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# PERCEIVED GREEN HUMAN RESOURCE MANAGEMENT (GHRM) PRACTICES AS A PREDICTOR OF WORKPLACE BEHAVIOUR

Kiransinh Natwarsinh Rajput<sup>1</sup> and Urmi Nanda Biswas<sup>2</sup>

## ABSTRACT

Perceived Green Human Resource Management (GHRM) practices help an organization to achieve sustainable development. For this paper, workplace behaviour has been conceived in terms of Organizational Citizenship Behaviour (OCB) and Work Engagement (WE). The objective of the study is to investigate whether Perceived Green Human Resource Management practices significantly predict workplace behaviour. The total sample comprised of 280 employees from the manufacturing sector and service sector. Green Human Resource Management practices were measured by a scale developed by the researcher based on parameters of Green Human Resource Management Practices, OCB standardized scale and Utrecht Work Engagement Scale (UWES) was used to measure OCB and work engagement. The researcher used the survey method. The result shows that Perceived Green Human Resource Management practices enhance employees Organizational Citizenship Behaviour (OCB) and Work Engagement. There is neither any significant difference between employees of the manufacturing sector and employees of service sector nor among male employees and female employees in terms of Green Human Resource Management practices, Organizational Citizenship Behaviour (OCB) and work engagement.

**Keywords:** Green Human Resource Management (GHRM) Practices, Organizational Citizenship Behaviour (OCB), Work Engagement, Gender and Organizational Sectors.

## INTRODUCTION

In the 21st century, with the expansion of globalization across the world, it has been realized that environmental aspects also need to be given attention by every discipline of the world such as manufacturing, corporates, education or politics. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change especially by the manufacturing industries (Victor, 2001). Growing concern for protecting the environment globally and the development of international standards for environmental management has created a need for business to adopt environmental strategies and programs organizations today have become more conscious about the growing importance of integration of environmental management and human resource management. Organizations now believe that employees must be inspired, empowered and made aware of environmental greening to carry out green management initiatives.

Organizations are nowadays realizing that, in addition to focusing on financial profits, they must consider all social and environmental impacts for their long-term sustainability. Sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their needs (Pullman, Maloni and Carter, 2009). HRM plays a critical role in embedding the sustainability strategy of the organization for creating the skills, motivation, values and trust to achieve the triple bottom line which refers to 3P's- People, Planet and Profit. It ensures long term health and sustainability of both the organization's internal and external stakeholders with policies that reflect equity, development and well-being; and supports environmentally friendly practices. Thus, there is a growing need for the integration of environmental sustainability into GHRM (Deshwal, 2015; Jain, 2009 & Wright, Dunford & Snell, 2007). Green Human Resource Management refers to using every employee interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability (Mandip, 2012).

The UN Global Compact in collaboration with several educational organizations has developed the (PRME) Principles for Responsible Management Education, encouraging scholars and managers to jointly work on developing new knowledge to promote environmental responsibility (PRME, 2010). Dunphy, Benveniste, Griffiths and Sutton (2000) linked the implementation of ecological sustainability with human sustainability. Many corporations have tried implementing a proactive, strategic tool known as an Environment Management System to

<sup>1</sup> Ph. D Scholar, Department of Psychology, Faculty of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara.  
<sup>2</sup> Professor, Department of Psychology, Faculty of Education and Psychology, The Maharaja Sayajirao University of Baroda, Vadodara.



gain a competitive advantage over others (Daily and Huang, 2001; Barnes, 1996; Florida and Davison, 2001). Sudin (2011) discussed a need redefining HR role from HR executives to environmental executives who achieves employee cooperation in implementing environmental policies (Wehrmeyer and Parker, 1996). Dechant and Altman (1994) pointed out that the employees' perception is vital as employees are willing to work in a firm only when they feel it adds to their value profile. In 2009, Hewitt Associates found a strong correlation between employee engagement and their perception of employer corporate social responsibility initiatives (Hewitt Associates LLC, 2009).

