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GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR FOR ENVIRONMENT: THE INTERACTIVE EFFECTS OF GREEN PASSION

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A R T I C L E I N F O

A B S T R A C T

Sustainability is an emerging area that enables organizations to gain a competitive edge. One of the reasons for the success of the fast-moving consumer goods firms is their concern about greening the human resource management. This study is aimed at analyzing the potential mediating role of green passion in the connection between green human resource management (GHRM) and organizational citizenship behavior for the environment (OCBE). There are few studies that explained the direct relationship among the two constructs such as OCBE and GHRM, however, the roles of green passion (GP) as a mediator are not explored by earlier studies. The data was collected from a total of 210 top and middle-level managers of FMCG firms across various cities of Pakistan. The developed hypotheses were tested using a simple linear regression method and process macro for SPSS by Hayes's. Findings suggested that GHRM has a positive effect on green passion and OCBE. It was further revealed that green passion significantly mediated the relationship between GHRM and OCBE.

Disciplinary: Management Sciences (Human Resource Management), Environmental Study (Environmental Awareness, Environmental Corporate Social Responsibility).

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1. INTRODUCTION

Climate change has become a crucial subject for all individuals, businesses and societies. Environmental deterioration, globalization, depletion of natural resources and industrialization are the serious threats and challenges for every dweller on the planet earth (Peng & Yew, 2019). To overcome these challenges, a focus is needed on the major drivers that can help in achieving sustainable goals such as green human resource management (GHRM), passion for preserving the green environment and organizational citizenship behavior for the environment. The research has

shown that GHRM practices have an encouraging influence on the environment (Kramar, 2014). Green training and rewards would increase the passion of an organization's human resources in resolving environmental issues and getting economic benefits for the firms (Kim et al., 2019). Pakistan is a developing country, now trying to promote environmental management and overcome the challenges towards sustainability, hence making it a suitable location for the current study. Through GHRM, the firms can now transform the threats into opportunities and can acquire a green edge (Renwick, 2013). Considering the importance of the green environment for individuals, organizations, and society as a whole, this study aims to explore the indirect and direct effect of GHRM on organizational citizenship behavior for the environment (OCBE) in the fast-moving consumer goods (FMCG) companies.

2. LITERATURE REVIEW

2.1 GHRM

It is the integration of environmental management with traditional human resource management (HRM) (Bombiak & Kluska, 2018). Green HRM is using HRM policies in order to promote sustainability. It can also be referred to as those policies and practices that can create a green workforce in order to benefit the individuals, businesses and natural environment. GHRM is considered as a broader framework of corporate social responsibility. Renwick et al. (2013) originated a framework including HRM functions such as recruitment & selection, training & development, reward system, performance management system and employee that are considered to be the powerful tools of linking employees with organizational environmental strategy. Various researchers approved the significance of environmental training and communication, organizational learning and the execution of environmental management programs (Sammalisto and Brorson, 2008; Triana and Ortolano, 2005).

2.1.1 GHRM AND ENVIRONMENTAL SUSTAINABILITY

HRM practices empower organizations to create green activities and bestow employees with chances to engage in efforts related to greening the organization (Renwick et al, 2013). One of the major responsibilities of HR professionals is to get employees' support in implementing initiatives that are for the sustainability of the environment (Priya et al, 2014). Transforming normal employees into green employees in an organization benefiting the natural environment and society by performing green practices for the development of a system is basically the process of GHRM (Arulrajah, 2014). Literature suggested four roles for an employee to be called a green employee that are conservationist, preservationist, maker, and non-polluter. Taking care of the natural environment so that it may last as long as possible is called *conservationist,* they are of the view that using natural resources at a minimum level will benefit future generations. Protecting the natural environment from loss or harm is known as a *preservationist*. Building parks and creating gardens or places containing plants, trees and grass are known to be a *maker*. Last but not least is *non-polluter* that prevents air, atmosphere, and water from being contaminated, they act as a shield and safeguard the planet from endangers.

