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Assessing the Influence of Green HRM Practices on Sustainable Employee Behavior

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Abstract

The relationship between Employee Green Behaviour (EGB) and Green Human Resource Management (HRM) practices has been investigated in this study. It emphasizes how people can be facilitated to act sustainably, considering traits from green performance management, green empowerment and participation, which may ultimately lead to reinforcement through various approaches, such as Green reward and compensation, Green training and development, and starting with general hiring functions like recruitment followed by selection. The study surveyed 278 people across various organizations. Data analysis was carried out using Structural Equation Modelling (SEM) and Exploratory Factor Analysis (EFA). The results confirm each hypothesis and indicate that all Green HRM practices positively affect EGB. This suggests that implementing these green HRM practices may enhance Employee Green Behaviour.

Keywords*:* *Employee Green Behaviour, Green Recruitment and Selection, Green Training and Development, Green Reward and Compensation, Green Performance Management, and Green Empowerment and Participation*

Introduction

Organisations committed to integrating environmental sustainability into their daily operations and practices are increasingly adopting green HRM as a crucial approach. This approach emphasises the importance of providing staff with training to develop ecological awareness and engage in sustainable behaviours. The impact of Green HRM on employees' adoption of eco-friendly behaviours is a widely discussed subject in the industry.

The term "Green HRM practices" encompasses a range of programs aimed at enhancing employees' awareness and understanding of sustainability. These strategies include environmentally conscious hiring practices, environmentally conscious development and training, environmentally conscious compensation and rewards, environmentally conscious performance management, and environmentally conscious employee empowerment and engagement. Businesses can cultivate an environment that encourages and incentivises eco-friendly behaviours by implementing these rules.

Green behaviour refers to environmentally-friendly practices that are sustainable and do not cause harm to the environment over time. Energy efficiency, waste recycling, careful product selection, and active promotion of sustainable practices are all instances of environmentally conscious conduct that can be noticed at the workplace. Businesses that prioritise environmental concerns and aim for long-term sustainability should adopt eco-friendly practices. Businesses can achieve a more sustainable future by cultivating an environmentally conscious culture and incentivising staff to adopt eco-friendly practices.

Businesses could enhance their employees' understanding of the correlation between environmental sustainability and build a culture of environmental responsibility. Moreover, this study aims to contribute to the existing literature on Green HRM by providing evidence of its impact on employee behaviour.

Background of the Study:

Digital transformation and innovation are being propelled by the IT industry, which is a powerful player in the global economy. The rapid growth of the information technology sector has revealed a number of environmental consequences, including increased energy consumption, the creation of electronic waste, and carbon emissions. In order to reduce their impact on the environment and promote sustainability, an increasing number of IT businesses are adopting Green HRM practices.

"Green behaviour" refers to actions taken by individuals to lessen their impact on the environment. According to Sticker (2000) and Ones and Dilchert (2012), these actions can help mitigate human impact on the environment and ensure its long-term viability. According to research by Fawehinmi et al. (2020), EGB participation is more likely to be psychologically and emotionally prepared when employees have first-hand experience with green HRM practices like the ones mentioned above. Pham et al. (2020) found that green HRM increases EGB performance by getting employees more involved with the environment. The relationship between green HRM and EGB has been explored in several studies; for instance, Dumont et al. (2016), Kim et al. (2019), found that among Chinese employees of a multinational corporation, green HRM was a strong predictor of in-role EGB. Green HRM methods significantly affected employees' EGB, according to a study by Saeed et al. (2019) that encompassed many companies.

Building an eco-aware and sustainable workforce is the primary goal of green HRM strategies in the IT sector. Green performance management, green training and development, green remuneration and rewards, and green hiring are all examples of such methods. Tech firms may help create a better future for the environment by adopting these practices and reducing their impact.

