards the activities which are generating catastrophic impacts on environmental cycle. The so called revolutions have been taking place at a faster rate during the last sixty years. A small number of studies can be found that relate the changes in ecosystem resulting from direct and indirect drivers and the diverse impact of organizational green efforts towards a sustainable ecosystem (Robertson and Barling, 2017). The idea of Green business Model remain in lime light since last few decades, which results in shifting the notion of

conventional business model towards "green business model" (Islam et al., 2019; Wagner, 2011). Green human resource management which is relatively new conviction of attention among academics of social sciences as it proves to be an aspiration towards green vigor and behaviors among the employees of any organization (Shafaei et al., 2020). Different studies have attempted to explore the idea of green human resource management in the development of human performance, organization citizenship behavior, development of green in role-behaviors and extra-role behaviors (Hameed et al., 2020; Ren et al., 2020; Fawehinimi et al., 2020). However, a lot more has to be done to further explore the green predictors. The current study is one of such attempts as there was a sparse in the literature pertaining green values as a result of green human resource approaches. The administration of the company is responsible to inculcate such attitudes in the member which may promote psychological ownership (Avey at al., 2012), the atmosphere of trust (Xu et al., 2016) and room for developing green skills to attain competitive edge. A recommendation from the previous studies (Khan et al., 2019; Sugianingrat et al., 2019) and on the demand from the advocates of environmental eco system confirms the significant purpose of present research.

Based on the above given arguments the scholar of the present research attempted to explore the concept of green values with respect to the influential role of various human resource practices such as green recruitment, green training, green reward and green job design. The work force of the organization discerns the steps taken by the human resource as positive motivators which have the capacity to implant the desired behaviors among workers (Cohen and Lin, 2011). So the strategic alignment with in green human resource management practices can cater green values among the human asset of the firm.

Scheme of the present paper is to firstly acquaint it with the theorization of dependent and independent variables which provides the basis for hypotheses development. In next phase methodology is discussed in a detail followed by comprehensive analysis of the data. Lastly, practical implications and recommendations are added.

Literature Review

In order to keep pace with market and industry competition, organizations around the globe endeavor to report success through prospering in various aspects of management (Ogalo et al., 2020). Consequently, firms need to come about with strategic plans and implementation to compete in today's effectual and dynamic environment (Maharmeh et al., 2021). Strategic planners from successful organizations have acknowledged the fact that to be in triumph they have to consider their valuable resources, human resources (HR). To achieve sustainable competitive advantage the significance nature of capable human resources cannot be disregarded (Javed et al, 2018). Therefore, it is obvious that distinctive capabilities owned by the members of the organizations lead them towards new horizons (Armstrong, 2015). This provides the rationale why the organizations in the developed countries outlay vast amount of expenditures towards research and

development of novel human resource approaches or enactments (Shoukat, 2018). A great deal of scientific research has been modeled to sort out emerging trends in the field of best human practices (Denisi & Griffin, 2019). By adopting efficient human resource practices managing teams of any corporation can lead towards valuable outcomes in short term as well as in long term (Moorhead & Griffinn, 2019).

Green human resource management

Previously human resources practices regarding recruitment and selection were confined to academic knowledge of the candidate, their job specific knowledge and experiences, aptitude testing, emotional stability (EQ) and intelligence quotient (IQ) which was evaluation of an incumbents problem solving capabilities as well as rational thinking (Maharmeh et al., 2021). However, with a wide range of exposure towards empirical findings in the field of social sciences relatively new concept of green human resource practice has evolved (Dumont et al., 2017). Economic build out along with cognizance towards achievement of durable sustainability is on fleek in today's highly competitive environment (York et al., 2018). Firms focusing on ecofriendly strategies are readily acknowledged by stakeholders as well as building aptness including organizational learning (Ren & Jackson, 2020). Firm's endeavor towards enhance environmental performance pursuing them to research in crucial resources such as natural resources as well as human resources (Hart and Dowell, 2011). Green human resource management concept can be trace back from 1996, since then a number of studies can be found on GHRM. German journal of HRM brought out a special edition regarding GHRM concept in 2011. Green human resource practices high light the organizational attempts towards enhancement of eco-friendly environment (Ren et al., 2018). GHRM demands for a strategic fit between human resource management green practices and external and internal environment (Renwick et al., 2008). Green human resource management practices regale environmental friendly predispositions among all the members of the organization (Nagendra et al., 2014). Since the last two decades the extravagant studies towards the concept of GHRM have been paving the way to fabricate a contrast betwixt green human resource management and conventional HRM (Ahmed et al., 2019).

