

Investigating the Relationship between HRM Practices and Employee Green Behaviour

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Abstract



This study investigated the relationship between HRM practices and employee green behavior. Primary data obtained by close-ended questionnaire based on 7-point Likert scale. 109 questionnaires distributed among managers and non-managers working in private banks of Sindh, Pakistan, out of which 100 questionnaires considered fit for data analysis and interpretation. Data obtained through snow-ball sampling and data analysis and interpretation were done by Statistical Package for Social Sciences (SPSS) and Partial Least Square-Structural Equation Modelling (PLS-SEM). The overall study was based on eight research objectives which were accomplished by developing and testing eight hypotheses. Since, three hypotheses tested negative and insignificant. However, remaining five hypotheses tested positive and significant. Recruitment & selection tested positive and significant with task related employee green behavior and pro-active employee green behavior. However, training & development tested positive and significant with pro-active employee green behavior and negative and insignificant with task related employee green behavior. Similarly, performance appraisal tested positive and significant with pro-active employee green behavior and negative and insignificant with task related employee green behavior. Likewise, compensation tested positive and significant with pro-active employee green behavior and negative and insignificant with task related employee green behavior.

Keywords: HRM Practices & Employee Green Behaviour

Introduction

Many research studies are being undertaken across the globe on the context of employee green behaviour (Ones & Dilchert, 2012). It has attracted the attention of managers and policy makers of various organizations (Hakro et al., 2021). Employee green behaviour is defined as the chain of behaviours implemented by employees at the workplace in order to reduce the negative effects on the environment and in aftermath, contributes to environmental sustainability (Hakro et al., 2022). Employee participation is considered to be essential and key factor in formulating environmental policies for the organization (Hakro et al., 2021). Mostly, employee green behaviour is measured by survey questionnaires by which employees supply relevant data concerning the organizational environment (Gilal, Hakro, Banbhan & Gilal, 2022). Since, there are many factors that can become part of organizational environment (Tunio, Mahesar & Hakro, 2021). However, this study specifically focused on two dimensions of employee green behaviour such as; task related employee green behaviour and pro-active employee green behaviour (Mahesar, 2015). Earlier literature is witnessed that employee green behaviour is closely linked with employee engagement, task performance and citizenship behaviour (Jhatial, Mangi & Ghumro, 2012).

Significance of the study

It is viewed from the literature that HRM practices are closely linked with employee green behaviour. Therefore, to test the relationship between HRM practices and employee green behaviour have paramount significance to carry out this research and reveal numerical facts based on quantitative analysis and interpretation (Mangi, Jhatial & Shah, 2012). Since, there are many sectors in Pakistan, where this research can be undertaken but the domain and organizational area for this research is chosen private banks of Sindh, Pakistan. Conceptual model developed based on both variables in which each variable has shown its dimensions (Hakro et al., 2022). Managers and non-managers of

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private banks of Sindh, Pakistan, are quite familiar with HRM practices and employee green behaviour (Jhatial, Mangi & Ghumro, 2012).

Research gap

Limited research has been embarked yet in private banks of Sindh, Pakistan, on the theme of HRM practices and employee green behaviour (Jabbour, 2011). This study revealed the relationship between HRM practices and employees green behaviour, which is the landmark accomplishment of this research (Hakro et al., 2022). Much research is done earlier on HRM practices with relations to other variables (Mahesar, 2015). Since, employee green behaviour is not taken into consideration by earlier researchers in this context (Kumari, 2012). Therefore, this study is needed to be carried out in private banks of Sindh, Pakistan, to reveal results related to HRM practices and employee green behaviour (Hakro et al., 2022).

Research objectives

Eight research objectives are set to carry out this research practically in the organizational domain of private banks of Sindh, Pakistan. Since, the strategy is developed to accomplish these research objectives by setting hypotheses and testing the relationship between variables. Keeping in view, following research objectives are set to carry out research pragmatically.