2.1.2 GHRM FUNCTIONS

HRM functions when linked with greening, play a significant role in the firm's success and environmental management (Opatha & Arulrajah, 2014). Organizations are now using job

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descriptions to incorporate social and environmental tasks, duties and responsibilities for the protection of the environment. Firms are also using teamwork techniques as the job design for managing the environmental issues of the organization and it is a valuable initiative from HRM perspective to keep a sustainable environment (May & Flannery, 1995; Clement, 1997; Santos & Nagano, 2010). It is the hiring process of employees that possess knowledge, skills, and behaviors towards environmental management. The recruitment practices ensure that hired new employees are aware of the environment and organizational culture (Wehrmeyer, 1996). Literature suggested that environmental goals and sustainability can be achieved through parameters such as including green job descriptions by the employer, paperless interviews, environment-friendly locations, video recruiting in order to minimize travel expenses, inviting candidates over emails, online application forms and attracting recruits aware of the environmental policies.

Nowadays companies select those employees who have environmental concerns and interests. Environment-related questions are asked from candidates in interviews in evaluating them for selection (Crosbie & Knight, 1995). The organization should ensure that the upcoming recruits comprehend environmental responsibilities, are familiar with safety arrangements, able to adopt environmental policy and appreciate the environmental culture of the organization (Revill, 2000). Long term skill requisites are reflected by the firm's selection process. The interview before selection should be accustomed to evaluating individuals whether they match with the organization's environmental objects. It is an important function of green HRM in developing the required skills and knowledge of employees by organizing green orientation programs and providing them environmental training (North & Daig, 1997). The reward management system can be integrated into the skills and competencies of achieving green environmental activities (James, 1996). It is divided into two heads like non-financial and financial rewards. Many organizations have made policies in regard to rewarding employees for their eco-friendly behavior, ideas, activities, and practices (Crosbie & Knight, 1995). On the other hand, companies have established recognition rewards due to the scarcity of financial rewards. Satisfaction and productivity rise when work is valued (Bhushan & Mackenzie, 1994). Sustainable strategies have been created by many companies for stabilizing the conducive environment and preventing various health issues. The redesigned post has a wider scope than the traditional one and it has to ensure environmental and safety management.

2.2   ORGANIZATION CITIZENSHIP BEHAVIOUR FOR ENVIRONMENT (OCBE)

It is shaped as the employees' engagement in favorable and positive activities that help the organization to achieve its goals sustainably (Jackson et al, 2011; Daily et al, 2009). The framework of OCBE was developed stating that individual voluntary behavior contributing to environmental management systems not acknowledged by the formal reward system (Boiral, 2009). Voluntary green activities include; maximum walk instead of using car/bus or train while going to work or home, usage of natural light during work, plantation at offices or home will absorb pollution, buying organic foods, working with minimum bulbs, switching off bulbs, air conditioners and other electronic items before leaving rooms or offices and re-use various items such as bags, bottles, cans, and jugs instead of throwing. Organ (2006) classified OCB for the environment into six categories.

Sportsmanship includes the willingness of accepting supplementary tasks and necessary time in performing them and the tolerance for hardships regarding ecological issues. Organizational loyalty includes supporting organizational environmental activities, assistance in organizational citizenship

behavior for the environment including favorable and positive environmental delegation of the firm in public interactions. Organizational compliance includes conformity with clear and unclear policies of organization and values concerning the environment. Individual initiatives are the internal participation and involvement of the whole organization in environmental activities, knowledge sharing, and waste minimization. Self-development involves the development of personalized understanding in order to improve and minimize environmental issues within the organization.

2.3   GREEN PASSION (GP)

Green passion is a positive feeling of the individual to engage in voluntary practices considering the environment. Employees green passion is a positive attitude towards the environment occurring from favorable organizational situations and the appraisals (Jia et al., 2018). Participation in environmental practices can summon green passion when employees are familiar with the pros and cons of environmental protection and degradation.

2.4   THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

2.4.1   GHRM AND OCBE

GHRM practices positively enhance OCBE (Pinzone et al, 2016; Boiral et al., 2014). A study by Sudin and Saad (2018) found that GHRM practices like training and development, employee involvement and performance management are significantly related to OCBE. Green training enhances employees' required abilities, skills, and knowledge related to the environment in achieving organizational environmental goals (Jabbour et al., 2010). Green performance management practices increase environmental performance, aligning employee's behavior with environmental objectives and motivating them to engage in environmental activities (Harvey et al., 2013). Appraising and monitoring the environmental performance of employees can help them to adopt green voluntary behaviors. Therefore, we propose the hypothesis

H1: GHRM is positively related to OCBE.

