

A study on the Role of Green HRM Practices on Employee Green Behaviour with Reference to Assam, India

Ms Sukriti Das,

Assistant Professor, Department of Business Administration, University of Science and Technology Meghalaya, India.

Abstract:

Green HRM (green human resource management) is a new idea that aims to influence employees' green workplace behaviour. The relationship between the two was investigated in this study. The purpose of this article is to investigate the impact of green HRM on employee green behaviour, as well as how individual green values influence employee green work behaviour. The research is based on secondary information. Green HRM has an impact on both in-role and off-role green behaviour in the workplace. The researcher's goal in this article is to discover the impact of Green HRM on employees' green behaviour within an organisation using secondary sources such as journals, books, and magazines. To further understand the role of Green HRM, a comprehensive literature analysis was conducted that included all developed countries.

Keywords: green HRM, green behaviour, individual green values.

INTRODUCTION

Green human resource management (green HRM) is one of the important components of "HRM". Green HRM is becoming increasingly popular among businesses as a way to encourage green behaviour among employees (Renwick, Redman, & Maguire, 2013). Strong green policies result in green work behaviour (Wee & Quazi, 2005; Yang, Hong, & Modi, 2011), as well as favourable employee outcomes (Modi, 2011). Green HRM is defined as "HRM practises that generate positive environmental outcomes" (Salem, Hasnan, & Osman, 2012). Despite a growing amount of scholarly literature conceptualising the links between green HRM and employee workplace green behaviour, there is still a lot of work to be done (e.g., Jackson & Seo, 2010; Kumari, 2012; Renwick et al., 2013). Several studies have looked at how HRM practises affecting organisational environmental performance (Jabbour and Santos, 2008) and Nagano (2008).

LITERATURE REVIEW

SL NO	AUTHOR NAME & YEAR	FINDINGS
1.	Berrone& Gomez-Mejia, 2009; Brio, Fernandez, &Junquera, 2007; Fernandez, Junquera, &Ordiz, 2003; Govindarajulu& Daily, 2004; Jabbour& Santos, 2008; Jabbour, Santos, & Nagano, 2010; Madsen &Ulhoi, 2001; Massoud, Daily, & Bishop, 2008; Ramus, 2001, 2002; Renwick, 2008; Stringer, 2009; Wehrmeyer, 1996	Very less studies are available on Green HRM and Green employee's Behaviour.
2.	Barnett & Hyde, 2001; Elloy& Smith, 2003; Kossek, 2003; Marks &MacDermid, 1996	It can be said that the potential of Green HRM in theory and practice has not yet been realized. Green HR policies focus only on employees' working roles.
3.	Edwards & Rothbard, 2000; Lambert, 1990; Kanter, 1977	employees'role as consumers is considered crucial for learning and practising environmentalattitudes and behaviour.
4.	Antoni & Bauer, 2005; Daily, Bishop, &Govindarajulu, 2008; Fernandez, Junquera, &Ordiz, 2003; Ramus, 2001; Riechmann, 2000	Green HRM can decisively contribute to successfulenvironmental management. Nevertheless, many companies are struggling to effectively advance employees' environmental behaviour.
5.	Reusswig, 1994; Söderholm, 2010	Green HRM so far ignores employees' non-work roles.In order to strengthen green organizational behaviour, it is important to acknowledgethat environmentally relevant attitudes and behaviour are not learned exclusivelyat the workplace, but also in private life.
6.	Elloy& Smith, 2003	In this respect, Green HR policies that only focus on peoples' role as employees and their work-related behaviour are insufficient.
7.	Renwick, 2008	Distinguished policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations and reward systems are considered powerful tools for aligning employees with a company's environmental strategy

