

## Educational Perspective & Antecedental Outcomes of Green HRM for Employee's Sustainable Behaviour

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### Abstract:

It is necessary to equip employees with green abilities and develop their dedication towards sustainable behaviour to improve an organization's sustainable performance. The objective of this study is to assess the direct effects of green human resource management on employees' sustainable behaviour (ESB) and the mediating role of employees' educational perspectives (EPE). The study is based on responses from 320 IT sector employees in India. The findings suggest that green HRM has a significant positive impact on employees' sustainable behaviour (ESB) and that the impact is strengthened by the education perspective of employees (EPE). The findings are significant, given the growing importance of sustainability in the organizational context.

**Keywords:** Green HRM, Sustainability, Environmental performance, Educational perspective, Sustainable behaviour.

### Introduction:

According to Dietz et al. (2020), one of the main ecological and societal issues of recent years is climate change. It's a serious global problem that might be one of humanity's biggest problems "Gilal et al., (2014)". This became a main concern for various business organizations. Because of this top management and senior executives are considering environment management a top most priority "Longoni, Luzzini, & Guerri, (2018)". To achieve the same, companies must not only acquire environmental objectives in order to accomplish economic objectives "Bals & Tate, (2018)". Nowadays companies are in a very competitive business world, where they need to explore new ways to utilize their key resources efficiently, like human resource (HR). HR is viewed as a very important factor for implementing strategies and promoting sustainable performance "Sheehan, 2014".

Moreover, HR appears to be playing a prominent part in the organization's performance, which can lead towards the sustainable performance through optimum utilization of resources, allowing the organisation to stay competitive "Singh et al., (2019)". As a result, several businesses have already established eco-initiatives and are continuing to look for new methods to address environmental challenges. GHRM is one of the approaches that has emerged to deal with environmental challenges. Green HRM is the implementation of human resource management guidelines to promote environmentally friendly corporate practices, as well as to contribute to the advancement of sustainable development more broadly "Mandip, (2012)".

According to the studies, HRM impacts to ultimate organizational performance mostly through effect on fundamental results such as employee sustainable behaviour, lifestyles and educational perspective (Becker, 2006). Moreover, as "Renwick et al. (2013)" point out, there has been a paucity of information of how GHRM promotes employee sustain. Furthermore, the basic psychological procedures and threshold factors that control the abovementioned interaction are unexplained.

In their efforts to be green, businesses favor green training (GT) as a cost-effective and ecologically beneficial method "Teixeira, (2016)". Green training has already been recognized as a vital part in overcoming the obstacles

to environmental protection and encouraging their adoption in the organisation. This will be beneficial for employees as well as employers “Eiad et al., (2021)”.

Green education is also considered as extremely significant in order to create sustainable organisation “Roscoe, (2019)”. Therefore, it is important to explore educational perspective & antecedents’ outcomes of green HRM for employee’s sustainable behaviour. The purpose of this study is to empirically test the impact of educational perspective & green HRM on employee’s sustainable behaviour.

### Literature Review and Hypothesis Development:

The approach of incorporating sustainability into corporate operations is growing rapidly, and sustainability is now considered one of the most important organizational tasks “Van Buren, (2020)”. HRM in the context of environmental challenges is referred to as GHRM “Renwick et al., (2013)”. Green HRM is an important facilitator of employee’s sustainable behaviour & sustainability Yong et al., (2020)”.

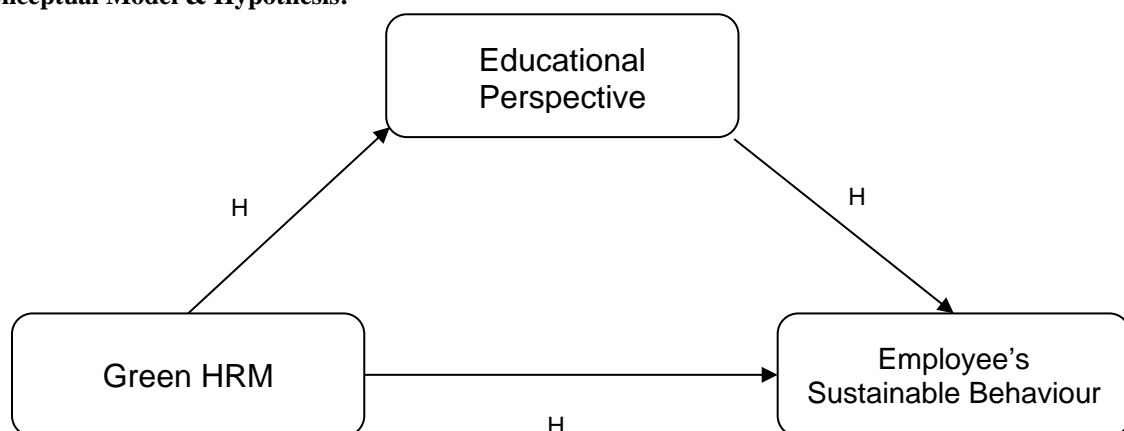
Green HRM incorporates environmentally sustainable HR foundation and practices for long-term resource usages, leading to increased efficiencies, & also reducing employee ecological footprint through green HRM practises “Margaretha and Saragih, (2013)”. The concept of "green business" began to gain traction around the close of the 20th century, coinciding with a rising worry about the long-term viability of economic growth. Whereas the current "green advancements" began in the mid-1960s, & their ideology, as well as to putting forth the effort to coin the phrase "green business." Regardless, the significance of the notion of green business is well known, as seen by the various meanings available in the literature.

