

Green Human Resource Management Practices and Pro-Environmental Behaviour: Pathways Towards Organisational Sustainability

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Abstract

Growing environmental concerns have become the basis of the organisation's "go green" definitions. Eventually, Green Human Resource Management (GHRM) practices are getting more consideration among the environmental activities as well as human resource support through green practices by the organisation. The goal of this study is to scrutinize the connection between GHRM practices such as green recruitment and selection, green environmental training and development, green compensation and reward, and green performance evaluation with pro-environmental behaviour among the manufacturing employees in Malaysia. In this study, a questionnaire was used to gather data from 536 respondents, which were then analysed using Statistical Package for Social Science (SPSS) software. The results revealed that there was a significant relationship between predictor variables and pro-environmental behaviour. In conclusion, the findings of this study may assist, as a recommendation, Malaysian manufacturing industries in better understanding the importance of GHRM practices towards organisational sustainability by enhancing pro-environmental behaviour.

Keywords: green compensation and reward, green environmental training and development, green human resource management, green performance evaluation, green recruitment, and selection, pro-environmental behaviour

1.0 Introduction

Sustainable performance received a great deal of attention and remained a key issue for the manufacturing industry in Malaysia. Apart from that, it has been said that environmental sustainability has become essential in shaping manufacturing organisations' competitive advantage. Singh (2018) argued that it is not an easy task to find the key to sustainability. Therefore, organisations must continually create diverse approaches to remain competitive. The rise in the negative



environmental impact namely global warming, air pollution, loss of biodiversity (Vinojini & Arulrajah, 2017), and environmental degradation lead to poor environmental performance (Yong et al., 2019), which are all related to manufacturing industries. All of the problems occur due to a lack of environmental protection, ineffective implementation of ISO 14001, and impoverished pollution control system practices by the manufacturing organisations.

According to Vinojini and Arulrajah (2017), employees play a significant role in reducing all the environmental problems and promoting positive environmental impact. Hence, all manufacturing organisations critically depend on the employees' willingness to take initiative to engage in environmental behaviour that moves beyond their required work tasks by exhibiting pro-environmental behaviours such as recycling, waste management, reduction in energy consumption, and any other behaviour that minimises the negative impact of employees' actions toward the environment. The escalating popularity of the greening of human resource management practices as an initiative to address the concerns possibly will be considered crucial for the organisation's sustainability (Ren & Jackson, 2018). Additionally, Sawang and Kivits (2014) emphasised that GHRM practices would allow planned and continuous organisational change. Critically, the complexity and competitiveness of emerging economies nowadays increase the human resource challenge to create and maintain organisational strengths. As part of strategic human resource management (Aragao & Jabbour, 2017), the use of GHRM practices to the alignment of the environmental management activities within an organisation (Jackson et al., 2011) will allow an organisation to attain its strategic goals. A previous study conducted by Teles et al., (2015) revealed that Malaysian organisations have not adopted green practices in their business due to ambivalence about the benefits of conducting GHRM. Furthermore, a survey conducted among 542 employees in the financial services industry revealed only twenty-six per cent of human resource professionals felt that they are ready to implement GHRM practices in their organisations (Writer, 2017).

Previous scholars found that GHRM practices have an impact on voluntary behaviour toward the environment (Pinzone et al., 2016), execution of environmental management systems (Wagner, 2013), environmental performance (Guerci et al., 2016), green supply chain management (Longoni et al., 2018), and employees' green behaviour including in-role extra-role (Dumont et al., 2017). An early stage of



GHRM studies revealed that the fundamental mechanisms through GHRM practices affect current and future workers' attitudes and behaviours towards the organisation. For instance, Shen et al. (2018) outlined certain workplace outcomes such as job efficiency, the behaviour of corporate citizenship, and the willingness to avoid organisational recognition as viewed by GHRM practices. Therefore, the researchers aim to explore the relationship between GHRM practices and pro-environmental behaviour. Hopefully, this study will provide a better insight to the organisation on the importance of GHRM practices toward organisational sustainability by enhancing pro-environmental behaviour.