Biswas, Allard, Pousette and Harenstam(2017) in their study of 997 managers from 80 organizations from four different sectors in India and Sweden, found that managers perception of organisation's CSR efforts significantly contributes to the organizations' effectiveness and the attractiveness of the organization. More specifically, perception of managers regarding the organization engaging in external CSR, like supporting NGOs, environmental and sustainable pursuits predict the organizational commitment positively and intention to leave the organization negatively (Biswas, Allard, Pousette, & Harenstam,2017) CSR practices beneficial to firm and organization in India (Mishra and Suar, 2010).

Knox, Maklan & French (2005) found out that Environment Management/ CSR initiatives have been linked to employee engagement, through reduced costs due to increased employee retention as well as improved reputation in the eyes of employees. Green Staffing practices ensure that the selected candidates should possess personality and attitudinal attributes that prevent waste, show creativity and innovative ideas vis-à-vis the environment (Renwick, Redman & Maguire 2008). The successful implementation of Environment Management initiatives teamwork is essential in demonstrating the value of HR; it influences EM within organizations (Daily & Hung, 2001). HR managers can use teams to promote EM particularly when environmental problems are group-oriented (Daily, Bishop & Steiner, 2007). Through EM teamwork solutions may be devised to eliminate extant or future environmental problems at their sources (Carter & Dresner, 2001). GHRM, training and development practices increase employees' ability to adapt to change and develop proactive attitudes toward environmental issues (Carter & Dresner, 2001).

GHRM practices help to enhance employee engagement in Environment Management (EM) (Konard, 2006). Mwita (2019) found that organisations that are willing and able to practice GHRM are likely to attract more customers, shareholders and comply with legal and ethical standards. There were differences in perceived positive outcomes from implementing Green HR Practices' various outcomes like improved employee morale, stronger public image, increased employee loyalty, increased brand recognition, gained a competitive advantage, increased workforce productivity and increased employee retention differed significantly according to company size (Jafri, 2012). HR managers prevent harm to EM when they integrate environmental performance into performance management systems (Epstein & Roy, 1997; Lämsiluoto & Järvenpää, 2010). The concept is relatively new for HRM and appeared in the literature for nearly two decades (Rafferty, Maben, West and Robinson, 2005; Melcrum Publishing, 2005; Ellis and Sorensen, 2007). The construct, employee engagement emanates from two concepts that have won academic recognition and have been the subjects of empirical research-Commitment and OCB (Robinson, Perryman, and Hayday, 2004; Rafferty, Maben, West and Robinson, 2005).

OCB may not always be directly and formally recognised or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favourable supervisor and co-worker ratings, or better performance appraisals (Organ, 1988). OCB is thought to have an important impact on the effectiveness and efficiency of work teams and organizations, therefore contributing to the overall productivity of the organization (Dunlop and Lee, 2004). The flexible nature of workers' roles in the modern workplace and acknowledges the fact that employees do get recognised and rewarded for engaging in OCB (Scotter, Motowidlo & Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualising OCB. OCB has been shown to have a positive impact on employee performance and wellbeing and this, in turn, has noticeable flow-on effects on the organisation (Organ, 1988). Workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff, MacKenzie, Paine & Bachrach, 2009). This could be because employees who engage in OCB are simply liked more and perceived more favourably, or it may be due to more work-related



reasons such as the manager's belief that OCB plays a significant role in the organisation's overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ, Podsakoff & MacKenzie, 2006).

Engagement at work refers to harnessing organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990; Pham, Phan, Tučková & Nguyen, 2018) explored GHRM's significant positive influence on OCB of employees. Green Human Resource Management significantly predicts Organisational Citizenship Behaviour (Renwick, 2008). GHRM helps to Increase Employee Engagement and Employee motivation (CIPD, 2007; Denton, 1999; Margaretha & Saragih, 2013). There is a relationship between employee engagement and OCB with the use of employee perceptions of HRD practices (Rurkkhum and Bartlett, 2012; Gould-William, 2003; Steijn, 2004). GHRM can motivate and increase employee 's commitment (Nijhawan, 2014 and Bonnie & Su-Chun, 2001).