- To identify the relationship between recruitment & selection and task related employee green behaviour.
- To identify the relationship between recruitment & selection and pro-active employee green behaviour.
- To identify the relationship between training & development and task related employee green behaviour.
- To identify the relationship between training & development and pro-active employee green behaviour.
- To identify the relationship between performance appraisal and task related employee green behaviour.
- To identify the relationship between performance appraisal and pro-active employee green behaviour.
- To identify the relationship between compensation and task related employee green behaviour.
- To identify the relationship between compensation and pro-active employee green behaviour.

Literature review

HRM practices

HRM practices can be defined as the range of activities performed by HR department with the purpose of finding out suitable candidates for appropriate jobs (Hakro et al., 2021). Further, polishing their skills and abilities by providing them need based training opportunities with a view to improve performance (Kramar, 2014). HR department focuses on maintaining competitive salary in turn, organization does not encounter problems of employee turnover and in consequences improve employee retention as well (Mahesar, 2015). There are wide range of HRM practices out of which recruitment & selection, training & development, performance appraisal and compensation are taken into to consideration in this study and are discussed below separately with the help of relevant literature (Hakro et al., 2022).

Recruitment & selection

Process of inviting eligible and appropriate candidates for vacant job is known as recruitment (Wright, Dunford & Snell, 2001). Vacant jobs can be filled from inside the organization which is known as internal source of recruitment. However, organization can encourage outsiders as well to bring the most qualified and most appropriate candidate for the vacant job is known as external source of recruitment (Robertson & Barling, 2013). Various means and methods are adopted to invite the right candidates for the vacant jobs through electronic media, print media and sometimes by social networking sites (Rangarajan & Rahm, 2011). Bringing obedient, respectful, skilled and experienced employees in the organization is one of the way to organizational success (Kaya, Koc & Topcu, 2010). Employees are hired based on various aptitude tests such as; written test, interview and medical board (Renwick, Redman, & Maguire, 2013). . These are the phases in which candidates have to pass and qualify successfully for becoming part of the organization (Hakro et al., 2022).

Training & development

Once candidates are hired for certain jobs, they need training to perform tasks up to the expectations of the management (Jhatial et al., 2012). However, training is provided to new and existing employees based on need analysis (Mahesar, 2015). Teaching basic skills how to perform the job is known as training (Gilal, Hakro, Banbhan & Gilal, 2022). Since, training augments employee performance and its consequent effect received on organizational performance (Harvey, Williams & Probert, 2013). However, individual development has ultimate effect on organizational development. Therefore, managers focus on employee development consequently that will be realized at organizational level (Hakro et al., 2022).

Performance appraisal

Performance appraisal is an instrument used to appraise the performance of employees (Bowen & Ostroff, 2004). It makes a clear distinction between average performers and good performers (Mahesar, 2015). Performance appraisal is a document or piece of paper that consists of certain sections, some are filled by employee and others are filled by immediate boss and finally it goes to the HR department for measurement and rankings (Kaya, Koc & Topcu, 2010). Awards and rewards are declared and given to employees based on performance appraisal. Since, it is considered as the source of satisfaction for good performers and guiding map for average performers (Mahesar, 2015). Employees can evaluate themselves where they are good and where they are poor when it is shared with them (Hakro et al., 2022). It brings together the interests of both employees and the employer (Jhatial et al., 2012). Performance appraisal is widely used in private banks with a view to improve employee performance and consequently organizational performance (Boudreau & Ramstad, 2005).

Compensation

Satisfaction without compensation is hardly observed across the globe (Hakro et al., 2021). Employees get satisfaction when they are paid for the services they do for the organizations (Jhatial et al., 2012). Compensation includes all the monetary benefits given to employees on regular intervals. Compensation increases job satisfaction and employee performance and also reduces employee turnover which are good signs for the progress of organizations (Gilal, Hakro, Banbhan & Gilal, 2022). Organization improves performance and attains top most slot in the related industry based on paying handsome compensation packages to its employees (Tunio, Mahesar & Hakro, 2022). Employees remain busy and engaged in their jobs without any fear of failure instead, they focus on the ways to improve job performance consequently, earn more monetary rewards (Renwick, Redman & Maguire, 2013).

