

Impact of Green Human Resource Management Practices Towards Green Lifestyle and Job Performance

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Abstract

Purpose – Implementation of green human resource management by organizations contributed to support sustainability environment. The purpose of this study is to examine the impact of Green Human Resource Management (GHRM) towards green lifestyle and job performance of workers.

Design/methodology/approach – Non-probability convenient sampling method was used in the data collection process and 100 questionnaires were collected among academic and administrative staff in Universiti Teknologi MARA Puncak Alam Campus. Partial Least Square-Structural Equation Modeling was applied in the study to analyse the data.

Findings – Findings of the study showed that the implementation of GHRM practices has significant and positive effect on workers' job performance. However, GHRM practices were found to not be significantly related to green lifestyle.

Research limitations/implications – This study only focused on UiTM Puncak Alam Campus and worked with a relatively small sample size. The survey was not disseminated according to departmental allocation and the proportionate of academic and administrative staff in the organisation.

Practical implications – This study can be used to motivate human resource practitioners to implement GHRM practices in the workplace in order to increase workers' awareness in the effort to green the world. It also places great emphasis on the introduction of GHRM in line with the current state of the world that demands it.

Originality/value – There are few studies on green human resource management in the education institution. The authors related green human resource management with workers' green lifestyle and job performance, hence contributing to existing literatures.

Keywords: Green human resource management, green lifestyle, job performance

Paper type: Research paper

Introduction

The twenty-first century has exhibited increased concern for nature all around the globe across various fields, be it related to governmental issues, public concerns, or business practices. Many organisations has taken initiative moving toward green-oriented agendas by integrate green management practices in managing their operations.

The green human resource management (GHRM) concept is an initiative where organisations incorporate environmental sustainability into their internal operations and decision-making processes (Howard-Grenville et al., 2014) through the application of human resource management (HRM) policies. GHRM involves the utilisation of HRM policies, philosophies, and practices to manage the organisation's assets and any environmental concerns within the

organisation (Zoogah, 2011). It can be achieved through recruiting and retaining green workers with adequate green employee expertise and skills (Sudin, 2011). Employees who are environmentally aware, competent, and committed towards achieving environmental friendliness will complement the practices of GHRM implemented by the organisation (Nejati et al., 2017). GHRM practices will influence the employees' environmentally friendly behaviour which may affect the organisation's environmental performance (Kim et al., 2019). Mampra (2013) characterises GHRM as the utilisation of HRM to support the practical use of assets inside the organisation and advance the reason for environmentalism which further lifts up employees' morale and satisfaction. GHRM, supported by environmentally friendly behaviour based on a green lifestyle and employee organisational commitment (Kim et al., 2019), will lead to a boost of workers' performance (Pandey et al., 2016). In order to make the environment safer and cleaner, GHRM is a green corporate strategy and it is part of green management that should be implemented within an organisation in order to sustain the environmental and ecological balance (Al-Romeedy, 2019).

GHRM practices may result in lower costs, increase in efficiency, and better employee engagement (Mathapathi, 2013), increase in organisational performance (Wong et al., 2013), as well as increase in positive environmental impacts (Arulrajah et al., 2015). Participation of workers in GHRM activities has resulted in strengthening workplace environmental management processes such as safe and effective use of resources ((Florida & Davison, 2001), minimising the presence of substances from workplace that have hazardous or toxic effects (Kitazawa & Sarkis, 2000), and depletion of wastage (May & Flannery, 1995). The pro-environmental practice displayed by workers is an action that leads to participation in practices related to the environment (Scherbaum et al., 2008). The practices of GHRM are beneficial towards the image of an organisation while also indirectly builds up workers' green behaviour towards the environment (Cherian & Jacob, 2012). Common pro-environmental practices displayed in the workplace include double-sided printing, avoiding the use of disposable cups, switching off lights while out of service, helping organisations adopt green policies, using bicycles to move around, eliminating waste, and creating new initiatives to protect the earth from environmental harm. Employee engagement in discussing environmental concerns and participating in pro-environmental activities is seen as an important strategy for being an environmentally conscious company and enhancing environmental performance (Djellal & Gallouj, 2016).