Objective of the study

1. To identify various green HRM practices adopted by IT industry
2. To examine the impact of green HRM practices on employee’s green behaviour

Literature review and hypothesis development

Green Human Resource Management has emerged as a crucial approach for organizations aiming to integrate environmental sustainability into their HR practices and policies. Green HRM focuses on developing a workforce that is environmentally conscious and committed to sustainable practices. One area of interest within this field is the effect of Green HRM practices on the green behaviour of employees. This literature review explores the existing research on this topic, highlighting key findings and gaps in knowledge.

Green HRM Practices

As a whole, "green HRM practices" cover a lot of ground in terms of programmes that try to get people thinking about and acting sustainably on the job. According to Renwick, Redman, and Maguire (2013), these methods encompass eco-friendly training and development, eco-friendly performance management, eco-friendly rewards and recognition, and eco-friendly recruiting and selection. Green training teaches workers about sustainability and environmental challenges, while green recruitment seeks for applicants who share the company's sustainability objectives (Brammer, Millington, & Rayton, 2007).

There have been a number of studies looking at how green HRM practices influence green behaviour in the workplace. Green HRM practices are associated with greater eco-friendly behaviours among workers, according to research by Jabbour and Santos (2008). This includes recycling and energy conservation. Employees' environmental performance was positively correlated with Green HRM practices, according to Renwick et al. (2013).

There is still a lack of knowledge regarding the exact processes via which Green HRM policies affect employees' environmentally conscious actions. Theoretically, though, these policies may cause a change in how workers see sustainability (Brammer et al., 2007). Green HRM approaches, according to Renwick et al. (2013), can increase green behaviour adoption by boosting employees' involvement and commitment to the organisation.

Using the manufacturing sector as a case study, Ahmad and Ghani (2020) investigated the connection between environmentally conscious HRM practices and environmentally conscious employee behaviour.

Green HRM strategies, including green hiring, green education, and green employee empowerment, have a favourable effect on employee green behaviour, according to a study by Sharma and Sharma (2021) in the Indian IT sector.

Additionally, Wang and Chiang (2020) looked examined how green HRM practices affected green behaviour among Chinese manufacturing firm employees. Finding that Green HRM practices significantly increased Employee Green Behaviour shows how important it is to incorporate environmental sustainability into HRM strategies.

Green Recruitment and Selection (GRS)

Green Recruitment and Selection practices involve attracting, selecting, and hiring individuals who are committed to sustainability and environmental stewardship. Research suggests that organizations that prioritize GRS are more likely to attract employees who are environmentally conscious (Shen et al., 2019). These employees are likely to exhibit higher levels of EGB, such as energy conservation and waste reduction efforts.

Green Training and Development (GTD)

GTD focuses on educating employees about environmental issues and sustainable practices. Employees who receive green training are more likely to develop a deeper understanding of sustainability and its importance in the workplace (Zibarras & Coelho, 2016). This understanding can lead to increased EGB, as employees are more likely to engage in environmentally friendly behaviours both at work and in their personal lives.

Green Reward and Compensation (GRC)

GRC practices involve rewarding employees for engaging in environmentally sustainable behaviours. Research suggests that incorporating green elements into reward and compensation systems can motivate employees to adopt green behaviours (Björklund et al., 2014). For example, offering incentives for using public transportation or reducing energy consumption can encourage employees to be more environmentally conscious.

Green Performance Management (GPM)

GPM involves setting goals and evaluating employee performance based on their contribution to environmental sustainability. Organizations that implement GPM practices are more likely to see an increase in EGB among employees (Renwick et al., 2013). This is because employees are aware that their performance is being evaluated based on their environmental impact, leading them to engage in more sustainable behaviours.

Green Empowerment and Participation (GEP)

A key component of GEP methods is giving workers a voice in environmental decision-making and encouraging them to own sustainability efforts. Empowered workers are more prone to EGB, according to the research (Lamm & Tosti-Kharas, 2017). Workers who feel they have agency are more inclined to adopt eco-friendly policies and procedures and to rally their coworkers to join them.

Hypotheses for the study:

1. H1: Green recruitment and selection positively influence Employee Green behaviour.
2. H2: Green training and development positively influence Employee Green behaviour.
3. H3: Green reward and compensation positively influence Employee Green behaviour.
4. H4: Green performance management positively influences Employee Green behaviour.
5. H5: Green empowerment and participation positively influence Employee Green behaviour.