2.4.2   GHRM AND GREEN PASSION

GHRM mainly focuses on the features of HRM practices towards the environment which motivate employees and their commitment level to engage in greening activities. Green training facilitates employees to strive for better environmental performance. Green pay and reward stimulate employee's passion to make extra efforts for promoting environmental sustainability. Jia et al. (2018) posit that green performance management motivates employees to participate in green practices. t can play a vital role in generating employee's green passion (Jia et al., 2018). Thus, we propose the hypothesis

H2: GHRM is positively related to green passion.

2.4.3   GREEN PASSION AND OCBE

Vallerand et al, (2007) argued that employee's harmonious environmental passion is an energizing experience that inspires individuals in making a difference and motivates them to engage in voluntary activities. As passion is an emotional state, intense enthusiasm and strong inclination towards an activity, therefore, Positive emotions such as happiness and joy influence OCB (Russell, 2010). Emotional affection is a strong motivational force for employees to engage in environmental behavior (Vining, 1992). Both the negative and positive emotions can play a strategic role in eliciting passion and in the adoption of environmental behavior (Fineman, 1996). When employees are motivated then they think beyond their individual needs and engage in behavior that is not part of

their job description but that benefit to the organization (Bass & Riggio, 2006). Thus, we make the hypothesis

H3: Green passion is positively related to OCBE.

2.4.4 GP AS A MEDIATOR BETWEEN GHRM AND OCBE

Green passion is expected to play a facilitating role (Chen et al., 2011). The functions of GHRM like green performance, green recruitment and selection and reward management, green training and development and green involvement motivates an employee and enhances their green passion to engage in producing green ideas for green activities (Jia et al., 2018). GHRM measures likewise the green training and appraising can improve employee's green passion, competitiveness and environmental performance (Jabbour, 2013). Literature also suggested that employee's passion leads to organizational citizenship behavior for the environment (Cardon et al, 2009). Thus, we propose the hypothesis

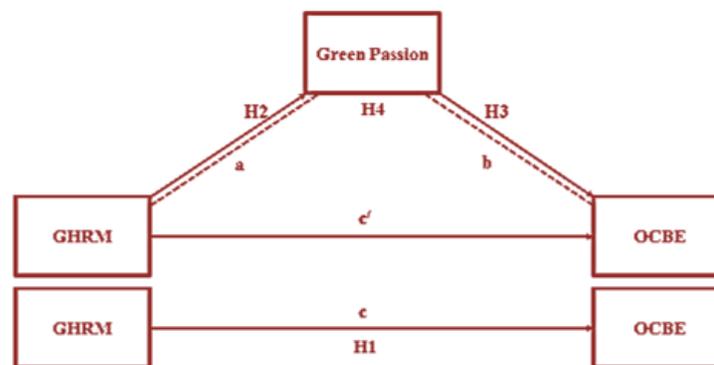**H4:** GP mediates the relationship between GHRM and OCBE.

Figure 1: Relationships between studied variables.

3. METHOD

3.1 RESEARCH APPROACH

The research is based on the positivist approach associated with quantitative research methodology. The objective measurement and statistical techniques were applied to test the hypothesis. The study focused on the most recent literature to measure the mediating role of green passion between GHRM and OCBE. The study checked the correlation among variables such as GHRM, GP, and OCBE and also predicted the change in one another. SPSS was used for measuring the quantitative data. Relationships between studied variables are given in Figure 1.

3.2 POPULATION AND SAMPLE

The study incorporates causal design. A sample of 210 was selected using a convenience sampling method. The targeted population was the top and middle-level management of the fast-moving consumer goods sector. 200 accurate responses were collected from FMCG companies within Pakistan among which 161 were filled by males and 39 by females making 80.5% males and 19.5% females. Most of the participants were at a young age making 48% in the category of 30 to 39 years of age, 22.5% were in the category of 20 to 29 years and closely followed by 22% that is between 40 to 49 years of age. The rest 6.5% falls in the category 50 or older years of age. The highest percentage of the respondents are having a master's degree in education making 51% of the overall

sample, closely followed by 41.5% having a bachelor's degree. The rest of them are having a minimum percentage in their corresponding categories with 2% above the master's degree and 5% below the bachelor's level which shows the low level of education.