Higher education organizations are anticipated to play significant role in undertaking current environmental issues (León-Fernández & Domínguez-Vilches, 2015) by embracing with environmentally friendly practices and go-green values (Aboramadan, 2020). Thus, higher education organizations have taken initiative to practice environmental management and green practices. There were studies carried out in various industries, however, there is lack of studies on GHRM in higher education (Fawehinmi et al., 2020; Gilal et al., 2019). Therefore, this study adopts research model developed by Ragas et al. (2017) to investigate the influence of GHRM practices towards work performance and its spillover effect on worker's green lifestyle of a public university in Malaysia.

Literature Review

Theoretical Framework

This study applied two theories that are related with "green" which are the Spillover Theory and the Ability-Motivation-Opportunity (AMO) Theory. According to the Spillover Theory (Muster & Schrader, 2011), transfer of traits, resources, and specific experiences can occur between the areas of work and personal life and the spillover effects can be positive or negative (Edwards & Rothbard, 2000, as cited in Datta, 2015). The components of spillover effects,

which are conflict (negative impact) and enrichment (positive impact) are based on private life-work life interactions (Muster & Schrader, 2011; Gayathri & Karthikeyan, 2013; Datta, 2015; Ragas et al., 2017). Work and personal lives may be influenced by individual experiences. Positive behaviour caused by positive experience in the workplace such as receiving an award or reaching a quota may bring happiness in personal life, while on the other hand, bad or negative feeling in personal life may negatively impact a worker's job performance. Thus, the implementation of GHRM practices may lead to a spillover effect on workers' personal life by influencing workers to perform environmentally friendly behaviour.

According to Tutueanu and Serban (2013), the AMO Theory stresses that ability, motivation, and opportunity are factors that determine an individual's job performance. As GHRM processes are a people-management practice (Renwick et al., 2012, as cited in Mishra et al., 2014), they increase productivity, quality, organisational performance, and profit while reducing waste created by organisations through developing workers' green abilities and motivating them by giving green rewards and opportunities such as work of praise from superiors and provide incentive to increase their performance.

Green Human Resource Management (GHRM) Practices

The term GHRM originated more than 10 years ago (Renwick et al., 2013) and is used as a guide in incorporating an organisation's environmental management programme into an organisation's human resources management system. It is the process of strategically aligning HRM policies and practices towards environmentally friendly policies and practices. It aims to reduce employees' carbon footprint and provide them with a balanced and inspired work culture. In order to ensure a sustainability of the environment, organisations are taking the initiative to practise GHRM concept (Al-Romeedy, 2019). According to Tang et al., (2017), there are five dimensions of GHRM – green recruitment selection, green training, green performance management, green pay and reward, and green involvement.

The major aim of the GHRM is to redirect the views and culture of an organisation towards environmental sustainability. This is a challenging process as initiating a new green concept and implementing GHRM practices may not be accepted by the workers as they are used to their status quo (Yong et al., 2019). GHRM is the integration of human resource practices, for instance recruitment and selection, training, and performance and rewards that are aligned with the company's green goals. Green concepts are recommended for employees to practise in their personal lives.

Green Lifestyle

Each organisation is made up of workers with different characteristics, preferences, and experiences, and as a result, they perform various activities in their daily lives that have various environmental consequences (Söderholm, 2010). It has been noted that employees who are enthusiastic and actively engage in fundamental environmental policy will play a crucial role in achieving more favourable or successful environmental policies (Bangwal & Tiwari, 2015). Green lifestyle is referred to as green behaviour that is practised in an individual's daily practices. Lifestyle of a person may be affected by the consumption design of green behaviour (Muster & Schrader, 2011). Shaikh (2010) assures that GHRM practices assist employees to develop eco-friendly products and be natural resources operation savvy. "Greening employees" at the workplace empowers them to practise green work-life balance and GHRM (Muster & Schrader, 2011). Employee participation in green initiatives strengthens the possibility of effective green management.