Green Values

With the occurrence of colossal industrial revolution, massive production with the help of motorized manufacturing has lead the way towards finer standards of living but on the other hand this revolution has also brought inauspicious impression on the environment. It's a demand of the present day to nurture the green mindsets with the intention that our ingenuous resource can be preserved for prolonged period of time (Alzgool, M. 2019). Institutions from private and public sectors are acquainted with the exigency to rescue scanty natural resources from rapid exhaustion (Aishuwaik and Abu bakkar, 2008). Individual consciousness is a major contributor towards the development of pro-environmental behavior and post-environmental behaviors (Judith et al., 2009). Human acts are responsible for creating environmental hazards

as well as individuals efforts can result in promoting an eco-friendly environment (Stern, 2000).

The over exertion and consumption of natural assets is putting us to a topsy turvy condition. Any organization or business entity can't achieve its goals without an active connivance of its members towards realization of the strategic intent of that organization. Correspondingly, if the management of any firm tries to launch green system with a strategic resolution it is nearly non- viable without a committed workforce holding green values (Edward and Shipp, 2007). Several studies have explicated the notion of green behavior. Some scholars suggested green values a philanthropic abstraction (Chou, 2014). The organization with a green culture will encourage its employees to display green attitudes in both in role or extra role behavior (Paille and Boiral, 2013). Green human resource will design a job that will describe the roles which will be eco-friendly; the incumbent of any job within the organization will subordinate the individual ease over the socially acceptable and environmental friendly actions. Any type of industrial or official wastages should be chuck-out in obedience to organizational priorities about government rules and regulations. Similarly, green human resource management with its agile efforts through training and development can built in green values among members about ecofriendly conventions like efficient use of electricity, lesser usage of carbon prioritizing the recyclable products procurement. Various studies have pointed out a clear linkage betwixt green values and achievement of green vision of the firms (Norton et al., 2014).

Green Recruitment

Recruitment is the foremost concern for the management of human resources which is carried out to clinch distinctive capabilities to gain competitive advantage. Strategic tactics to gain competitive edge are not universal in nature (Ismael et al., 2001), there are situational factors to influence this concept as well. Human resource department of each establishment up-draught itself to keep pace with the ongoing issues and trends to be on forefront (Gardi, 2021). An emerging concept of green recruitment has been in the limelight since last decade. Green recruitment has become a stratagem to attract and appoint high caliber individuals with understanding as well as mindset concerning environmental issues prevailing in the market (Abiwu et al., 2021). The green approaches toward recruitment secure the environment through energy wastages, slackening contamination as a result of primeval practices used in construction, manufacturing or transportation industries (Abiwu et al., 2021). Scholars of the time are in particular and business practitioners in general have been in forage of those incontestable behaviors among their employed team members which foster environment capacious positive repercussion (Guerci et al., 2016). One of such reward able outcome for the organization is ….