Furthermore, it broadly diffused and connected by corporate aspects throughout the world, with distinct differences in "green" operations between areas. This is due to a variety of factors. The other is tied to nation issues such as legal, societal, and financial disparities “Stojanoska, (2016)”. Developing a business model is a multifaceted process. When enterprises have to transition to a greener behaviour, a variety of initiatives can be combined and launched.

Employees can be engaged in GHRM to encourage green technology and raise overall understanding and commitment towards sustainability challenges. The GHRM is made up of practices and policies that are particular to human capital and are aligned with the economic related, social, & environmental aspects of sustainable growth “Muster & Schrader, (2011)”. Globally, green human resources are critical in assisting organizations in resolving environmental-related issues through their acceptance. From a management perspective, firms adopt ecological policies and procedures and comply with applicable regulations “Shore et al. (2006)”.

According to research conducted by “Mandip et l. (2012)”, GHRM refers to the utilization of all employee interfaces to encourage sustainable practices & to complement employee attentiveness & dedication to sustainable development.

### Conceptual Model & Hypothesis:



**Figure 1**

H1: There is a significant positive impact of Green HRM on the educational perspective of employees in service sector organizations.

H2: There is a significant positive impact of on the educational perspective of employees on employee's sustainable behaviour in service sector organizations

H3: There is a significant positive impact of Green HRM on employee's sustainable behaviour in service sector organizations.

## Methodology

### Sample and Procedure

This study employed descriptive research methods with a quantitative approach. As this research study objectives are to evaluate the impact of green HRM & educational perspective of employees on employee's sustainable behaviour in the Service industry. The independent variables in this study is Green HRM , the dependent variable is employee's sustainable behaviour, and the mediating variable is the educational perspective of employees.

The data was gathered from service sector employees. For data collection, the researchers employed a judgment sampling technique. A questionnaire with a cover letter outlining its objective was issued by the researcher. 387 full questionnaire responses—out of a total of 450—were received. 320 replies were used for the data's final analysis after the data had been cleaned.

### Data Analysis

The study used Cronbach's test used to check reliability of the data. Tests such as the correlation between the dependent & other independent variable, kurtosis, skewness, and descriptive statistics were used to analyse the data. The results & methods of the collected data was carried out in IBM SPSS and Smart PLS.

### Results and Analysis

The study's findings are presented in this section.

*Table 1 presents the descriptive statistics of the variables.*

<b>Table 1: Descriptive Statistics</b>							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GHRM	320	3.853016	.5656241	-.699	.234	-.036	.463
EPE	320	3.974239	.5124711	-.399	.234	-.539	.463
ESB	320	3.846069	.5042000	-.118	.234	-.657	.463
Valid N (listwise)	320						

As per the descriptive statistics (Table 1), the mean score for green HRM (GHRM) was 3.85, mean score for educational perspective of employee (EPE) was 3.97, and employee's sustainable behaviour (ESB) was found to be 3.84. Further, it was observed that the skewness values & kurtosis values were within the permitted range of +3 to -3, implying that the data can be considered normally distributed and parametric tests could be used.

*The correlation analysis has been presented in Table 2.*

<b>Table 2 Correlations</b>				
		GHRM	EPE	ESB
GHRM	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	320		
EPE	Pearson Correlation	.721**	1	
	Sig. (2-tailed)	0.000		
	N	320	320	
ESB	Pearson Correlation	.748**	.775**	1
	Sig. (2-tailed)	0.000	0.000	
	N	320	320	320

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation among the variables was found to be significant. It is also found that there is a significant positive correlation among all the variables. The strongest correlation was found between ESB and EPE ( $r = .775$ ). All correlations were found to be strong correlations as they are  $> .6$ .

The next step in the analysis involved the analysis of the model. First, the measurement model was analyzed.

In measurement model analysis, reliability was checked through Cronbach's alpha value and the rho value. Both the values for all the variables are above  $.7$ , which suggests that there are no reliability issues. Convergent validity was analyzed through the AVE score, and In this case, it was found that for two variables AVE score was  $< .5$ . So the critical ratio (CR) value was checked and found to be  $> .7$ . Since reliability was acceptable and CR value was also above  $> .7$ , convergent validity was established. Discriminant validity was checked through HTMT ratios. The researchers found that HTMT ratios were  $< .9$ . Having established discriminant validity, the researchers proceeded to analyze the structural model.