Research methodology

Data was collected from 278 respondents from IT industry in Bengaluru using a structured questionnaire. The questionnaire included items related to demographic information and perceptions of Green HRM practices and EGB. EFA was conducted to identify the underlying factors influencing EGB, followed by SEM to test the hypotheses. Reliability and validity tests were performed to ensure the robustness of the measurement model.

Data analysis and results:

Demographic details of respondents: (N=278)

Measures	Items	Percentage	Frequency
Gender	Male	56.5	157
	Female	43.5	121
Age	Below 24 years	17	47
	25-34 years	64	178
	35-44 years	13.5	38
	45-54 years	2.5	7
Education qualification	Bachelor’s degree	43.2	120
	Master’s degree	38	106
	Professional degree	15.6	43
	PhD degree	3.2	9
Years of experience	0-2	16.2	45
	3-5	41.7	116
	4-7	29.6	82
	≥10	12.5	35

Source: Primary data

Male respondents made up a small majority (56.5%) of the total, while female respondents accounted for 43.5%. Regarding age, 64 percent of respondents are between the ages of 25 and 34, 17 percent are between the ages of 35 and 44, 13 percent are between the ages of 35 and 44. This distribution indicates a relatively young workforce, which is common in industries such as Information Technology (IT).

Regarding education qualification, a significant portion of respondents hold a Bachelor's degree (43.2%), followed by those with a Master's degree (38%), and a smaller percentage with a Professional degree (15.6%) or a PhD degree (3.2%). This suggests a well-educated sample population, which aligns with the requirements of the IT industry that often values higher education for technical roles.

In terms of years of experience, the largest proportion of respondents have 3-5 years of experience (41.7%), followed by those with 4-7 years (29.6%), 0-2 years (16.2%), and ≥10 years (12.5%). This distribution indicates a relatively early to mid-career stage for most respondents, which is typical for industries characterized by rapid technological advancements and job turnover rates.

The demographic profile of the respondents suggests a sample population that is predominantly young, well-educated, and at early to mid-career stages, which is reflective of the workforce composition in the IT industry. These demographic

insights can be valuable for interpreting the study results and understanding how the findings may be applicable to the broader IT industry context.

Exploratory Factor Analysis

Kaiser-Meyer-Olkin (KMO) tests determined sample sufficiency before the study began. KMO statistic of 0.810 exceeded the acceptable threshold of 0.60. This confirms that the sample size is sufficient for factor analysis. At 1% significance, the Bartlett test of sphericity also supports the data's sufficiency. Principal component analysis with varimax rotation was used for this EFA. Six factors explaining 76.94% of the total variance were recovered using Eigen value above 1, indicating good factor selection.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.810
Bartlett's Test of Sphericity	Approx. Chi-Square	2298.031
	df	153
	Sig.	.000

Reliability and Validity:

Using reliability measure Cronbach's alpha, was checked and suggested scale items for internal consistency. The alpha values are more than the cutoff value of 0.70, as seen in the table. “Hair et al., 2010” states. According to Table 2, in order to assess convergent validity, the AVE values should be higher than 0.5. By comparing the AVE values of each construct with the maximum shared variances (MSV), discriminant validity can be measured. Since all of the AVE values exceed the MSV, the requirement of discriminant validity is satisfied (Fornell and Larcker, 1981).