By the virtue of previous studies conducted on green human resource and its effects on performance related outcomes the role of green recruitment cannot be disregarded (Ahmed, Alzgoal and Shah, 2019). A large number of empirical findings identified a significant impact betwixt green recruitment and employees green

outcomes related values. Organizational citizenship behavior has a far reaching influence over the employees' performance behaviors such as workforce engagement, (Silvester, Sarib and Hassan, 2019). The concept of organizational citizenship behavior can be further tightening if it is linked with green recruitment techniques (Silvester et al., 2019). Therefore on the basis of such affirmation regarding the relationship of green recruitment and its impact towards fostering green values the following hypothesis is proposed:

H1: *Green recruitment is significantly associated with green values.*

Green Training

Enormous research studies can be found on a novel concept of green approaches and their link towards cost utility for the business organization (Xie et al., 2020), even so fewer cramming can be traced on how the green training can be proved as a retrenchment towards high cost as a result of inefficient practices in manufacturing as well as service industry (Xie et al., 2020). Green training has a paramount impact on green artistry through resource commitment (Joshi et al., 2020). Training and development techniques have the potentiality to upgrade and aggrandize the prospects among organizational members to attain the desired organizational outcomes (Mozammel, 2019). To accomplish the objectives of a company green training programs can persuade the employees towards green mindset (Pinzone et al., 2019).

Which in turn augment an upstanding statuette of the firm widely derived by the stakeholders from the internal as well as external environment (Silvester et al., 2019). Green training approaches have also found to be fortunate for an enduring procurement both in public as well as private sector (Aragao et al., 2017).

Through sophisticatedly developed training programs the development of green values is possible in each tier of the organization. During the literature review related to the present study it was pertinent from the findings from a handful of past studies that training and development approaches are directly linked with creating acceptable norms and values among the personnel.

H2: *Training techniques are positively associated with green values.*

Green Rewards

Some of the perspicuous outcomes that human resource management has been pursuing as a result of meticulous research findings include higher job gratification and organizational commitment. Befitting rewards and recognition programs also have a profound impact towards building desired attitudes among workers (Sidhu et al., 2020). One of such craved perspective required from employees is going green (Mandago, 2018). In order to cater green values among workers green human resource management (GHRM) offers valuable rewards and recognition to those who run through ecofreak behaviors (Dumont, et al., 2017). Subsequently, environmental friendly culture is supported and promoted throughout the hierarchy of organization which magnified a green image of the organization as whole and

Human Resource department at peculiar level (Green at al., 2017). Organizations have been trying to develop a positive attitude among workforce, while doing so a vast range of techniques from the scope of rewards and perks have been identified and implemented during the past few decades. Surprisingly, the strategic usage of reward system brought on the desired consequences within the organization. Consequently, it is assumed while accepting the justification of previous studies that green rewards can be tied up to the green outcomes.
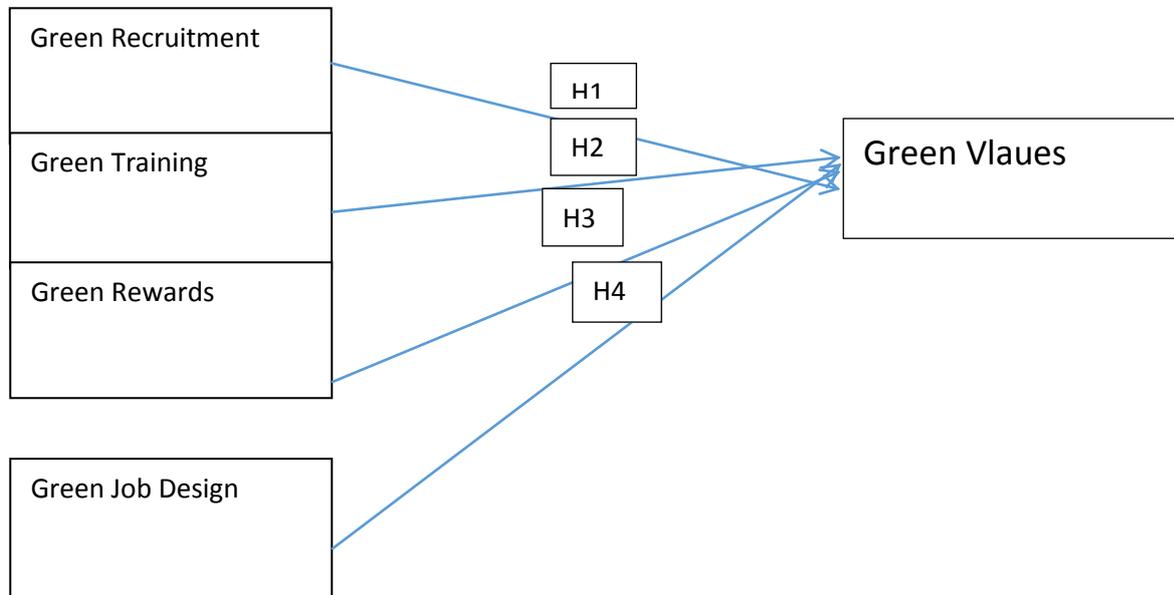
H3: *Green reward technique is notably associated with green values.*