2.0 Literature Review

2.1 Green Human Resource Management (GHRM)

The interest in GHRM can be traced back to Wehrmeyer (1996) who edited a book titled "Greening people: Human resources and environmental management" and highlighted that the HRM function acts as the main driver in an organisation's practice of green initiatives. GHRM has been defined differently by different scholars. GHRM can be referred to as the integration of green human resource function elements such as staffing, recruiting, job design, motivation, training, and development purposely to invigorate employee pro-environmental behaviour (Shah, 2019). According to Ren et al. (2018), GHRM is a phenomenon relevant to understanding the relationship between organisational activities that impacted the natural environment and the design, evolution, implementation, and influence of HRM systems. GHRM practices can be understood as the novel management focus that incorporates environmental administration in strengthening organisational performance (Siyambalapitiya et al., 2018). Research has shown that GHRM has a positive impact on environmental, economic, and social performance indicators in the manufacturing industry located in the United Arab Emirates (UAE) (Almemari et al., 2021). Furthermore, Jackson et al. (2011) viewed GHRM practices as the wide extension of human resource management in growing environmentally sustainable organisations. Besides that, GHRM practices are based on the conformity of specific practices of human resource management with the environmental goals of enhancing environmental awareness and encouraging environmentally friendly behaviour in the organisation (Klinkers & Nelissen, 1996). The



widespread interest in GHRM primarily stems from the fact that GHRM is indeed vital to the sustainability of manufacturing organisations. Therefore, the practical importance of GHRM includes improving the social (work-life balance), economic well-being (sustain profits), and inculcating awareness toward environmental concern (reduced waste) (Masri & Jaaron, 2017). Even though GHRM practices are becoming increasingly important to modern organisations, and this term is illuminated from a wise viewpoint, literature on this critical sector is still dearth either in analytical or empirical viewpoint (Renwick et al., 2013). Hence, a new role of GHRM practices is badly needed to meet the new requirements of emerging economies (Lengnick-Hall et al., 2013).

2.2 Green Recruitment and Selection and Pro-Environmental Behaviour

Khan et al., (2019) defined green recruitment and selection as an organisational activity that includes the environmental dimensions aiming at hiring green employees who are motivated applicants with environmental knowledge. When hiring employees, Renwick (2003) suggested that the organisation must consider those who are ready to be involved in environmental management events. Besides that, new staff must also understand the organisation's environmental culture and share its environmental values (Wehrmeyer, 1996). According to Liu and Xie (2013), to attract the most suited candidate for job vacancies, a green image and environmental policy and quality of the firm should be highlighted in recruitment ads. In addition, the job description should explain and highlight the environmental work dimensions, what an employee should expect from the position, and what expertise and knowledge the employee needs to fulfil the stated environmental activities (Mandip, 2012). Conversely, the organisation must determine whether the perfect applicant has environmental skills that are valuable to the organisation and meet the specific job requirements to include environmental aspects in its job evaluation and development. Besides that, the opportunities to be chosen must be assured that the candidate is committed to environmental issues through screening methods (Jabbour & Santos, 2008). According to Grolleau et al. (2012), at an early stage of the selection process, the environmental aspect should be notified. Therefore, instead of spending to turn existing employees into environmentally friendly, the organisation must improve its green initiatives. Additionally, Ehnert (2014) stated that few employers adopted GHRM practices as an



appealing method of workplace branding to raise recruitment awareness among younger generations. A previous study viewed green recruitment and selection as to promoting pro-environmental behaviour (Masri & Jaaron, 2017), However, Yong et al., (2019) pointed out there is no significant relationship exists between green recruitment and selection with environmental performance. Thus, this study attempts to demonstrate the following hypotheses:

H1: There is a relationship between green recruitment and selection and pro-environmental behaviour.