Table 2: Factor loadings, Reliability and Validity of constructs

Factor	Items	Loadings	Cronbach’s alpha	AVE	MSV
Green recruitment and selection (GRS)	GRS1	.857	0.810	0.588	0.115
	GRS	.844			
	GRS3	.787			
Green training and development (GTD)	GTD1	.893	0.893	0.735	0.187
	GTD2	.879			
	GTD3	.862			
Green reward and compensation (GRC)	GRC1	.823	0.849	0.653	0.144
	GRC2	.876			
	GRC3	.857			
Green performance management (GPM)	GPM1	.789	0.781	0.544	0.144
	GPM2	.802			
	GPM3	.841			
Green empowerment and participation (GEP)	GEP1	.831	0.858	0.669	0.254
	GEP2	.849			
	GEP3	.859			
Employee Green behaviour (EGB)	EGB1	.868	0.868	0.687	0.256
	EGB2	.823			
	EGB3	.802			

Table 2 displays the constructs' reliability, validity, and factor loadings. The degree to which each item is related to its underlying construct is shown by factor loadings. There is a stronger link when the factor loading is higher.

Values above 0.70 are deemed acceptable for Cronbach's alpha, a measure of internal consistency reliability. How much of the entire variance is captured by the items of the construct is measured by the Average Variance Extracted (AVE). Good convergent validity is indicated by AVE values above 0.50. A lower Maximum Shared variation (MSV) indicates stronger discriminant validity; it assesses the extent to which constructs share variation.

For Green Recruitment and Selection (GRS), all items have high factor loadings (above 0.787), indicating a strong relationship with the GRS construct. The Cronbach's alpha of 0.810 and AVE of 0.588 suggest good reliability and convergent validity. The MSV value of 0.115 indicates acceptable discriminant validity.

Similarly, for other all items have high factor loadings, indicating strong relationships with their respective constructs. The Cronbach's alpha values are all above 0.781, indicating good reliability. The AVE values are all above 0.544, indicating good convergent validity. The MSV values are all below 0.254, indicating acceptable discriminant validity.

For Employee Green Behaviour (EGB), all items have high factor loadings, indicating a strong relationship with the EGB construct. The Cronbach's alpha of 0.868 and AVE of 0.687 suggest good reliability and convergent validity. The MSV value of 0.256 indicates acceptable discriminant validity. The results suggest that the measurement model has good reliability and validity, supporting the use of these constructs in the study.

Hypothesis testing using Structure equation modelling (SEM):

Structural Equation Modelling (SEM) is a statistical method employed to examine and elucidate intricate relationships among variables within a theoretical framework. The choice of using Maximum Likelihood Estimation for Structural Equation Modelling in this study was based on its robustness, ability to handle diverse data distributions, and well-established theoretical foundation. Researchers can confidently support the approval of the study hypothesis when the p-value is less than 0.05 and the t-value exceeds 1.96.

Table 3 displays the outcomes of hypothesis testing, including the standardised regression weights, standard errors (S.E.), critical ratios (C.R. or T value), p-values, and the findings for each hypothesis.The hypothesis states that the recruiting and selection process that prioritises environmentally conscious individuals has a favourable impact on the environmentally friendly behaviour of employees. The standardised regression weight is 0.316, with a standard error of 0.047 and a critical ratio of 4.874. The p-value is 0.000, which signifies statistical significance. Thus, the findings provide support for H1, indicating that the recruiting and selection processes related to environmental sustainability have a favourable impact on employees' environmentally friendly behaviour.

The study examines the impact of green training and development on employee green behaviour. The regression weight, standardised according to a specific standard, is 0.261. It has a standard error of 0.038 and a critical ratio of 4.328. The p-value is 0.000, which signifies statistical significance. Thus, the evidence supports the notion that Green training and development have a good impact on Employee Green behaviour, as indicated by the support for H2.

The presence of green rewards and remuneration has a favourable impact on the attitude of employees towards environmental sustainability. The standardised regression weight is 0.303, with a standard error of 0.041 and a critical ratio of 3.818. The p-value is 0.000, which signifies statistical significance. Thus, the findings indicate that H3 is corroborated, implying that the provision of Green rewards and remuneration has a beneficial impact on Employee Green behaviour.

H4: The implementation of green performance management has a favourable impact on employees' environmentally friendly behaviour. The regression weight, standardised according to a specific standardisation method, is 0.235. It is accompanied by a standard error of 0.052, which indicates the precision of the estimate. The crucial ratio, calculated by dividing the regression weight by its standard error, is 4.652. This ratio is used to determine the statistical significance of the regression weight. The p-value is 0.000, which signifies statistical significance. Thus, the findings provide support for H4, indicating that the implementation of green performance management has a favourable impact on employees' green conduct.