Green Job Design

The visionary leadership of any institution appreciates high caliber incumbents (Russo, G, 2017) to join their organization as well provide a healthy atmosphere where they can flourish both in terms of their carrier as well as novel and socially acclaimed manner (Heckman, 2000). What and how an individual will perform his or her job related tasks is also shaped by well depicted job design. If the tasks are designed on conventional behaviors employees will follow the rule of thumb to perform the tasks. They will not bother to implant new idea of green values with in themselves. As complexity in the job design motivates individuals towards attainment of higher goals what if it is accessorized with the eco-friendly approaches built in by green human resource practices. It has manifested through previous studies that jobs which are graced with the preservation of eco-system have been successful in prospering the green values and green outcomes. The organizations are making efforts to be socially appreciated in order to attract and retain prospect investors. Amelioration in the structure of the organization to align it with the strategic green vision requires green learning as a part of exemplary job design (An tonelli, Barba Et al., 2014).

H4: *Green job design is positively associated with green values of the firm.*

Theoretical Model

Proposed Hypotheses

H1: *Green recruitment is significantly associated with green values.*

H2: *Training techniques are positively associated with green values.*

H3: *Green reward technique is notably associated with green values.*

H4: *Green job design is positively associated with green values.*

Methodology

Sampling

The population of the present study was managerial and non-managerial employees of banking sector. For sampling various branches of ten renowned banks of Punjab Pakistan from both public and private sectors were considered. A total of five hundred employees working in different cadres from banks were targeted through simple random sampling. To get maximum response rate a self-administered questionnaire was distributed among the bank employees. 400 questionnaires which were completed in each aspect were collected back with 82% response rate.

Instrument

To examine the green human resource practices such as green recruitment, green training, green reward, green job design a 20 item scale by Dumont et al., 2017 and Ahmed and Umrani, 2019 was adopted. To investigate the views of employees about individual green values a five item scale by Dumont et al., 2017 and Steg et al., 2015 was added in the instrument of current research.

Data Analysis

After collecting the data, SPSS 20 was used to enter and process the information to reach desired analysis. With the help of a careful data entry composing and screening was also performed with the help of outlier discovery methods.

Demographics

To classify the data on the basis of gender, age, job experience a demographic analysis is conducted which can be observed from the following table and Figure: 1.

Table: 1 Demographic Statistics

Demographics		Frequency	Percentage %
Gender	Male	280	0.70
	Female	120	0.30
Age	Less than 30 years	200	0.50
	30-40 years	110	27.5
	41-50 years	90	22.5
Experience	1-5 years	100	0.25
	5-10 years	150	37.5
	10- 15 years	150	37.5

With the demographic analysis it can be clearly observed that ratio of male and female employees were 70 to 30 percent. Majority of the employees who participated and return the questionnaires were from the age group of less than 30 years, while, the least participative employees in this survey were found to be between the age group of 41 to 50 years. Having a glance on the years of experience 25% of the employees were with 1 to 5 years of working experience, 37.5% of the members were with working experience between 5 to 10 years and same 37.5% were the employees with 10 to 20 years of working experience who participated in the research studies.