The GHRM practices contend that workers' participation in GHRM practices entail (1) The management's obligation to take individuals on environmental work; (2) Skill building between individuals; and (3) Stabilisation in practices and structures of the environmental work

(Forman & Jorgensen, 2001).

Implementation of GHRM practices may facilitate workers to perform green behaviour (Muster & Schrader, 2011). There is a relationship between work and private lives, thus workers' private life may be influenced by their work attitudes and behaviour (Datta, 2015). Green practices in the workplace may influence workers to have responsible behaviour towards the environment and furthermore, it will influence their private lives and this is explained as the spillover effect (Rashid et al., 2006).

Ragas et al. (2017), Muster and Schrader (2011), and Datta (2015) demonstrate that when an employee experiences GHRM practices at the workplace, they can absorb it into their lifestyle. Greenhouse gas emission reduction practices can be reflected when the concept of spillover encourages "greening the mind" of individual employees. In order to be an environmentally responsible individual, taking part in activities involving sustainability may motivate the employees. Hence, it is hypothesized that:

H₁: There is positive relationship between GHRM practices and green lifestyle

Job Performance

To achieve organisational goals, workers are expected to give the best performance. The behaviour of employees who did their job is called as job performance (Jankingthong & Rurkkhum, 2012) and in order to shape the organisation, a high job performance level is necessary.

According to the Mohamed Sherif et al. (2014) it is necessary to enhance employee satisfaction to achieve organisational productivity in order to sustain employee motivation. According to AMO Theory in HRM (Appelbaum et al., 2000), GHRM procedures play a part in human resource practices (Renwick et al., 2013). A firm needs to develop green skills, inspire employees by using green benefits, and provide green incentives for employees to enhance their performance, resulting in improved productivity, quality, operational efficiency, reduced waste, and income (Renwick et al., 2013).

Podsakoff et al. (2014) suggest that in order to improve organisational performance, employees may support each other with employment-related issues. Employees taking an active part in distributing organisational information and allow them to learn new skills, which will enhance the capacity of an organisation to respond to changes in its environment. According to the research of Delmas and Pekovic (2013), a company that has a higher labour productivity tends to implement environmental practices and policies that boost the productivity and sustainability of the employees and the company. This is achieved by introducing GHRM practices, a move which will drive sustainable improvements of the organisation's performance in a long term (Wong et al., 2013; Ragas et al., 2017).

Green performance is viewed as an employee's performance with the addition of GHRM practices in the management strategy and the performance that is impacted by the behaviour which has been infused with the green values during some period of time by the employee who practices and follows the policies of green practices (Arulrajah & Opatha, 2015). Ragas et al. (2017) found positive effect of GHRM practices on job performance. Therefore, the next hypothesis would be:

H₂: There is positive relationship between GHRM practices and job performance

This study adopted the theoretical framework proposed by Ragas et al. (2017) as illustrated in Figure 1.