H5: The empowerment and active involvement of individuals in green initiatives have a favourable impact on their environmentally friendly actions as employees. The standardised regression weight is 0.343, with a standard error of 0.043 and a critical ratio of 5.458. The p-value is 0.000, which signifies statistical significance. Thus, the evidence supports the idea that green empowerment and engagement have a good impact on Employee Green behaviour, as indicated by the support for H5.

The results of hypothesis testing indicate that all Green HRM practices (GRS, GTD, GRC, GPM, and GEP) have a positive influence on Employee Green behaviour, with statistical significance.

Figure 1: Structure model

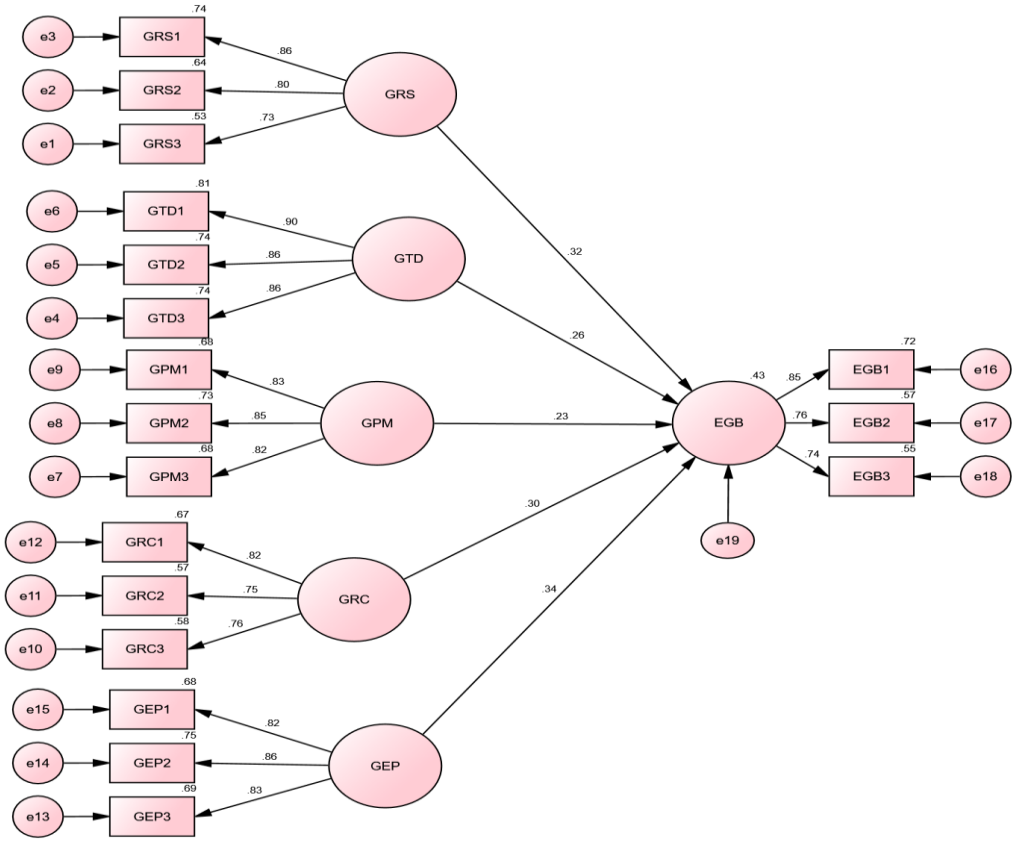

Table 3: Hypothesis testing results

	Hypotheses	Standardized Regression weights	S.E.	C.R. (T value)	P	Result
H1	Green recruitment and selection →Employee Green behaviour	0.316	.047	4.874	0.000	Supported
H2	Green training and development→Employee Green behaviour	0.261	.038	4.328	0.000	Supported
H3	Green reward and compensation	0.303	.041	3.818	0.000	Supported
H4	Green performance management →Employee Green behaviour	0.235	.052	4.652	0.000	Supported
H5	Green empowerment and participation →Employee Green behaviour	0.343	.043	5.458	0.000	Supported