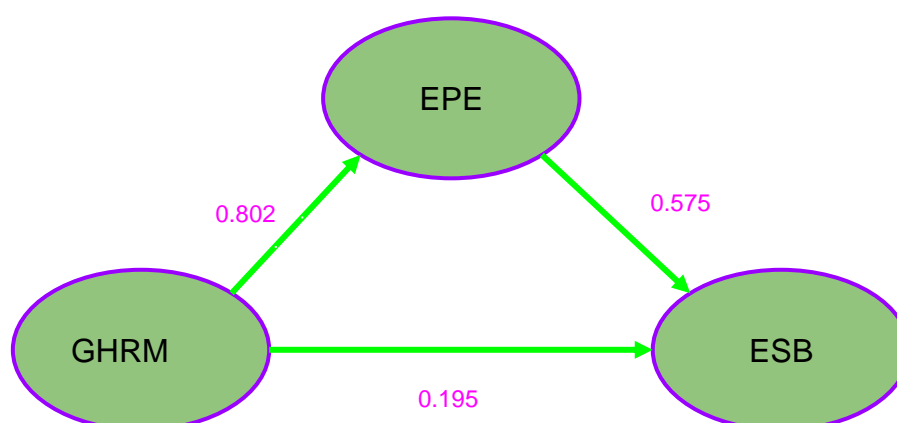
*The measurement model analysis has been presented in Table 3.*

<b>Table 3: Reliability and Validity Analysis</b>							
Scale	Cronbach's Alpha	rho_A	AVE	CR	HTMT Ratios		
					GHRM	EPE	ESB
GHRM	0.908	0.923	0.521	0.922			
EPE	0.907	0.918	0.477	0.92	0.851		
ESB	0.926	0.941	0.46	0.935	0.642	0.746	

Having established the reliability and validity of the indicators, the hypotheses were analysed. The structural model analysis has been presented in Table 4. For the structural model, the researchers checked the

paths. The path from GHRM to EPE was significant, and the path from EPE to ESB was also significant. But the direct path From GHRM to ESB was not found to be significant. Analysis of the indirect path suggests that EPE completely mediated the relationship between green HRM & organizational employee's sustainable performance. Hence the educational perspective of employees is strengthening the impact of GHRM on employees' sustainable behaviour .

Table 4: Path Analysis				
Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
GHRM-> EPE	0.802	0.807	0.028	0.000
GHRM-> ESB	0.195	0.2	0.135	0.149
EPE -> ESB	0.575	0.58	0.122	0.000
Mediation Analysis				
	Indirect Path	P Values	Direct Path	P Values
GHRM-> EPE			0.802	0.000
GHRM-> ESB	0.461	0.000	0.195	0.149
EPE -> ESB			0.575	0.000



**Note:** GHRM= Green Human Resource Management, EPE: Educational Perspective of Employees, ESB: Employees Sustainable Behaviour

**Figure 2. Model of the study**

## Discussion

The current study adds to the body of knowledge by empirically investigating the association between Green HRM and employees' sustainable performance using the educational perspective of employees as a mediating variable.

Results also show that EPE is also having a positive impact on employees' sustainable behaviour. The findings of this research show that EPE mediates the impact of green HRM on employees' sustainable behaviour.

Green HRM & EPE was found to be a very important practice that can significantly and favourably boost employees' sustainable behaviour in the service business, according to the results. The outcome is in line with "Daily and Huang's (2001)" and "Pinzone et al. (2016)" reasoning that when firms successfully adopt techniques to boost their green ability by providing green education. This research proposes that the service industry must invest in green HRM practices as well as evaluations of employees' green performance after the training, which will promote participation in environmental activities in the workplace on a voluntary basis. GHRM practices may improve employees' environmental understanding and expertise, allowing them to play a vital part in handling environmental-related issues at the workplace Jabbour et al. (2010)".

This study, based on the AMO theoretical framework, makes an important addition to the moderating function of EPE in the effect of GHRM on employees' sustainable behaviour. Second, the findings give empirical evidence that demonstrates the significance of green HRM applications in employees' sustainable behaviour in the service industry.

### Limitations

Like every study, the current study has a few drawbacks. Firstly, the outcomes are based on data gathered from service industry employees in India-based organisations only. The model should be tested in other developing and rising economies and industries to see how the proposed relationships behave. Secondly, since the study uses perception based data, further work would be required to confirm the causal relationships. Lastly, the data was collected through self-reporting questionnaires, and hence, there may exist a degree of response bias.

### Conclusion & Further Scope

The current study incorporates literature on green HRM, educational perspective of employees, and employees' sustainable behaviour, to provide a conceptual framework and empirical findings on the impacts of green HRM on the employees' & their pro-environmental & sustainable behaviour. The findings concluded that the educational perspective of employees (EPE) is completely mediating & establish relationship between GHRM as well as ESB. According to the outcomes of the study, organizations in the service industry must use green HRM to encourage sustainable and pro-environmental behaviour among employees.

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