THEORITICAL BACKGROUND

Green policies encourage people to be more environmentally conscious. In the meantime, it is common HRM practice to address employees' green behaviour and assist them in balancing work and personal obligations (e.g. Ryan & Kossek, 2008). Green behaviour rules are intended to produce a win-win situation for both employees and enterprises. The mental and physical health of employees is meant to improve. Employee recruitment, productivity, and retention are expected to grow (Ehnert, 2009; Konrad & Mangel, 2000). Green behaviour policies, on the other hand, are seen as a gender-neutral support for all private demands related to leisure, education, and family activities (Ryan & Kossek, 2008). Green HRM policies are not expected to equalise employees' usage of resources in both life domains since individuals may have different definitions of "green behaviour." Green Behaviour norms, on the other hand, aren't intended to eliminate or alter the demands and requirements of many life domains. These policies are designed to make it simpler to balance work and personal life (e.g. Ryan & Kossek, 2008). However, until recently, green HRM policies largely ignored important areas of private life, such as consumer behaviour and related environmental concerns. With companies shifting their business goals and efforts toward a more environmentally conscious agenda, HR must broaden its mandate and scope to include environmental management among its core HR responsibilities (Angel Del Brio, Junquera, & Ordiz, 2008). Boudreau and Ramstad claim that (2005) Employee sustainability-related behaviour, attitudes, knowledge, and motivation can all be measured and influenced by HR. As a result, HRM can better assist firms in developing and implementing environmentally sustainable plans (Renwick et al., 2013). A variety of green HRM practices have been discovered through the previous study. For example, for green HRM to be an effective force in eliciting employee workplace green behaviour, the company should have recruitment strategies aimed at attracting employees who share the company's environmental values and beliefs; development, performance, and reward practises that take individual environmental performance into account; and effective training programmes that develop environmental awareness, attitudes, skills, and knowledge (Cherian & Jacob, 2012; Daily & Huang, 2001; Milliman & Clair, 1996; Renwick et al., 2013). Both in-role and extra-role green behaviour should be part of routine workplace green behaviour, as both contribute to company outcomes through value creation (Ramus & Killmer, 2007). The organisation and the expectations it have of its employees dictate how behaviour is classified, such as whether it is in-role or extra-role (Paille & Boiral, 2013). Many employments may require employees to act in a "green" manner, such as ensuring that toxic waste is not released into local water systems or hazardous materials are disposed of in accordance with corporate policy and government requirements (Paille & Boiral, 2013). While both in-role and extra-role green behaviour are necessary for accomplishing organisational green goals, in-role green behaviour is more important (Norton et al., 2014). Green HRM considers the personal life of employees. A cursory look at the probable connections between work and personal life reveals a number of reasons why Green HRM should take personal lives into account. Employees' green behaviour should be supported by workplace rules. Employee green behaviour refers to the integration of work and personal environmental views, attitudes, and behaviours. It comprises the synchronisation and reinforcement of environmentally conscious attitudes in both personal and professional lives. By discounting non-environmentally friendly behaviour, the researcher believes that balancing ecologically friendly behaviour across both life domains reduces unfavourable interaction consequences. Furthermore, because various environmentally friendly activities can complement one another, establishing a balance may lead to positive interaction effects. 2011 (Muster). Green workplace behaviour is viewed as a novel approach to Green HRM. So far, this field's operations have been

defined by a restricted concentration on individuals. The new comprehensive approach offers a solution to the problem of legitimate business environmental protection. Green workplace behaviour is a concept that helps the firm, the environment, and the employees. Green work-life behaviour activities in the workplace have the potential to significantly reduce the number of people in employment relationships. The green work-life balance concept may be effective in organisations and industries all over the world because it is meant to be used in a highly company-specific manner. However, it should be noted that there may be a few more vital chores to complete. Greening key firm activities, and complying with legal obligations are undeniable priorities. Green work-life behaviour, on the other hand, encourage ecologically sound behaviour both at work and at home, making significant progress in environmental preservation possible. Employees will benefit from environmentally friendly work practices. Because these new and voluntary incentives will broaden their scope of environmental participation. They will be able to find support for environmentally responsible behaviour in both their professional and personal lives. They'll also be able to talk about their own environmental concerns and values (Riordan, Gatewood, & Barnes, 1997; Maignan, Ferrell, &Hult, 1999).

DISCUSSION

Academic interest in HRM's involvement in environmental management has grown in recent years (Jackson & Seo, 2010; Renwick et al., 2013). This finding supports the behavioural HRM literature from the following perspectives: (1) HRM practises influence organisational performance through the impact on employee workplace behaviour (Becker & Huselid, 2006; Wright et al., 2001); (2) HRM practise attributes affects the green behaviour of employees (Bowen & Ostroff, 2004; Nishii et al., 2008); and (3) HRM may influence employee workplace outcomes through certain unintended consequences (Bowen & Ostroff, 2004; Ni (Burke et al., 2002). Individual green values, according to the findings, can affect the employee's green behaviour within the organisation. This research backs up Edwards' (1996, 2007) supply-values fit hypothesis, which claims that aligning individual and organisational values improves employee performance. Individual green behaviour can help to develop employees' green behaviour within an organisation and this can leads to the successful implementation of green HRM. As a relatively new concept, green HRM has received little attention in the literature, with experts only recently recognising its management potential.