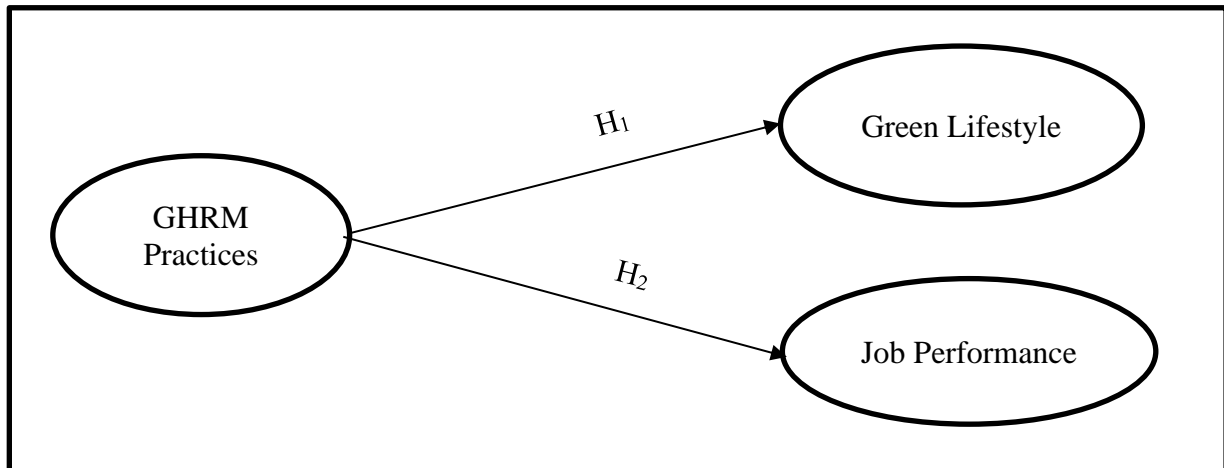


Figure 1: Theoretical framework model

Methodology

This study applied non-probability convenience sampling method to collect data using a questionnaire adopted from previous studies and distributed among the administrative and academic staff of UiTM Puncak Alam. A total of 100 responses were collected from among the academic and administrative staff in UiTM Puncak Alam through online questionnaire. G*Power was used to decide the appropriate sample size for the study (Faul et al., 2007). With the statistical power of 85% and effect size of 0.15 as recommended by Cohen (1988) for behavioural science research, a minimum sample size of 62 was required.

This study adopted theoretical framework research model developed by Ragas et al. (2017) with 13 items to measure GHRM Practices, 9 to measure green lifestyle, and 23 items to measure work performance. All items were measured using multiple-item scales of 5-point Likert scale (1 = “strongly disagree” to 5 = “strongly agree”).

WebPower online tool was used to examine multivariate normality. The Mardia’s multivariate skewness and kurtosis coefficient of p-value that was less than 0.05 indicate that data were multivariate non-normal in nature. This study employed the variance-based partial least square structural equation modelling (PLS-SEM) method in order to test the model by using Smart PLS 3.2.8 software (Ringle et al., 2015). That decision was based on the nature of the study, which was exploratory with the issue of non-normality. PLS-SEM Model comprises of a measurement model and a structural model.

The measurement model determines the relationship between latent variable and the indicators or items which are designed to measure latent variable. The measurement model assessment consists of factor loadings, average variance extracted (AVE), consistency reliability (CR), and Heterotrait-Monotrait Ratio (HTMT) (Hair et al., 2017). The structural model determines the relation between the non-observed variables.

Results and discussion

The demographic characteristics of respondents’ result are displayed in Table 1. The respondents’ demographic information in this study shows that more than half were female (62%) and the rest male (38%). The age range distribution of the respondents is almost equally distributed within three groups: 41 years old and above (37%), 19 to 30 years old (32%), and between 31 to 40 years old (31%). 61% of the total respondents were administrative staff and the other 39% were academic.

Table 1: Respondents' Demographic Analysis

Profile	Frequency (n=100)	Percentage (%)
Gender		
Male	28	28.0
Female	62	62.0
Age		
19–30 years old	32	32.0
31–40 years old	31	31.0
Above 41 years old	37	37.0
Staff		
Academic staff	39	39.0
Administrative staff	61	61.0

Measurement Model

The results of the measurement model of convergent validity were examined as shown in Table 2, including factor loadings, AVE, and CR. The factor loadings were higher than 0.5, the AVE higher than 0.5, and CR values higher than 0.7, indicating that the constructs are valid and reliable.

Table 2: Measurement model: Convergent validity

Variable	Item	Loading	AVE	CR
GHRM Practices	GP4	0.612	0.573	0.801
	GP6	0.804		
	GP7	0.721		
	GP9	0.730		
	GP20	0.737		
	GP11	0.652		
Green Lifestyle	GL5	0.732	0.507	0.860
	GL7	0.741		
	GL8	0.896		
Job Performance	JP6	0.675	0.502	0.901
	JP9	0.714		
	JP10	0.693		
	JP12	0.689		
	JP15	0.701		
	JP16	0.688		
	JP17	0.769		
	JP18	0.756		
JP19	0.687			

According to Henseler et al. (2015), HTMT criterion can be used to assess discriminant validity. As shown in Table 3, the HTMT value was less than the threshold value of 0.85 (Kline, 2011), therefore implying the discriminant validity was confirmed.