2.3 Green Environmental Training and Development and Pro-Environmental Behaviour

Green environmental training and development refer to educating employees about environmental objectives and training them to save energy and reduce waste output (Khan et al., 2019). Previously, Parker (2011) reported that ecological know-how is a key factor in recognising environmental concerns. According to Cheng and Osman (2019), environmental education is a term that is increasingly being used to stress the promotion and education of information and awareness about environmental sustainability. Furthermore, green education and development teach employees the value of environmental management by placing them in the energy conservation, waste reduction, and environmental awareness works system and giving employees a chance to participate in solving the environmental problem within the organisation (Zooggah, 2011). Additionally, Jabbour (2013) stated that the success of environmental programs requires employees to be adequately trained for successful environmental management duties. Giving generously, by executing environmental practices such as employees training for environmental care and boosting environmental awareness permitting workforces to improve their competencies and capabilities to address environmental matters. Besides that, it would also assist employees in accepting responsible environmental behaviour in the form of pro-environmental behaviour (Baumgartner & Winter, 2014). It seems that green training and development are crucial in transforming human resources into obeying or responsible for sustainable performance. A study conducted by Uddin (2022) reported that green training and development significantly influence the environmental performance of manufacturing



organisations. Therefore, this study attempts to demonstrate the following hypotheses:

H2: There is a relationship between green environmental training and development and pro-environmental behaviour.

2.4 Green Compensation and Reward and Pro-Environmental Behaviour

Govindarajulu and Daily (2004) emphasised that financial rewards were the main motivators and are believed to be effective (Ramus, 2002) in encouraging employees to commit and engage in environmental change. The integration of environmental aspects with minimum standards and environmental performance measures also shows that pay is a good measure of management achievement on all sides of the environmental actions (Milliman & Clair, 1996). Additionally, one way of practising a reward program was through a variable salary that applied ecosystem salary to the compensation scheme (Mandip, 2012). Scholars claimed that green compensation and reward were classified higher in terms of usefulness in encouraging employees toward pro-environmental behaviour. In opposition, a study conducted by Whillans and Dunn (2015) highlighted that American adults today are less likely to engage in environmental behaviour if they have been paid based on an hourly rate. Moreover, the scholar also suggests the perception of their time as money dramatically change the pattern of environmental behaviour among Americans compared to 20 years ago. Reward systems should be designed fairly and accurately based on environmental performance even if it is tough to be implemented (Fernandez et al., 2003). Furthermore, such green recognition awards instil pride in co-workers and more efficiently inspire pro-environmental behaviour (Veleva & Ellenbecker, 2001). In conclusion, organisations can implement the several reward practices in boosting the pro-environmental culture among their employees such as in the form of monetary rewards (bonuses, cash, premium), non-monetary rewards (sabbatical, leave, gift), recognition rewards (award, dinners, publicity, daily praise), and positive reward (feedback) (Masri & Jaaron, 2017). Surprisingly, the influence of green compensation and reward on pro-environmental behaviour may simply not be apparent in the context of Malaysian manufacturing organisations (Yong et al., 2019; Khan et al, 2020). Hence, the hypotheses are constructed as follows:



H3: There is a relationship between green compensation and reward and pro-environmental behaviour.

2.5 Green Performance Evaluation and Pro-Environmental Behaviour

According to Wehrmeyer (1996), the success in communicating environmental focus and the organisation's policy including involvement of environmental incidents are the main contents mentioned in the green performance evaluation. As explained by Milliman and Clair (1996), there are certain features of good environmental performance appraisal such as measurable environmental standards for valid measurement of employee performance, inhibition of opposing effects on quantitative measures to overwhelmed performance measurement mistakes, and environmental reviews of worker level of performance. Furthermore, Jackson et al. (2011) added that the effectiveness of environmental performance measures can be heightened by the employment of reliability, validity, and fairness. Moreover, a personalised environmental management system and applied environmental checks to hold off some of the challenges to environmental performance evaluation have been practised by various organisations (Milliman & Clair, 1996). Hence, employees can deal with the ecological issues reasonably if environmental standards are included in the performance appraisal to enhance their environmental performance. Past studies have examined the relationship between green performance evaluation and pro-environmental behaviour (Bahmanyari et al., 2020), Researchers found that green performance evaluation suggested should be implemented by the organisation to encourage pro-environmental behaviour. Thus, the hypotheses are constructed as follows:

H4: There is a relationship between green performance evaluation and pro-environmental behaviour.