Reliability Analysis

As mentioned above the scale was adopted from the previous researches however, to check the consistency of the results reliability test is helpful (Miles et al., 1994). Corn Bach's Alpha was used to identify the satisfactory range of reliability fir independent and dependent variables. The detail of reliability check can be figure out from Table: 2.

Table 2: Reliability Analysis

Variables Name	Number of items Used	Cronbach's Alpha
Green Recruitment	5	0.86
Green Training	5	0.82
Green Reward	5	0.83
Green Job Design	5	0.85
Green Values	5	0.81

The values of cronbach's alpha for all variables were found to be in satisfactory range which is 0.7 (Bernsten, 1994).

Factor Analysis

After confirming the reliability of the instrument, next step was taken to check out the communality values. All the questions used in the instrument were tested for communality values which were found to be with in the ranges of 0.6 to 0.8. Getting adequate findings out of the reliability and validity tests all the items were moved for further analysis.

Correlation

To examine an upright association between variables a Pearson correlation technique was utilized. Positive sign denotes a positive relation among variables, however, a negative sign is the indication of inverse relation for any two variables. Practically, the coefficient range is between +1 to -1. Correlation analysis is summarized in the table 3.

Table: 3 Correlation Matrixes

Variables	GR	GT	GRW	GJD	GV
Green Recruitment	1				
Green Training	.667	1			
Green Reward	.691	.591	1		
Green Job Design	.672	.642	.67	1	
Green Values	.634	.691	.613	.649	1

Correlation is significant at the .01 level (2 tailed).

GR stands for green recruitment, GT stands for green training, GRW is used for green reward techniques, GJD was considered as green job design and GV as an indication for green values. From above table correlation matrix the modest correlation values were observed among all variables. Green training approaches were most positively associated with the green outcomes. Similarly, green job design methods were also having a positive and notable relationship with green outcomes as per correlation analysis.

Multiple Regression Analysis

So as to achieve, a reasonable correlation value during correlation test, next step was taken to pick out the degree of change each independent variable can get from dependent variable. With the help of Statistical package for social sciences a regression analysis was conducted to secure this purpose. Multiple regression model summaries are shown in table 4. The dependent variable which is individual's green values is regressed in opposition of multiple green human resource management practices individually.

Variables	Standardized Coefficients Beta	P-Values
GR (Green Recruitment)	0.201	.000
GT (Green Training)	0.112	.047
GRW (Green Reward)	0.296	.001
GJD (Green Job Design)	0.197	0.32

Adjusted R square =0.610

Adjusted R square was found to be 0.610 that is an indication that all green human resource management approaches comfily can create a variation of 16% in green values. GR which stands for green recruitment can create 20% change towards green values with just 1 % change in it. GT denotes for Green training and 1 unit of difference in GT can bring 11% variation in green values. GRW is the representation of green rewards and a 1 unit movement in GRW is responsible of 29% variant in the values of green outcomes. Lastly, GJD which was used to display green job design a 1 point of change in the value of JD can result in over and above 19% alteration in the buildup of green values. From the above regression analysis it is presumed that the most influential among independent variable is the green rewards human resource practice (GRW HRM) as it can create the variation of more than 29% in fostering green values. However, the slightest variation in green value is observed by green training approach.

