

Research Article

The Relationship between Green HRM Practices and Organizational Citizenship Behavior toward Environment (OCBE)

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Abstract: The successful implementation of green HRM practices in the organizations may pivot on organizational citizenship behavior toward environment (OCBE) among employees. Green HRM practices are foreseen to build organizations that accentuate environmental, dwell on human assets and recruit employees with profound knowledge regarding the environment, grant skills and competencies training in the technology and innovation sectors as well as offering rewards and compensations to produce a flourishing environmental management. The purpose of this research is to study the relationship between green HRM practices and OCBE among employees. Data of this study has been gathered through survey. Questionnaire was distributed among the employees in Company Y, Petaling Jaya, Selangor to collect data for analysis purpose. The findings of this study indicates that there is a significant relationship between green HRM practices and OCBE among the employees in Company Y. The findings also emphasize that green reward and compensation most strongly contribute to OCBE. The results of this study can assist Company Y to identify the importance of green reward and compensation in influencing OCBE. In conclusion, green HRM practices are applied in a moderate level to encourage OCBE among employees in Company Y.

Keywords: Green HRM Practices; Organizational Citizenship Behavior toward Environment (OCBE); Green Recruitment and Selection; Green Training and Development; Green Reward and Compensation

About the Authors

Yahshini Silvester is a Master's student of Human Resource Development (HRD) in Universiti Teknologi Malaysia (UTM). Dr. Azlineer Sarip is the main supervisor while Dr. Mohamed Ayyub Hassan is the co-supervisor for her research project. This article is part of her main thesis extraction.

Public Interest Statement

Green HRM practices are associated with revamping normal employees into green employees in order to accomplish environmental objectives of the organization and eventually to produce an important inputs to the environmental sustainability with the aspect of HRM. OCBE displays the individual willingness to participate with the organization by carrying out behaviors beyond the job duties that contribute the natural environment.

1. Introduction

Global warming and climate change cause drastic need for business organizations to ascertain where they are leading with the swift expansion that has led to worsen in natural resources (Madi et al., 2015). The environment has been undergoing a persistent invasion when the earth would not be able to uphold the economic evolution needed to affirm an increasing world population in the future.

As a result, human economic actions evoked the environment with pollution for instances chemical hazard waste to the land, gas discharges to the air and outflows dismissal into the water system. The dearth of execution and engagement by the organizations are components that must be improved through a careful structure of green HRM practices to implant this understanding to all levels of employees. In Malaysia, the swift economic and technological evolution has an influence on the lifestyle standards of the society. It had drawn public acceptance for an equal proportion of healthy and safe living as a result of these differences in society. Environmental issues have been conveyed by the government and private companies are encouraged to furnish information on the effect of their economic activities on the environment based on their annual reports in Malaysia (Yusmani & Yusliza, 2015).

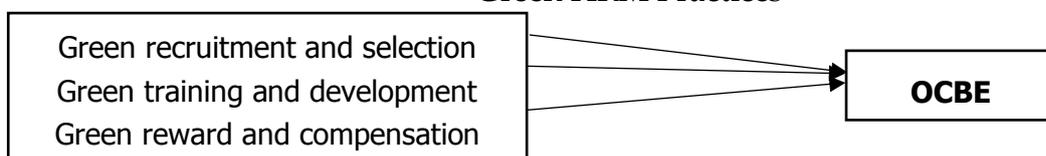
An organization through the HRM should be a stimulant for employees' awareness about the desires of green management and to become the drivers for employees to establish an organization that has a great environmental performance. Therefore, green HRM appeared as a key management field that has an important influence on the problems within the organization. The phrase 'green human resources' is generally used as a remark to the improvement of human resources policies and practices for the conservation and protection of natural resources (Prasad, 2013). Green HRM practices is one of the crucial approaches for the improvement of environmental performance which is the starting point of an innovative strategic measures. The purpose of this study is to investigate the relationship between green HRM practices and OCBE in the power utility organization.

Nagendra & Kansal (2014) interpreted green HRM as the ecological conditions of fiscal policies, foreign policies and industrial policies that will cultivate eco-friendly movements by producing in a cleaner environment, reducing paper consumption, huge retention rate and suitable waste disposal. Besides, Yusoff (2015) examined the previous conception of strategic green HRM by CSR activities, work-life balance and EHRM that is capable to intensify the sustainability of all the stakeholders. This requires the thoughtfulness of the economic, social and environmental aspects. Nevertheless, it should be distinguished that conventional HRM subsystems are distinct from green HRM subsystems as green HRM has unique attributes (Fayyazia et al., 2015).