3.3 MEASUREMENT

The scales used in the questionnaires were adopted thoroughly. The instrument comprised of four parts. Demographics, GHRM, GP, and OCBE. The demographics section consists of gender, age, qualification, etc. The following scales were used in the questionnaire.

3.3.1 GHRM SCALE

GHRM was measured through scale established by Shen & Benson (2016) consisted of five questions. The items were measured on a 5-point scale ranging from "1 = Strongly Disagree" to "5 = Strongly Agree". The sample items are: "My institution relates employees eco-friendly behavior to rewards and compensation" etc. Cronbach's alpha was found significant with a value of 0.889.

3.3.2 OCBE SCALE

For this study, we used "Organizational Citizenship Behavior for Environment" developed by Paille and Boiral (2013). The scale consists of 13 items measured on a 5-point Likert scale ranging from (1 = Strongly Disagree) to (5 = Strongly Agree). Cronbach's alpha was .881 and the sample items include: *"I actively participate in environmental events organized by my institutions" "I stay informed of my institution's environmental initiatives" etc.*

3.3.3 GREEN PASSION SCALE

Employee's green passion was measured using 10 items scale developed by Robertson & Barling (2013) rating on a 5-point scale ranging from (1 = Strongly Disagree) to (5 = Strongly Agree). Items include: *"I am passionate about the environment" "I enjoy engaging in environmentally-friendly behavior" etc.* Cronbach's alpha for the scale was .893.

4. RESULT AND DISCUSSION

4.1 DESCRIPTIVES AND CORRELATION ANALYSIS

Descriptive statistics and correlation analysis were performed first so as to analyze the relationship between the variables under consideration. The results are described with the aim to examine the desired relationships.

Table 1: Descriptive statistics and correlations for all measures.

Variable	Cronbach's alpha	Mean	SD	GHRM	OCBE	GOC	GP
GHRM	.889	3.617	0.859	1			
OCBE	.881	3.757	0.591	.502**	1		
GOC	.919	3.649	0.866	.369**	.339**	1	
GP	.893	4.137	0.601	.430**	.385**	.398**	1

Table 1 shows descriptive and correlation analysis results along with standard deviations and means. The reliability is a vital issue for confirming the consistency of the construct used in the research (Bryman & Cramer, 2012). The reliability Cronbach's alpha test in Table 1 all more than 0.8 indicating a reliable dataset. Correlation analysis results showed a positive significant correlation amid GHRM and OCBE at r = 0.502. There was significant positive correlation amid GHRM and green passion (GP) with r = 0.430, amid GHRM and green organizational climate (r = 0.369)

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respectively. The correlation analysis of OCBE revealed that it was moderately related to GOC and GP with r = 0.339 and r = 0.385.   Lastly, the green organizational climate has a moderate correlation with GP at r = 0.398.

4.2 REGRESSION ANALYSIS

Regression analysis was used to empirically test the hypothesis and analyze the impact of the variables in the given model on each other. The following were the results revealed by the regression analysis.

Relationship between GHRM and OCBE (Hypothesis 1)

Table 2 shows the coefficient of determination R^2 measures the percentage of "variance in the dependent variable explained by the model". When tested the relationship between GHRM and OCBE, the proposed model explained a 25% variation in the dependent variable. The results from the F test showed that our overall model was significant $F(1, 199) = 66.72$, $p < .01$). The results further revealed that GHRM had a significant positive relationship with OCBE ($\beta = .345$, $t = 8.168$, $p < .01$). Moreover, we also checked the unstandardized confidence interval. The results revealed that the confidence interval did not include the value of zero so Hypothesis 1 was substantiated.

Table 2: Regression Analysis between GHRM and OCBE (** = p <0.01)

Relationship	Unstandardized β	t	R^2	F	Confidence Interval	
					Lower	Upper
GHRM ➜ OCBE	.345**	8.168	.252	66.72	.262	.428

Relationship between GHRM and GP (Hypothesis 2)

Table 3, it was found that GHRM explicated an important portion of the variation total in green passion, which is 18.5%. The significance of the model is also revealed by the F test $(1, 199) = 44.81$, $p < .01$). Further, the linear regression analysis revealed that GHRM had a significant positive relationship with green passion ($\beta = .30$, $t = 6.694$, $p < .01$). Therefore, hypothesis 2 was also accepted.