Conceptual model

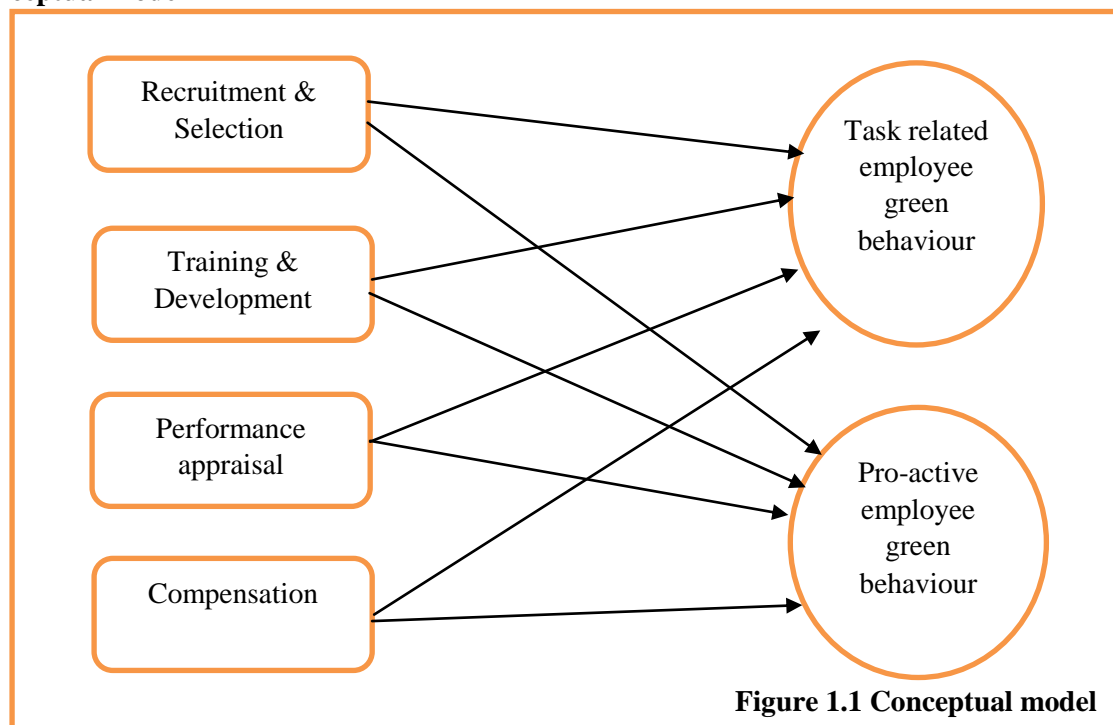


Figure 1.1 Conceptual model

Hypotheses

The strategy set to accomplish these research objectives was developing hypotheses and testing relationship between variables given in each hypothesis of the study. There were eight research objectives which were accomplished through eight hypotheses. Since, the entire study was based on two variables which have six dimensions. HRM practices have four dimensions such as; recruitment & selection, training & development, performance appraisal and compensation. Employee green behaviour has two dimensions such as; task related employee green behaviour and pro-active employee green behaviour. Following are eight hypotheses testing the relationship between independent variable and dependent variable.

- H1. Recruitment & Selection is positively and significantly related to task related employee green behaviour.
- H2. Recruitment & Selection is positively and significantly related to pro-active employee green behaviour.
- H3. Training & Development is positively and significantly related to task related employee green behaviour.
- H4. Training & Development is positively and significantly related to pro-active employee green behaviour.
- H5. Performance appraisal is positively and significantly related to task related employee green behaviour.
- H6. Performance appraisal is positively and significantly related to pro-active employee green behaviour.
- H7. Compensation is positively and significantly related to task related employee green behaviour.
- H8. Compensation is positively and significantly related to pro-active employee green behaviour.