Discussion

The current study was an attempt to get into the relatively new proposition of green in the realm of today's ever-changing environment of the business world. The present research fortuitously appraises the concept of green human resource practices and individual green values. Various green human resource practices were the focal point of the study which includes green recruitment, green training, green rewards, green job design. All these green human resource approaches were found to be in notably positive relation with the fabrication of green values among organizational employees. Organizations are in the favor of fruitful recruitment techniques in order to avail positive performance from their workers. However, if the administration of companies are engaged with the novel concept of green recruitment during the hiring and selection phases of the employees can add the savor of "green" in the mind set of new internees, which will divert the focus of labor force from traditional values towards the newly adopted conception of green individual values. The results of the present study uncover and corroborate the findings of previous studies. The present era with the challenges from almost each sector, whether it is education, service, manufacturing or health sector is in demand of eco-friendly practices to be adopted by the employees of the organization (Lahtinen, 2009). Green management practices that flow from the top governance and most have a strategic fit with remaining dimensions of the administration is the demand of the era (Brain Cruz and Avila Pedrozo, 2009). The repercussions observed in the present study also suggest that green rewards and green training procedures help the human resource of any company in the human capital accumulation in the fro of green attitudes. Green human resource management has an exceptional role in forming the exuberance among the labor force to participate and implement the green values among themselves. The findings of the study are in the congruence with the research results of past studies conducted in the field of green human resource management.

Implications

The present study was an endeavor to link the resulting rewards obtained from the green human resource management for the financial institutions, as the variables of the current study were empirically tested on the employees of the banking sector.

In the light of present study the green human resource management (GHRM) approaches are practically for the financial sector especially banking division. However, the results are equally generalizable for other business and non-business organization as well; it's worth mentioning that green outcomes derived out of green human resource management (GHRM) have the potential to reserve their place as distinctive capabilities. Organizations can test the green attitudes among the incumbents during the recruitment phases. During the security of applicants the knowledge and aspirants of a candidate towards green values should be considered, which can provide as a starter for human resource management to apprise the individuals who are equipped with green mindset. Through green human resource management (GHRM) implications a company can communicate its green vision to

the knowledge workers. In such way the work force is determined and motivated to remain focused on the objectives of green visionary leadership. These human resource management green activities implies for a unity of direction towards clearer green goals. Therefore, the concernment of organizational management towards the reinforcement of classical human resource management practices into green values among employees. In the presence of healthy impact of green individual values towards the organization as well as society the leadership of a firm must take some thoughtful steps to warrant that human resource management of the firm is inclined towards the green practices. Meanwhile, moderate to significant results, depicting a positive relationship between green job design and green values needs to be consider while shaping a reasonable job design. Individuals who are given more authority over the way of doing their work can move towards going green, so this aspect of job design should be tailored according to the current needs of the employees. Similarly, task significance with in the job design should include green values which are significant in nature in order to motivate the employees travelling towards that green road of achievement. Individual and group tasks should be promoted with the flavor of green practices. Human resource management can cater these reward policies and procedures which are strategically linked with the attainment of green attitudes and outcomes from organizational workers. The value of going green should be transferred from each layer of the organization hierarchy so that there should be strategic fit with the organizational policies and human resource practices.

According to the empirical evidence from the current study, administration, leadership, strategic management and human resource management should move in a line towards the attainment of green image of the organization from its key stake holders. As a result of the combined efforts by the green human resource management ion organization boost up the desired green values among the individuals.

Limitations and a Purview for further Studies

Though, the concepts of the study were discussed with theoretical background and analyzed on the basis of empirical findings however, it has few limitations as well; as with many other research attempts, the present study was also prone to time and budget restrictions. The data was collected from 500 participants; further studies should take a wider portion of population frame and a larger sample size for more accurate results. Secondly, the present study was empirically tested with the data generated from banking sector, thus further studies can expand this research effort to more than one sector like manufacturing, educational and health sector. Thirdly, respondents of the present research belong to a developing country where rate of unemployment is higher and standard of living is low as compared to technological advanced countries. The population of such countries with lower gross domestic product is more focused on production as compared to eco-friendly outcomes. Future scholars can extend this research journey to more than one country or regions. In the fourth place, the approach of the present research was confined to a

cross sectional analysis, longitudinal studies can provide more generalizable results. Fifthly, in order to get better understanding about the green values, future studies should focus on few more predictor variables such as individual's personality traits, leadership style. Individual green values are a function of some explanatory variables like Kohlbergian level (pre-conventional, conventional, post conventional). Similarly, political orientation is one of such interesting dimensions to be included in future researches.

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