3.0 Research Methodology

The quantitative research method was utilised for this study and a self-administered questionnaire was distributed to 536 respondents from manufacturing industries that have implemented the ISO14001 located at Klang Valley, Selangor. Simple random sampling is a sampling technique in which each member of the population has an



equal chance of being selected. The process of distributing and collecting the questionnaire was conducted for 4 months.

To discover the relationship between GHRM practices variables (green recruitment and selection, environmental training and development, green compensation and reward, and green performance evaluation) with pro-environmental behaviour, the items used to measure the variables were adapted from Masri and Jaaron (2017), Bangwal et al. (2017), and Lange and Dewitte (2019). The instrument consisted of 23 items measuring independent variables (green recruitment and selection, green environmental training and development, green compensation and reward, and green performance evaluation) and dependent variable (pro-environmental behaviour). All items were measured using a five-point Likert scale ranging from strongly agree (1) to strongly disagree (5). Several questions regarding respondents' demographic-related information such as gender, race, marital status, academic qualification, and job status were also included in the questionnaire.

Data were then analysed using Statistical Package for Social Science (SPSS) version 23.0 and presented in numerical form. In particular, descriptive analysis was utilised to examine the demographic variables of the respondents such as gender, race, marital status, academic qualification, and job status. Besides that, the consistency and stability of the study instruments were measured using reliability analysis (Sekaran & Bougie, 2011). Furthermore, other statistical analyses such as Pearson correlation analysis and multiple regression analyses were also used in measuring and understanding the connection between the study variables.

4.0 Findings

4.1 Respondents' Profile

Out of 536 usable questionnaires, a large number of the respondents were male with 54.7 per cent compared to female with only 45.3 per cent. Majority of them were Malay with 73.5 per cent followed by Chinese with 15.5 per cent and a minority of the group comes from the Indian ethnic with 11.0 per cent. Almost all respondents were married with 79.5 per cent, and they are mostly degree holders with 54.5 per cent. In terms of job status, majority of them were permanent workers with 81.9 per cent followed by 17.7 per cent working as contract workers and only 2 per cent working as part-timers.



4.2 Reliability Analysis

To evaluate the reliability of the scales, Cronbach's alpha coefficients were obtained for all variables. According to Table 1, the value of Cronbach's alpha for all variables was above 0.8. This indicated that all variables were consistent and stable enough to be used in further analysis. The reliability result shows that all variables involved, namely green recruitment and selection, green environmental training and development, green compensation and reward, green performance and evaluation, and pro-environmental behaviour, had an excellent value with the range of 0.90 to 0.91. Table 1 shows the details of Cronbach's Alpha coefficient for all variables.

Table 1 : Cronbach's Alpha Coefficient

Variables	Numbers of Items	Cronbach's Alpha
Green Recruitment and Selection	4	0.906
Green Environmental Training and Development	5	0.910
Green Compensation and Reward	4	0.901
Green Performance Evaluation	5	0.914
Pro-Environmental Behaviour	5	0.910

4.3 Descriptive Analysis

The summary of the descriptive analysis such as the mean, minimum, maximum, and standard deviation gained from all constructs are presented in Table 2. All constructs were taped on a five-point scale. The means for all study variables are between 3.6672 and 3.6945 indicating that the majority of the respondents agreed that all indicators namely green recruitment and selection, green environmental training and development, green compensation and reward, and green performance and evaluation revealed a significant effect on pro-environmental behaviour. The values of the standard deviation indicate a range from 0.848 to 0.860.