Table 3: Discriminant Validity (HTMT Criterion)

Variable	GL	GP	JP
GL			

GP	0.443	
JP	0.309	0.424

Structural Model

The variance inflation factor (VIF) was examined prior to testing the hypotheses to assess the existence of multicollinearity problem in the model. In both samples, the VIF values were below 5 and ranged from 1.000 to 2.088. Therefore, no problem of collinearity in the model exists (Hair et al., 2017).

The hypotheses were tested by taking a bootstrapping procedure of a resample of 5,000 (Hair et al., 2017) to compute the beta coefficients, t-values, p-values, and bootstrapped confidence intervals. Path coefficients analysis results shown in Table 4.

Table 4: Structural Model

Hypotheses	Std Beta	Std Error	t-value	p-value	BCI LL	BCI UL	Decision
H ₁ : GP →GL	0.345	0.141	2.443	0.007	0.385	0.473	Supported
H ₂ : GP →JP	0.392	0.074	5.323	0.000	0.274	0.494	Supported

The path coefficients analysis revealed that GHRM practices were statistically significant positively related to the green lifestyle of workers ($\beta = 0.345$, $t = 2.443$ and $p < 0.01$). Thus, hypothesis H₁ was supported. This consistent with findings by Ragas et al. (2017) and Anwar et al. (2019) regarding the significant of GHRM implementation in influencing employees to perform green. The spillover effect of GHRM is meaningful in facilitate the individual green practice reflected in their daily life.

GHRM practices was found to be statistically significant positively related to job performance among workers ($\beta = 0.392$, $t = 5.323$. and $p < 0.01$). Thus, hypothesis H₂ was supported. This indicates that enforcing GHRM practices into action in the workplace improves the work performance among staff in UiTM Puncak Alam. This is consistent with findings of Muster and Schrader (2011) and Ragas et al. (2017) that show that workers' job performance improve with implementation of GHRM practices in organisations. According to Mehta and Chugan (2015), products, tools, processes, and policies may help to boost productivity when implementing GHRM practices. Ajala (2012) and Miller et al. (2009) indicate that the working environment affects employee performance and productivity. That workers' job satisfaction and productivity could be increased with the implementation of GHRM practices is also supported by past studies (Ragas et al., 2017; Ashraf et al., 2015; Delmas & Pekovic, 2012; Cherian & Jacob, 2012). GHRM practices also foster employee loyalty towards their organisations thereby creating a strong commitment (Goswami & Ranjan, 2015) that improves retention of employees (Nijhawan, 2014).

Conclusion

The study aimed to test the hypothesised model on the influence of the implementation of GHRM practices on green lifestyle and job performance among workers in UiTM Puncak Alam. Findings of this study revealed that implementation of GHRM workplace practices had a positive impact on the job performance of the employees. This indicates that human resource practitioners play a significant role in ensuring that implementation of GHRM activities within the organisation would positively influence workers' job performance. GHRM motivates employees to perform better and complete their task more efficient (Ragas et al., 2017). Likewise, the task of the employees is to follow the policies for successful implementation. It

is crucial for HR to implement and monitor green practices for employees to perform better. The study results revealed that the introduction of GHRM activities in the workplace have spillover effects on the green lifestyle of workers in UiTM Puncak Alam. Organization's green initiatives or practices are inspiring workers to perform sustainable behavior and employees' are appropriate and understand the meaning of GHRM implementation in the organisation as spillover into their personal lifestyles.

This study only focused on UiTM Puncak Alam Campus and worked with a relatively small sample size. The survey was not disseminated according to departmental allocation and the proportionate of academic and administrative staff in the organisation. Further exploration on the effects of GHRM by including other factors as environmental knowledge and green behaviour should be undertaken in the future.

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