Research methodology

Nature: This study was quantitative, cross-sectional and explanatory in nature. Particular number was taken into consideration for carrying out research. Despite, this research was explanatory and relational. Data obtained from all of the industry related organizations such as; private banks of Sindh, Pakistan.

Approach: Deductive approach was used to carry out this research. This was the strategy set to accomplish research objectives to develop hypotheses and test the relationship between variables through certain statistical tests.

Philosophy: This study followed positivist philosophy because of being quantitative in nature. Quantitative research mostly follow positivist philosophy which is most applicable and most appropriate.

Population: Employees who were working in private banks of Sindh, Pakistan were identified as the target population of the study. However, employees were bifurcated in two groups such as; managers and non-managers.

Sample: A number of 109 managers and non-managers participated in overall study out of which 09 questionnaires discarded due to inappropriately filled. However, remaining 100 questionnaires deemed fit for data analysis and interpretation which is the sample drawn from the population based on snow-ball sampling.

Data Analysis & Interpretation

Data analysis and interpretation done two phases. In first phase, SPSS was used to determine response rate of the questionnaire survey, Cronbach's alpha and demographic profile of the respondents. However, Factor analysis or factor loading, construct reliability and validity and r square, discriminant validity and path coefficients measured through PLS-SEM in second phase. All tables are given below with statistical figures and followed by interpretation of each table.

Table 1. Response rate of the questionnaire survey

No.	Bank Name	Questionnaires distributed	Questionnaires received back	Questionnaires Discarded	Response Rate in %
1	Habib Bank	18	17	1	88.88
2	Allied Bank	15	14	--	93.33
3	Askari Bank	12	12	--	100
4	Summit Bank	12	11	--	91.66

5	United Bank	20	19	1	90
6.	Muslim Commercial Bank	20	17	--	85
7.	Meezan Bank	12	12	--	100
	Total	109	102	02	91.74

Above table indicated the response rate of the questionnaire survey, which is more than 91% out of 100. Questionnaires distributed among managers and non-managers of seven different banks operating in Sindh province, which is one of the administrative unit of Pakistan. 109 questionnaires were distributed and out of which 102 received back and 02 considered inappropriately filled. Thus, discarded and remaining 100 questionnaires considered fit and appropriate for data analysis and interpretation.

Table 2. Cronbach's alpha

Variable (s)	Cronbach's Alpha
Recruitment & selection	0.878
Training & development	0.808
Performance appraisal	0.864
Compensation	0.830
Task related employee green behavior	0.825
Pro-active employee green behavior	0.832

Above table indicated the Cronbach's alpha of all individual constructs which were used in the conceptual model of the study. Cronbach's alpha deemed acceptable at 0.70 and above at 7-point Likert scale. It showed inter items consistency while measuring a particular construct of the study. Since, all constructs have attained the significant acceptable limit of the Cronbach's alpha individually. Hence, considered fit for further testing and interpretation.

Table 3. Demographic profile of the respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	82	82
	Female	18	18
Marital status	Married	76	76
	Single	24	24
Age group	20-29	32	32
	30-39	38	38
	40-49	18	18
	50 and above	12	12
Education	Bachelors (14 years)	18	18
	Master (16 years)	62	62
	Master (18 years)	20	20
Work experience	Less than 01 year	16	16
	02-10 years	43	43
	11-20 years	31	31
	21-30 years	10	10
Position/Rank	Managers	13	13
	Non-managers	87	87

Above table indicated the demographic profile of the respondents. Since, male were in the majority with 82%, who had supplied input in the form of filling questionnaire survey and remaining 18% were the female respondents. Married respondents were in the majority with 76% and remaining 24% were the single. Majority of 38% respondents were between the age group of 30-39 years of age. However, remaining were the other age group respondents. Respondents attained master (16 years) education in majority with 62%. However, remaining respondents attained other degrees of education. Respondents attained 02-10 years of work experience in majority with 43%. However, remaining respondents attained other years of work experience. Non-managers were in majority with 87%, who filled questionnaires. However, managers were only 13%.