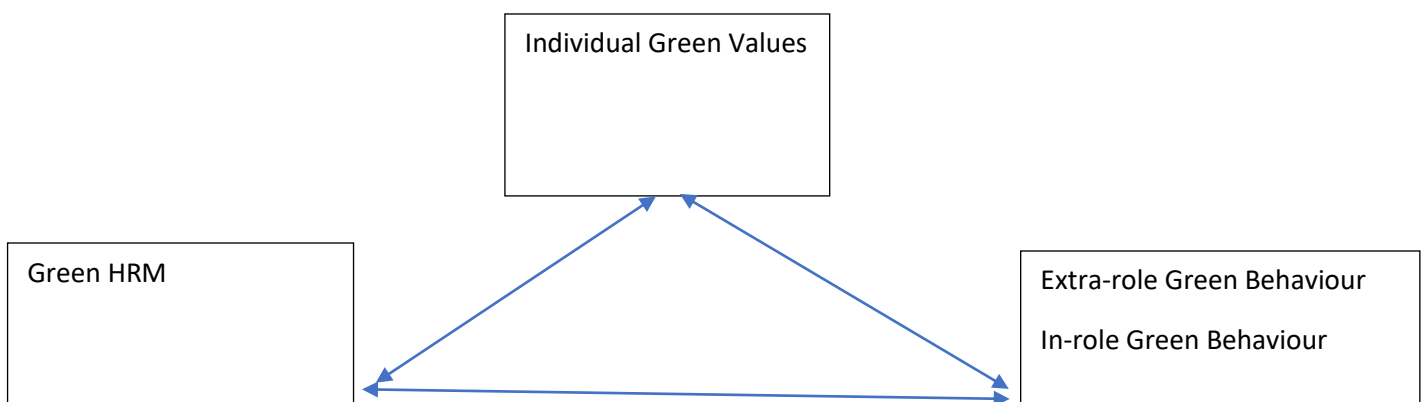


Figure1: The Conceptual Model

LIMITATIONS OF THE STUDY AND FUTURE RESEARCH DIRECTIONS

There are a lot of concerns that need to be addressed in this investigation. To begin, enterprises, industries, and economies all have different green HRM and management practices. Furthermore, many countries have varied green management rules and standards, which may differ from one another. The fact that industrialised countries are currently making considerable efforts to transition to a green economy allays fears. Future research, according to the researcher, would be beneficial if undertaken in cross-level settings in order to improve the generalizability of the findings. Cross-cultural research is especially vital in this situation for producing a more globally relevant green HRM measure. Second, it could take some time for HRM methods to have a meaningful impact on employee green behaviour. Longitudinal studies looking into changes in employee green behaviour as a result of installing green HRM to solve this constraint could be investigated in the future. According to HRM studies, there are several underlying mechanisms that influence employee job outcomes (Jiang et al., 2012). Alternative predictive variables, such as human capital (skill enhancement) and motivation (work satisfaction), could be beneficial in future research on this topic. This is because employee perspectives on HRM activities are similar within firms but varied between them, and as a result, employee HRM outcomes are influenced by the organization's setting (Shen, 2015). As a result, higher-level examinations of the relationship between green HRM and employee green behaviour may be required, such as at the unit or organisational level. Finally, the single criteria variable in this study was employee green workplace behaviour. From the perspective of motivating HRM, a set of HRM practises may produce a variety of employee workplace outcomes (Jiang et al., 2012). As a result, green HRM may have an impact that extends beyond green employee behaviour. Existing green HRM research, on the other hand, has only speculated on a link between green HRM and green employee or organisational outcomes. The impact of green HRM on non-green workplace attitudes and behaviour has been largely overlooked. As a result, the researchers believe that more research is needed into the non-green attitudinal and behavioural implications of green HRM among employees. The creation of green HRM policies adds to the body of knowledge in the fields of HRM and green management. A model was created after a literature analysis and extensive secondary data validation. As a relatively new idea, green HRM has received little attention in the literature, with specialists just recently recognising its management potential. Many researchers have mostly aimed to establish green HRM's workplace outcomes for employees (Cherian & Jacob, 2012; Daily & Huang, 2001; Jabbour, 2011; Jackson & Seo, 2010; Renwick et al., 2013) The HRM–employee pro-environmental behaviour association has been studied in a few empirical investigations. This research, on the other hand, either focused on general HRM rather than green HRM (e.g., Paille et al., 2014). This study adds to the understanding of green HRM's workplace consequences for employees, as well as the social and psychological processes that influence employee behaviour, in the HRM literature.

CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

As a novel approach to Green HRM, the notion of green work behaviours is offered. By implementing proven work-life interaction ideas, Green HRM has demonstrated that it is possible to go beyond "greening employees" to include the entire human being, including their personal lives and workplace behaviour. Environmental issues must be integrated into all critical organisational activities if greening and promoting employees as human beings are to be effective. Greenwashing, or talking about the environment without doing anything about

it, is much more likely to fail on the inside than on the outside. As a result, achieving green behaviour is a challenging endeavour that extends well beyond HRM obligations. The purpose of this study was to give an overview of employee green work behaviour, as well as theoretical grounds and potential solutions. More research will be necessary to develop a comprehensive implementation model. More study is needed to give empirical proof and to verify the relevant success components of a green work-behaviour approach in order to achieve the desired outcomes. Green HRM can contribute positively to employees' green work behaviour, according to the research review.