Table 2 : Descriptive Analysis

Variables	Minimum	Maximum	Mean	Std. Deviation
Green Recruitment and Selection	1.00	5.00	3.6945	.858
Green Environmental Training and Development	1.00	5.00	3.6799	.848
Green Compensation and Reward	1.00	5.00	3.6824	.849
Green Performance Evaluation	1.00	5.00	3.6672	.860
Pro-Environmental Behaviour	1.00	5.00	3.6675	.852

4.4 Correlation Analysis

Pearson Correlation was performed to gain a better understanding of the relationship between all variables in the study. In the correlation analysis (See Table 3), green recruitment and selection, green environmental training and development, green compensation and reward, and green performance and evaluation were independent variables while pro-environmental behaviour was the dependent variable. All independent variables namely green recruitment and selection ($r=0.975$, $P<0.01$), green environmental training and development ($r=0.997$, $P<0.01$), green compensation and reward ($r=0.978$, $P<0.01$), and green performance and evaluation ($r=0.998$, $P<0.01$) show a very strong and significant relationship to the pro-environmental behaviour. Among all independent variables, it can be concluded that green performance and evaluation are key to pro-environmental behaviour. Correlation is done because the analysis is the basic requirement to demonstrate at least some association with the dependent variable, with a correlation coefficient above 0.30 is preferable.

Table 3 : Correlation Analysis Result

Variables	GRS	GETD	GCR	GPE	Sig.
Green Recruitment and Selection (GRS)	1				.000
Green Environmental Training and Development (GETD)	.980**	1			.000
Green Compensation and Reward (GCR)	.970**	.971**	1		.000
Green Performance Evaluation (GPE)	.976**	.997**	.977**	1	.000
Pro-Environmental Behaviour (PEB)	.975**	.997**	.978**	.998**	



4.5 Regression Analysis

Multiple regression was utilised to assess the independent variables (green recruitment and selection, green environmental training and development, green compensation and reward, and green performance and evaluation) needed to predict the pro-environmental behaviour. Table 5 exhibits regression analysis results for this study. The total variance described by the model was 97.5% $F=4151.32$, $p=0.000$. In this model, all four independent variables were statistically significant, with green compensation and reward revealed higher beta value (beta=0.755, $p=0.000$) followed by green performance and evaluation (beta=0.689, $p=0.000$), green environmental training and development (beta=0.393, $p=0.000$), and green recruitment and selection (beta=0.204, $p=0.000$). Based on the coefficient analysis, the model explains 97.5% of the variance in exhibiting pro-environmental behaviour. From the gathered results, it can be summarised that green compensation and reward made an inimitable and statistically significant contribution to the prediction of pro-environmental behaviour. It indicates that green compensation and reward uniquely explain 75.5% of the variance in pro-environmental behaviour, green performance and evaluation indicate a unique contribution of 68.9% to the explanation of variance in the pro-environmental behaviour, whereas green environmental training and development indicate a unique contribution of 39.3% of the variance in the pro-environmental behaviour. Green recruitment and selection indicate a unique contribution of 20.4% to the explanation of variance in predicting pro-environmental behaviour. Therefore, of these four independent variables, green compensation and reward make the largest unique contribution to the prediction of pro-environmental behaviour.

Table 4 : Regression Analysis

Variables	β	Sig.
Green Recruitment and Selection	-.204	.000
Green Environmental Training and Development	.393	.000
Green Compensation and Reward	-.755	.000
Green Performance Evaluation	.689	.000
Adjusted R Square	.975	
F Value	4151.324	



5.0 Discussion

This research examines how GHRM practices contributed toward pro-environmental behaviour in the context of Malaysian manufacturing organisations. Specifically, all independent variables, which are green recruitment and selection (H1), green environmental training and development (H2), green compensation and reward (H3), and green performance evaluation (H4) have been tested toward pro-environmental behaviour and all hypotheses have a significant relationship with pro-environmental behaviour. From the data analyses, only two independent variables (green environmental training and development and green performance evaluation) have a positive and significant impact on pro-environmental behaviour. Surprisingly, the variables of green recruitment and selection and green compensation and reward revealed a negative and significant impact on the pro-environmental behaviour. So far, there are no previous studies revealed the negative relationship between green recruitment and selection, as well as green compensation and reward on pro-environmental behaviour among employees in the manufacturing organisations.