Table 4. Factor analysis or factor loading

Variable(s)	RS	TD	PA	COM	TREGB	PAEGB
RS1	0.856					
RS2	0.914					
RS4	0.784					
RS5	0.824					

RS6	0.794			
TD2		0.972		
TD4		0.930		
TD6		0.922		
PA1			0.971	
PA3			0.885	
PA5			0.907	
COM1				0.867
COM2				0.907
COM4				0.861
TREGB1				0.876
TREGB2				0.850
TREGB3				0.871
PAEGB1				0.920
PAEGB2				0.778
PAEGB3				0.909

Above table indicated the factor analysis or factor loadings of HRM practices (recruitment & selection, training & development, performance appraisal and compensation) and employee green behaviour (task related employee green behaviour and pro-active employee green behaviour). Since, HRM practices were measured by 22 items and employee green behaviour was measured by 06 items. Factor analysis or factor loading showed item variable correlation (Hair et al., 2010). Items were loaded in its own construct with significant threshold of 0.70 and above. However, 08 items of HRM practices (01 item of recruitment & selection, 03 items of training & development, 02 items of performance appraisal and 02 items of compensation) removed because of measured lower than the significant threshold. Hence, all other items of HRM practices and employee green behaviour measured significant and considered fit for more testing and interpretation.

Table 5. Construct reliability and validity and R square

Variable	Cronbach's alpha	Composite reliability	Average variance extracted	R-square
RS	0.891	0.920	0.698	0.000
TD	0.937	0.959	0.887	0.000
PA	0.913	0.944	0.850	0.000
COM	0.853	0.910	0.772	0.000
TREGB	0.829	0.897	0.744	0.636
PAEGB	0.840	0.904	0.759	0.710

Above table indicated construct reliability and validity and r square. According to the literature, Cronbach's alpha and composite reliability should be exactly equal or more than 0.70 for measuring each construct of the study. Since, all constructs measured significant because of approaching the significant threshold. Therefore, considered internally consistent and reliable in terms of Cronbach's alpha and composite reliability (Nunally, 1978). Average variance extracted considered to be acceptable at 0.50 and above (Fornell & Larcker, 1981). Hence, all constructs measured significant in terms of average variance extracted because of approaching the significant threshold. R square described variability caused due to independent variable in the dependent variable (Hair et al., 2006).

Table 6. Discriminant validity

	RS	TD	PA	COM	TREGB	PAEGB
RS	0.836					
TD	0.772	0.942				
PA	0.000	0.000	0.922			
COM	0.000	0.000	0.000	0.878		
TREGB	0.794	0.631	0.553	0.590	0.863	
PAEGB	0.000	0.000	0.691	0.527	0.000	0.871

Above table indicated discriminant validity. Each construct showed highest correlational value on its own than the other constructs which indicated that constructs were correctly operationalized and distinct from one another (Chin, 2002). Discriminant validity indicated values in diagonal form.

Table 7. Path coefficients

Path coefficients	Beta	Standard Error (SE)	T-Statistics	Significant Insignificant
RS->TREGB	0.000	0.132	5.273	Significant
RS->PAEGB	0.000	0.140	6.011	Significant
TD->TREGB	0.735	0.125	0.339	Insignificant
TD->PAEGB	0.021	0.122	2.313	Significant
PA->TREGB	0.651	0.096	0.452	Insignificant
PA->PAEGB	0.000	0.079	6.352	Significant
COM->TREGB	0.612	0.107	0.507	Insignificant
COM->PAEGB	0.000	0.077	3.638	Significant

Above table indicated the results of path coefficients which were tested significant and insignificant based on beta, standard error and t-statistics. Each path coefficient tested significant based on attaining the threshold value of t-statistics which is 1.96 and above. Since, below that path coefficients were tested insignificant. There were eight path coefficients out of which three considered insignificant and five considered significant based on model measurement and testing.