Table 4: Model Fit indices of structure model

Indices	Recommended criteria	Model values
Normed chi square ($\chi 2$/DF)	$1<\chi 2/df<3$	1.387
Goodness-of-fit index	>0.90	0.934
Comparative fit index	>0.95	0.978
Root mean square error of approximation	<0.05 good fit <0.08 acceptable fit	0.942
Tucker-Lewis index	0<TLI<1	0.048

Note: Threshold criteria suggested by Hair et al., (2010) study.

The model fits the data well, with a normed chi-square value of 1.387 that is within the acceptable range of 1 to 3. With a value of 0.934, the goodness-of-fit index (GFI) is higher than the suggested cutoff of 0.90, suggesting a satisfactory fit. Similarly, with a CFI of 0.978, we have a very strong fit, above the required criterion of 0.95. With an RMSEA of 0.942, the fit is satisfactory; it is marginally greater than the good-fit criteria (less than 0.05), but still within the acceptable range (less than 0.08). A low Tucker-Lewis index (TLI) of 0.048, however, indicates that the model might not provide a good match to the data.

Discussion and Implication of the study

Particularly for environmentally conscious companies, the validation of these assumptions is crucial. Environmentally friendly behaviours among employees can be efficiently promoted and enhanced by organisations that adopt Green HRM methods. Applicants who are already concerned about the environment or are prepared to become so are more likely to apply to a company that uses green criteria in its hiring process. In a similar vein, if companies invest in green training and development, their staff will be better able to understand environmental challenges and adopt more sustainable practices in their daily lives and at work.
The study's results also have real-world consequences for businesses that want to implement or improve their Green HRM strategies. Organisations can use the study as a guide to create and execute successful green initiatives since it emphasises the positive effects of these practices on employee green behaviour. Organisations can incorporate questions or assessments about environmental attitudes and behaviours into their recruitment processes, for example. Additionally, they can integrate their performance management systems to acknowledge and incentivize environmentally conscious actions, and fund training programmes that centre on sustainability and environmental responsibility.
This work adds empirical evidence to the growing body of literature that theorises about this connection. As this data shows how important it is to include sustainability principles into HRM practices, it is vital for the development of Green HRM and sustainability management as a whole. This study's results show how important Green HRM practices are for encouraging eco-friendly actions in the workplace. Organisations can improve their overall performance and image while also helping the environment by adopting these practises.

Findings, conclusion and directions for future research

Recent studies have illuminated the link between ecologically responsible HRM practices and green behaviour on the part of workers. Employees are more likely to take environmentally friendly behaviours when they participate in green performance management, empowerment, compensation, training, and selection processes. Based on these findings, it seems that these techniques can help organisations improve their sustainability initiatives. This research adds to the growing body of work on sustainability and human resource management by providing a thorough framework for businesses to design and execute effective Green HRM strategies.

Having said that, it is important to note that this study does have some limitations. One caveat is that the study only looked at the IT sector, so the results might not apply to other industries. To further validate the conclusions, future studies could investigate various businesses or circumstances. Second, there's a possibility of bias because the study used self-reported data. To improve the reliability of future studies, researchers should use objective metrics of Green Behaviour. Lastly, the research ignored external environmental factors and organisational culture as possible determinants of green conduct among employees, focusing instead on the effect of green HRM practices on green behaviour. These other elements could be investigated in future studies to fill gaps in our knowledge of what motivates environmentally conscious actions on the part of employees.

Additional research might look at how Green HRM practices affect sustainability and performance in the long run for organisations. The part that top management plays in encouraging Green HRM practices and creating a sustainable company culture is another area that might need more investigation. All things considered, this study provides a springboard for more investigations into the intertwined nature of HRM practices, sustainability, and organisational behaviour.

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