Boiral & Paillé (2012) have proclaimed three specific discretionary acts classified as eco-initiatives, eco-helping and eco-civic. OCBE may be intended toward the job retained by the employee in the manner of personal initiatives, toward different people in the organization through the structure of mutual support among employees and toward the organization in the form of support for the perseverance in the organization. Therefore, OCBE displays individual's willingness to participate with the organization by carrying out behaviors beyond the job descriptions that contribute to the natural environment.

OCBEs can produce a straightforward economic worth to an organization by committing to minimize expenses, decreasing responsibilities and insurance charges or revamping the organization's prestige at the same time (Ramus & Killmer, 2007). The conceptualization of OCBE from (Boiral & Paillé, 2012) as a three dimensional construct that consist of employee-driven pro-environmental behaviors namely eco-initiatives, eco-civic engagement and eco-helping contribute to the legitimacy and relevance for the purposes of this study. Therefore, employees with pro-environmental values outside the workplace context probably also feel inspired to perform identical unrewarded individual actions in their organizations (Boiral & Paillé, 2012). Green HRM practices also administer assistance to build green employees through recruiting, training, and paying that can comprehend green culture in the organization (Cheema et al., 2015; Dutta, 2012).

Figure 1 Research Framework
Green HRM Practices



2. Results

The descriptive statistics such as mean score and standard deviation exerted to measure the level of green HRM practices and OCBE. The inferential statistical method was applied to discover the existence of any relationships between the independent variables and dependent variable. Next, the multiple regression analysis was also conducted to measure the influence between the studied variables. The result of the findings shows that there is an existing of significant relationship between green HRM practices and OCBE among the employees in Company.

2.1. The Level of Green HRM Practices

Table 1 illustrated the overall mean values and standard deviation analysis on green HRM practices among employees in Company Y using the descriptive statistical method. The mean score for green reward and compensation factor was 3.753, which was at a high level. The mean score for green recruitment and selection was 3.464, which was at a moderate level. Additionally, the mean score for green training and development was 3.452 which was at a moderate level.

Table 1. The Level of Green HRM Practices

Variables	S.D.	Mean	Level
Green recruitment and selection	.858	3.464	Moderate
Green training and development	.873	3.452	Moderate
Green reward and compensation	.983	3.753	High

2.2. The Level of OCBE

Table 2 illustrated the overall mean values and standard deviation analysis on OCBE among employees in Company Y using the descriptive statistical method. The mean score for eco-initiatives was 3.667, eco-helping was 3.643 followed by eco-civic engagement at 3.6. However, all the variables were in the moderate level.

Table 2. The Level of OCBE

Variables	S.D.	Mean	Level
Eco-initiatives	.742	3.667	Moderate
Eco-civic engagement	.813	3.6	Moderate
Eco-helping	.823	3.643	Moderate

2.3. The Relationship between Green HRM Practices and OCBE

The Spearman’s correlation coefficient, r_s (.400) is positive and significant, indicating a positive correlation between green recruitment and selection and OCBE. The r_s is .395 for green training and development, indicating a significant and positive correlation between green training and development and OCBE. This suggests that employees’ OCBE can be influenced by the level of green training and development implemented in the organization. The r_s value is .678 for green reward and compensation indicating a significant and positive correlation between green reward and compensation and OCBE. There is a large monotonic correlation between the two variables, $r_s = .678$, $n = 70$ and that this is statistically significant ($p = .000$), suggesting a strong relationship between green reward and compensation and OCBE.

Table 3. Relationship between Green HRM Practices and OCBE

Variables	OCBE
Green recruitment and selection	.400**
Green training and development	.395**

Green reward and compensation	.678**
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** Correlation is significant at the 0.01 level (2-tailed).

2.4. The Green HRM Practices that most strongly contribute to OCBE

The green reward and compensation contributes 52.8% variance (R Square= .528) in the approach of OCBE among the respondents in this study. This means that green reward and compensation (Beta= .726, p< .05) is the strongest contributor to OCBE in Company Y. The combination of green recruitment and selection (Beta= .077, p< .05), green training and development (Beta= .100, p< .05) and green reward and compensation (Beta= .630, p< .05) increase to (54.4-52.8) percentage or 1.6% to the variance (R Square= .544) in the independent variable in this study namely OCBE. Based on the analysis above, researcher finds that green recruitment and selection, green training and development as well as green reward and compensation are the variables for OCBE among employees in Company Y.