Green compensation and reward are necessary to be highlighted in promoting employees' pro-environmental behaviour in the manufacturing industry. Thus, Malaysian manufacturing organisations that practice a green reward system should reward employees fairly based on their environmental behaviours and performance in a sustainable way to achieve the company's environmental performance. Govindarajulu and Daily (2004) pointed out that the reward system should be well-designed and based on individual performance. Furthermore, incentives and rewards should also be more effective than other human resource management approaches to align employees' performance with the firm's goals.

The findings of this research indicated that green performance evaluation has a positive impact on pro-environmental behaviour. This finding is consistent with previous research (Saeed et al., 2019). Based on the results, it seems that green performance evaluation is also of importance to GHRM practices that shape the employee's pro-environmental behaviour that considers regular feedback is particularly vital for them to improve their environmental performance (Saeed et al., 2019). In addition to this, the scholar suggests that a clear green performance indicator is required during the evaluation process in a performance management system. Evaluating employee green



outcomes highlights their role in environmental management, which may lead to them being more accountable for environmental management performance.

Pande (2016) stated that green training and development may enhance employees to gain knowledge regarding the value of practising environmental management. Not only training the employee in working methods about green issues (such as conserving energy and reducing waste) (Pande, 2016) in cultivating pro-environmental culture to achieve the environmental goal (Ramus, 2002), green training and development would engage the employee pertaining to pro-environmental problem-solving (Pande, 2016). Environmental training becomes ineffective if there is insufficient need analysis, poor trainee willingness, and poor training method (Jackson et al., 2011). Green Training and development should be delivered to all members of the organisation and not only to those associated with the environmental department. Through green training and development, employees in the manufacturing industry are emboldened to reduce and eliminate environmental waste, improve the economic as well as environmental performance and thus contribute to long-term social benefits, particularly for employees and society. This is supported by previous empirical research showing that GHRM practices affect and predict the employee's pro-environmental behaviour (Zibarras & Coan 2015; Saeed et al., 2019).

Although green recruitment and selection were found in this study to be the least favourable factor in predicting pro-environmental behaviour, Masri and Jaaron (2017) in the study conducted among Palestinian manufacturing organisations and also a study by Yusoff and Nejati (2017) identified green recruitment and selection as the critical components of GHRM practices that had the strongest impact on pro-environmental behaviour. Organisations can attract and select candidates who are concerned with environmental criteria (Jabbour et al., 2008). Besides that, environment-related questions can also be asked to identify their level of environmental knowledge, value, and beliefs (Saeed et al., 2018). Those who performed well will be chosen as the best candidate (Renwick et al., 2013). Indeed, the manufacturing industry should select candidates who are adequately conscious and engaging in green practices to fill the job vacancies during the process of identifying new applicants. However, contrary to the previous study conducted by Yong et al., (2019) among Malaysian employees in the manufacturing industry revealed that green recruitment and selection



have no significant relationship with environmental behaviour. All discussions above show that green recruitment and selection are also important in promoting pro-environmental behaviour among the employees.

6.0 Conclusion

Undoubtedly, the results seem to specify that in the context of research, the emergence of the concept of GHRM practices also recognises promoting employee attitude (Ehnert, 2009) and improving the company's environmental performance (Jabbour et al., 2013). Therefore, it can be stated that all GHRM practices in this study boost employee pro-environmental behaviour. An employee will show behaviour that resonates with and is in compliance with the organisation's green standard if the organisation greening into its human resource practices (Nishi et al., 2008). In consequence, Dumont et al. (2017) further stated that employees' environmental habits may be influenced by GHRM practices at the workplace. The willingness of the employee to engage in pro-environmental activities such as turning off lights while out of the office, printing double-sided, and reducing waste shows the attitude of employees toward pro-environmental conduct (Scherbaum et al., 2008; Ahmad, 2015).

GHRM practices have become a vital key business strategy and can be seen as a successful approach to improving environmental performance. GHRM practices resulted in increased efficiencies, cost reduction, and improved productivity (Ahmad, 2015) revealing the importance of GHRM practices in building a sustainable organization. Thus, the Human Resource Department plays an active and aggressive role in cultivating green culture among the workers. An organisation should use GHRM practices and implement green policies effectively and successfully.

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