Conclusion

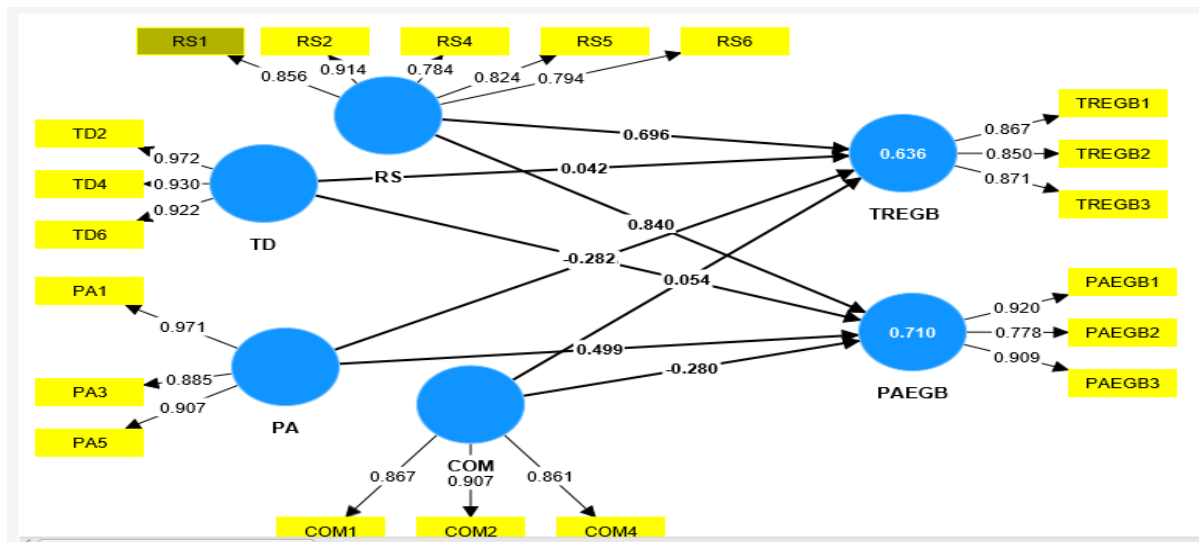
This research study was based on determining and testing eight relationships of two variables which were given in the form of hypotheses. One was independent variable (HRM practices) which has four dimensions and other was dependent variable (employee green behaviour) which has two dimensions. All relationships tested positive and significant based on applying certain statistical tests. However, three out of eight relationships tested negative and insignificant. All relationships are given above with analysis and interpretation. Recruitment & selection tested positive and significant with task related employee green behaviour and pro-active employee green behaviour. Training & development tested positive and significant with pro-active employee green behaviour and it was tested negative and insignificant with task related employee green behaviour. Performance appraisal tested positive and significant with pro-active employee green behaviour and it was tested negative and insignificant with task related employee green behaviour. Compensation tested positive and significant with pro-active employee green behaviour and it was tested negative and insignificant with task related employee green behaviour. Therefore, majority of relationships tested positive and significant and a few of relationships tested negative and insignificant based on data analysis and interpretation.

Theoretical implications

This research study investigated the relationship between HRM practices and employee green behaviour in the organizational domain of private banks of Sindh, Pakistan. Majority of relationships were approved and tested positive and significant. Hence, this research study contributed a lot in the existing literature which is being available for the ready reference of future researchers, managers and policy makers. Researchers, managers and policy makers of private banks of Sindh, Pakistan can consider the results of this study before making behavioural decisions which are particularly environment friendly at work. A comparative study of two or more sector can be undertaken to further confirm and verify the results of employee green behaviour with relations to HRM practices.

Limitations and future research directions

This research study only indicated the data and results of private banks of Sindh, Pakistan, which is one of the sectors out of many. Data obtained from managers and non-managers through snow-ball sampling. Results generated based on the sample size of 100 which is quite a small number. Data obtained from the Sindh province which is one of the administrative units of Pakistan. Since, this study can be undertaken with other factors as well, such as; job performance, employee performance and organizational performance to further explore and understand the relationships between variables.



Graphical screen view of the structural model

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