There have been researched reports about gender differences in OCB and work engagement. Aquino and Bommer (2003) found no significant target gender differences in OCB. Farh, Earley & Lin (1997) showed no gender differences across self-reports of any of the facets of OCB. Zhang (2014) revealed that women self-reported greater OCB—altruism and greater OCB—civic virtue than did men; however, no gender differences were found in self-ratings of OCB—conscientiousness, OCB—courtesy, or OCB—sportsmanship (Lin, 2008). Engagement of academic staff in India and concluded that is not any relationship exists between engagement and gender (Yadav, 2016; REISSOVÁ, ŠIMSOVÁ & HÁŠOVÁ, 2017). Gender differences have also been found to determine the level of one's engagement within one's workplace (Shukla, Adhikari & Singh, 2015; Garg, 2014). The majority of the studies on GHRM focused on the manufacturing sector as it generates greater environmental impacts than the service sector (Jabbour, 2013; Lee, 2009).

The findings of gender differences and sector-wise differences regarding GHRM practices, OCB and work engagement are inconclusive. However, when so much has been told about how GHRM influences engagement and work behaviour in organizations, few studies are comparing the manufacturing and service sector in terms of their GHRM practices and its impact on employee behaviour and engagement. As 60 per cent of India's business depends on the service sector and manufacturing sector contributes 29.3 percentages while the service sector contributes 54.40 percentages in Indian GDP 2018-19 (Sector-wise contribution of GDP of India, 2019). It is important to understand, the practice of GHRM in both sectors and how it affects their employee perception and behaviour.

In the backdrop of the above research trends, the current research aims to study whether GHRM practices significantly predict OCB and employee engagement among employees of the manufacturing and service sector.

## OBJECTIVES

- To measure whether GHRM practices will significantly predict organization citizenship behaviour.
- To measure whether GHRM practices will significantly predict employee engagement.
- To study whether there is a significant effect of gender on GHRM practices, organization citizenship behaviour and employee engagement.
- To study whether there is a significant effect of a sector on GHRM practices, organization citizenship behaviour and employee engagement.

## HYPOTHESES

1. GHRM practices will significantly predict the organizational citizenship behaviour of employees.
2. GHRM practices will significantly predict employee Engagement.
3. There will not be any significant differences between male employees and female employees in terms of GHRM practices, organization citizenship behaviour and employee engagement.
4. There will not be any significant difference between employees of the manufacturing and service sector in terms of GHRM practices, organization citizenship behaviour and employee engagement.



## METHODS

### SAMPLE

The sample comprises 280 managers, executives and supervisors from private and public sectors of Gujarat which consists of 152 (54.29 %) male employees and 128 (45.71%) female employees. A total of 115(41.10%) employees belong manufacturing sector and 165 (58.25 %) employees belong to the service sector. An inclusive criterion is minimum one-year work experience in the current organization as full-time employees were used to selecting the sample.

### TOOLS

A survey questionnaire was used for data collection. The questionnaire has the following subscales.

- **Green Human Resource Management Practices** – GHRM practices were measured by a scale that was developed by the researcher based on parameters of Green Human Resource Management Practices. Five points Likert's scale was used to collect quantitative information in which 1 stands for never and 5 for always and it consists of 25 items. The Chronbach alpha for the scale 0.72.
- **Organizational Citizenship Behaviour (OCB)** – OCB Questionnaire used in the study was developed by Williams and Anderson (1991). This scale includes 7 items that measure OCBs directed at other individuals ( $\alpha=.79$ ) and 7 items that measure OCBs directed at the organization ( $\alpha=.63$ ). Participants indicated the extent to which they perform this behaviour on a 5-point Likert scale (1=strongly disagree to 5= strongly agree). Its reliability measured from the current sample is 0.77.
- **The Utrecht Work Engagement Scale (UWES)** - This tool is developed by Schaufeli & Bakker (2003). The following are the dimensions used in this scale are Vigour, dedication and absorption. It consists of 17 items which are to be rated on a 7-point scale ranging from 0("never") to 6 ("always"). Its current reliability is 0.79.