Table 4. Significant Level of Green HRM Practices and OCBE Coefficients^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std Error	Beta		
1 (Constant)	1.533	.248		6.181	.000
Reward	.562	.064	.726	8.717	.000
2 (Constant)	1.260	.305		4.125	.000
Reward	.487	.081	.630	6.043	.000
Recruitment	.068	.097	.077	.700	.486
Training	.092	.103	.100	.893	.375

a. Dependent Variable: ocbe

3. Discussion

Company Y established substantial importance on green reward and compensation in the company in the case of green HRM practices implementation. The organization perceives that employees ought to continuously rewarding green behaviors to stimulate environmental activities in the organization. This green reward and compensation practice are identical with the results of a research by which the function of recognition and rewards in view of the environmental image can furnish a positive influence on the employees to perform green initiatives (Ramus & Steger, 2000). Additionally, the organization implanted a moderate priority on green recruitment and selection for employees. The organization has designed the interview process to evaluate the possible congruity of the candidate with the organization’s green objectives. Green training and development programs via green teams cultivated for members in organization must concern over social and environmental features. Thus, the adoption of the green HRM practices in the organizations can rectify the sustainability by improving employee’s behaviors that steer to environmentalism (Snape & Redman, 2010; Paillé et al., 2013).

The power utility setting of the organization in this study permits the employees some resilience through their function to carry out OCBEs and the organization offers some opportunities for employees to carry out OCBEs. Apparently, the impelling cause following the execution of eco-initiatives in Company Y in contrast the other two ratified OCBE dimensions such as eco-helping behavior and eco-civic engagement is that eco-initiatives are the simplest OCBE for an employee to carry out. Employees of the organization may savor positive relationships with each other yet the data exhibits that employees less volunteer for projects, endeavors or events that address environmental issues in the organization in general. Thereby, distinct possibilities occur for

employees to accomplish eco-initiative in OCBEs, but the employee must demonstrate some initiatives to perform them. On the other hand, eco-helping behavior and eco-civic engagement include employees spending more time from their day to either assist a fellow worker to get involve in green activities or volunteer themselves to be one of the green committees.

The relationship between green HRM practices and OCBE was examined. The results indicated a positive relationship between green HRM practices and OCBE. Alnajdawi et al., (2017) study showed that the research analyses of green HRM practices affects the crucial employee outgrowths in the organization through a motivational social and psychological process such as OCBE. Hence, the dimensions of green HRM practices may be the primary factor, which foreshows the strength of OCBE. Relying on result of the study and as implied by Cheema et al., (2015) and Dutta (2012), it is worth indicating that green HRM practices encourage to set up green workforce that can understand green culture in the organization by way of recruiting, training and paying.

This study implies that employees acknowledged green reward and compensation increase employees' commitment and awareness toward the environment. The green reward and compensation are further used to a large extent than other green HRM practices dimension in Company Y for the employee involvement and awareness raising. Company Y practiced it in two ways, both in financial and non-financial rewards. This is supported by Arulrajah et al., (2015), green reward and compensation has compelling inputs as means to trigger managers and employees regarding environmental management efforts in the organization.

4. Materials and Methods

In this study, the methods of analysis were used to analyze the data whereby the research was developed to identify the levels of green HRM practices and OCBE among employees in Company Y. Meanwhile, Spearman's correlation was used to examine the strength and direction of the correlation between variables of green HRM practices and OCBE. The multiple regression analysis was applied to identify green HRM practices that most strongly contribute to OCBE. A total of 82 respondents were chosen through simple random sampling. The employees were then invited to participate in this study thorough the random number generator from and online software known as Stat Trek. The data collected from respondents will be analyzed through SPSS version 22.0.

5. Conclusions

Generally, the result of the findings shows that there is an existing significant relationship between green HRM practices and OCBE among the employees in Company Y. Overall, all the green HRM practices were having positive and significant relationship with employees' OCBE. This implies that green recruitment and selection, green training and development as well as green reward and compensation can affect employees' OCBE. Nonetheless, the strength of each variable is moderate, and it suggests that the better the implementation of the green HRM practices, specifically green recruitment and selection and green training and development dimension, the more likely the employees will perform OCBE in the organization. Moreover, it has displayed that OCBE is the superior type of green behavior that occurs within Company Y and that eco-initiatives are the most performed OCBE. Employees are at the heart of all organizations and the biggest impact on the environmental sustainability of the organization are the behavior and decisions of employees.

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