REFERENCES

1. Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: Sage.
2. Akaike, H. (1987). Factor analysis and AIC. *Psychological Bulletin*, 107, 238–246.
3. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103, 411–423.
4. Andersson, L., Shivarajan, S., & Blau, G. (2005). Enacting ecological sustainability in the MNC: A test of an adapted value-belief-norm framework. *Journal of Business Ethics*, 59(3), 295–305.
5. Angel Del Brio, J., Junquera, B., & Ordiz, M. (2008). Human resources in advanced environmental approaches—a case analysis. *International Journal of Production Economics*, 112(1), 1–11.
6. Ashkanasy, N. M. (2007). Organizational climate. In S. R. Clegg & J. R. Bailey (Eds.), *International encyclopedia of organization studies* (Vol. 3, pp. 1028–1030). Thousand Oaks, CA: Sage.
7. Beauducet, A., & Wittmann, W. W. (2009). Simulation study on fit indexes in CFA based on data with slightly distorted simple structure. *Structural Equation Modeling*, 12(1), 1–15.
8. Becker, B. E., & Huselid, M. A. (2006). Strategic human resource management: Where do we go from here? *Journal of Management*, 32(6), 898–925.
9. Bentler, P., & Bonett, D. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588–606.
10. Bissing-Olson, M. J., Iyer, A., Fielding, K. S., & Zacher, H. (2013). Relationships between daily affect and proenvironmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior*, 34(2), 156–175.
11. Boiral, O., & Paillé, P. (2012). Organizational citizenship behavior for the environment, measurement and validation. *Journal of Business Ethics*, 109(4), 431–445.
12. Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 177–190.
13. Burke, M. J., Borucki, C. C., & Kaufman, J. D. (2002). Contemporary perspectives on the study of psychological climate: A commentary. *European Journal of Work and Organizational Psychology*, 11(3), 325–340.
14. Cherian, J., & Jacob, J. (2012). A study of green HR practices and its effective implementation in the organization: A review. *International Journal of Business and Management*, 1(1), 1–10.
15. Chou, C-J. (2014). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management*, 40, 436–446.
16. Cohen, A., & Liu, Y. (2011). Relationships between in-role performance and individual values, commitment, and organizational citizenship behavior among Israeliteachers. *International Journal of Psychology*, 46(4), 271–287.

16. Daily, B. F., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539–1552.
17. Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*,
18. Davidov, E., Schmidt, P., & Schwartz, S. H. (2008). Bringing values back in—the adequacy of the European social survey to measure values in 20 countries. *Public Opinion*
19. Day, D. V., & Bedeian, A. G. (1991). Predicting job performance across organizations: The interaction of work orientation and psychological climate. *Journal of Management*,
20. *Economic Psychology*, 30(5), 711–720.
21. Edwards, J. R. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of Management Journal*, 39(2), 292–339.
22. Manika, D., Wells, V. K., Gregory-Smith, D., & Gentry, M. (2013). The impact of individual attitudinal and organizational variables on workplace environmentally friendly behaviors. *Journal of Business Ethics*.
23. Milliman, J., & Clair, J. (1996). Best environmental HRM practices in the US. In W. Wehrmeyer (Ed.), *Greening people: Human resource and environmental management*
24. Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the “why” of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction.
25. Norton, T. A., Zacher, H., & Ashkanasy, N. M. (2014). Organizational sustainability policies and employee green behavior: The mediating role of work climate perceptions. *Journal of Environmental Psychology*, 38, 49–54.
26. Ones, D. S., & Dilchert, S. (2012). Employee green behaviors. In S. E. Jackson, D. S. Ones, & S. Dilchert (Eds.), *Managing human resources for environmental sustainability* (pp. 85–116). San Francisco, CA: Jossey-Bass.
27. Paarlberg, L. E., & Perry, J. L. (2007). Values management—Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behavior and environmental policy in employee “eco-initiatives” at leading-edge European companies. *Personnel Psychology*, 61(3), 503–545.
28. *Public Personnel Administration*, 31(3), 227–247.
29. Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*,
30. *Research*, 46(21), 6029–6053.
31. Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders’ influence on employees’ pro-environmental behaviors. *Journal of Organizational Behavior*.
32. Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior*, 27(4), 537–543.
33. Salem, M. A., Hasnan, N., & Osman, N. H. (2012). Environmental issues and corporate performance: A critical review. *Journal of Environment and Earth Science*, 2(10)
34. Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64(1), 361–388.