### PROCEDURE

The permission for data collection was taken from the concerned manufacturing and educational sectors. After the permission was granted, the employees were briefed about the idea of this study. Then the survey questionnaire was given to those employees who fall in the research criteria and the data was collected.

## RESULT AND DISCUSSION

Linear Regression (Enter) was used to study whether GHRM practices significantly predict workplace behaviour.

**TABLE 1 –OCB AND WORK ENGAGEMENT AS PREDICTED BY PERCEIVED GHRM PRACTICES**

Variables	OCB-I	OCB-O	Vigour	Dedication	Absorption
Beta value	0.28	0.36	0.21	0.33	0.27
t value	2.22*	2.14**	1.99*	2.37**	2.19*
F Ratio	9.29**	11.75**	3.96**	12.94**	10.02**
R	0.44	0.51	0.37	0.49	0.40
R <sup>2</sup>	0.17	0.25	0.13	0.26	0.17
Adjusted R <sup>2</sup>	0.15	0.20	0.11	0.19	0.16

\*\* Significant at the 0.01 level      \* Significant at the 0.05 level

### GHRM PRACTICES AS A PREDICTOR OF OCB AND EMPLOYEE ENGAGEMENT:

Table 1 presents the regression between GHRM practices and workplace behaviour of employees. There is a significant positive correlation between GHRM practices and Organization Citizenship Behaviour (OCB-I  $r=0.44$  and OCB-O  $r=0.51$ ). The table shows that GHRM practices predict organizational citizenship behaviour at the individual level as well as at the organizational level. GHRM practices explain 15% of the variance in individual-level OCB and 20% variance in organizational level OCB. The first hypothesis which proposed GHRM practices will significantly predict the organizational citizenship behaviour of employees is accepted. The findings are consistent with Pham, Phan, Tučková and Nguyen, (2018), they explored the effects of green training and green



organizational culture significant positive influence on OCB of employees. With these findings, it can be argued that implementing GHRM practices in the organization can cultivate an eco-friendly attitude among employees which can enhance the commitment and dedication towards the organization. Green Human Resource Management significantly predicts Organisational Citizenship Behaviour (Renwick, 2008).

There is also a significant positive correlation between GHRM practice and employee engagement (Vigour  $r = 0.37$ , Dedication  $r = 0.49$  and Absorption  $r = 0.40$ ). The table also shows that all the three essential parameters of work engagement, namely; Vigour, Dedication and Absorption also significantly predicted by GHRM practices. The variance explained in these three parameters by the GHRM practices are 11%, 19% and 16% respectively as reflected in their adjusted R square. This result here supports the second hypothesis proposed. Earlier research done across other countries has also reported a similar result. GHRM helps to increase employee engagement and employee motivation (CIPD, 2007; Denton, 1999). Rurkkhum and Bartlett (2012) examined the relationship between employee engagement and OCB with the use of employee perceptions of HRD practices. GHRM helps and increases Employee Engagement, Employee Motivation and positive attitude toward the organization (Margaretha & Saragih, 2013). GHRM creates a platform where workforce experiences high Job Satisfaction and being better engaged which will result in high productivity (Nijhawan, 2014). Gould-William (2003) showed that the use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of Job Satisfaction, workplace trust, commitment, effort and perceived organizational performance. GHRM can motivate and increase employee 's commitment to be more environmentally responsible which can help both the company and its workers and environmental performance will be enhanced (Bonnie & Su-chun, 2001). Hence the second hypothesis accepted.

The Independent t-test was used to study whatever there is a significant effect of gender on GHRM practices, organization citizenship behaviour and employee engagement.

#### **GENDER DIFFERENCES IN PERCEPTION OF GHRM PRACTICES, OCB AND WORK ENGAGEMENT**

The result shows independent sample t-test between male and female employees across the perception of GHRM practices, OCB and work engagement. Employees' gender did not affect any of the above factors in the organizational context. There is no significant difference between male employees and female employees in terms of GHRM Practices ( $t = 0.81$ ,  $p = 0.42$ ) Organization Citizenship Behaviour (OCB-I  $t = 0.48$ ,  $p = 0.63$  and OCB-O  $t = 0.23$ ,  $p = 0.81$ ) and employee engagement (Vigour  $t = 0.37$ ,  $p = 0.71$ , Dedication  $t = 0.18$ ,  $p = 0.85$  and Absorption  $t = 0.87$ ,  $p = 0.38$ ). Hence, it may be concluded that the gender of the employee does not affect the perception and workplace behaviour or engagement at the workplace.