Table 3: Regression Analysis between GHRM and GP (** = p <0.01).

Relationship	Unstandardized β	t	R^2	F	Confidence Interval	
					Lower	Upper
GHRM ➜ GP	.30**	6.694	.185	44.80	.212	.389

Relationship between GP and OCBE (Hypothesis 3)

Table 4: Regression Analysis between GP and OCBE (** = p <.01)

Relationship	Unstandardized β	t	R^2	F	Confidence Interval	
					Lower	Upper
GP ➜ OCBE	.378**	5.864	.148	34.381	.251	.505

The results Table 4 shows simple linear regression analysis depicted that green passion significantly predicted organizational citizenship behavior for the environment ($\beta = .378$, $t = 5.864$, $p < .01$). It was found that GP significantly explained 15% of the variation in OCBE and F test results are significant at $(1, 199) = 34.381$, $p < .01$). Hypothesis 3 was supported. To examine the mediating role of green passion in connection amid GHRM and OCBE, we used methods proposed by Baron, & Kenny (1986). Baron, & Kenny (1986) advise testing the mediating effects by using three steps. The first one is testing the total effect of the independent variable on dependent termed as path c. The

succeeding step involves testing the relationship between independent and the mediator (testing for the path a) and finally third step involves the independent and mediating variable predicting the dependent variable through multiple regression (testing for path b and path c$'$). As the first 2 steps were already conducted while testing hypotheses 1 and 2, for the third step we applied multiple regression by considering GHRM and GP and independent variables and keeping OCBE as dependent in the regression analysis. The following results were obtained from the multiple regression analysis.

Table 5: Regression Analysis between GHRM, GP, and OCBE

Relationship	Unstandardized β	t	R^2	F	Confidence Interval Lower	Upper
GHRM ➔ OCBE	.284**	6.20	.287	39.66	.194	.374
GP ➔ OCBE	.204**	3.11			.075	.333

The results from Table 5 showed the substantial connection amid the GHRM (independent variable) and OCBE (dependent variable) hence total effect of GHRM on OCBE (path c) was significant (β = .345 t = 8.168 p <.01). The results further showed that the relationship between GHRM independent variable and GP mediator (path a) was also significant (β =.30, t = 6.694, p <.01). For testing the mediation, we regressed both the independent variable (GHRM) and mediator (Green Passion) on the criterion variable (OCBE). The results showed that the mediator (GP) was significantly related to the DV (OCBE) hence path b was also significant (β = .204 t = 3.11, p <.01). It was further seen that the direct effect of predicting variable on criterion variable (path c$'$) was significant (β = .284, t = 6.20, p <.01) but was reduced and less than the total effect (c$'$ =.284 < c = .345), thus showing that GP partially mediated relationship between GHRM and OCBE. The indirect effect of GHRM on OCBE mediated through GP can be calculated by subtracting the direct effect from the total effect (0.345 - 0.284 = 0.061) or by multiplying path 'a' and path 'b' (0.30 x 0.204 = 0.061).

In order to test the significance of the indirect effect, we used an online calculator that calculates the significance of the mediating effect (indirect effect) by applying the Sobel Test.

Table 6: Sobel Test.

Test	Test Statistics	Std. Error	p-value
Sobel test	2.84	0.022	0.005
Input	a = .30	b = .204	S_a = .045	S_b = .065

The results of the Sobel test, Table 6 showed that the indirect effect of GHRM on OCBE mediated over GP was significant (Indirect effect = .061, Sobel Test statistic = 2.84). Hence hypothesis 4 was also accepted.

5. CONCLUSION

From this study, it is proved that green human resource management practices play a critical role in organizational citizenship behavior for the environment.

The findings of the study have practical and theoretical implications for GHRM and OCBE. It integrated environmental psychology and environmental management "which is a unique contribution to the literature". The study carried out a "mediating role of green passion between green HRM" and OCB for the environment in the FMCG sector throughout the various cities of Pakistan.

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The analysis confirmed that the GP mediates the relationship. The results of this study may assist various organizations and researchers to carry out similar studies in other organizations or other countries. We hope that this paper can bestow firms in taking responsibility for sustainability and better understanding for researchers in global areas such as environmental management and environmental behavior.

6. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding author.

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