Earlier research by Aquino and Bommer (2003) and Farh, Earley & Lin (1997) showed no gender differences across self-reports of any of the facets of OCB. However; Lin (2008) showed women reported higher OCB-altruism scores than did men and men reported higher OCB-sportsmanship scores than did women and no gender differences were found on self-reported OCB-civic virtue, OCB-conscientiousness, or OCB-courtesy. Zhang (2014) revealed that women self-reported greater OCB-altruism and greater OCB-civic virtue than did men; however, no gender differences were found in self-ratings of OCB-conscientiousness, OCB-courtesy, or OCB-sportsmanship. Yadav (2016) tested the engagement of academic staff in India and concluded that is not any relationship exists between engagement and gender similar results have been reported by other studies as well (REISSOVÁ, ŠIMSOVÁ and HÁŠOVÁ, 2017). Garg (2014) reports that gender differences have also been found to determine the level of one's engagement within one's workplace. However, Shukla, Adhikari and Singh (2015) found that women show significantly higher engagement than men. Hence the third hypothesis is accepted.

To study whatever there is a significant effect of the sector on GHRM practices, organization citizenship behaviour and employee engagement.

#### **SECTORS DIFFERENCES IN PERCEPTION OF GHRM PRACTICES, OCB AND WORK ENGAGEMENT**

The result shows an independent sample t-test between all factors and Sectors. There is no significant difference between employees of the manufacturing sector and employees of the service sector in terms of GHRM Practices ( $t$



= 0.38,  $p=0.70$ ), Organization Citizenship Behaviour (OCB-I  $t = 0.87$ ,  $p=0.38$  and OCB-O  $t = 0.44$ ,  $p=0.66$ ). There is no significant difference between employees of manufacturing sector and employees of service sector in term of employee engagement (Vigour  $t = 0.15$ ,  $p=0.88$ , Dedication  $t = 0.98$ ,  $p=0.32$  and Absorption  $t = 0.96$ ,  $p=0.34$ ). There was no significant difference found in the responses of the employees of manufacturing and service sectors for dimensions of GHRM practices, OCB and employee engagement, which explain that the perspectives of employees of both sectors – manufacturing and service – are similar and they do not differ significantly in their workplace behaviour or work engagement. Hence the fourth hypothesis is considered accepted. Steijn (2004) found that HRM practices had a positive effect on Job Satisfaction of the employees whereas individual characteristics such as age, gender, sector and education had no significant effect.

## CONCLUSIONS

Employees who perceived higher Green Human Resource Management Practices (GHRM) in their organization, also self-rated higher Organization Citizenship Behaviour (OCB). Employees perceived green human resource management practices enhance their work engagement in an organization. A review of the literature reveals that the relationship between GHRM practices, OCB and employee engagement could be explained through the Social Identity Theory. In 1985 Tajfel & Turner presented a framework that explained individuals' need to classify themselves and others into social groups. According to this theory, individuals derive part of the identity from the organization to which they belong. If the organization does excellent practice for society and environment, employee's belongingness became stronger and enhances employees' motivation, OCB and engagement (Tajfel & Turner 1985). There is no significant difference between employees of the manufacturing sector and employees of the service sector in terms of GHRM, OCB and Work Engagement. There is no significant difference between male employees and female employees in terms of GHRM, OCB and Work Engagement.

The findings of this research have implications for the organizations. It suggests that when gender and sector do not affect employees' perception of GHRM practices, their organizational citizenship behaviour, or work engagement, the way employees perceive the GHRM practices of their organization; it significantly contributes to their organizational citizenship behaviour, and work engagement. Thus; irrespective of the sectoral affiliation, the organizations should invest in and systematically practice GHRM to enhance the OCB and work engagement of employees.

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