

Impact Of Green Training And Green Employee Involvement Behavior On Environmental Performance: Role Of Green Employee Behavior

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Abstract

The objective of the present current research is related with the verification of mediating role of green employee behavior between green training and green employee involvement behavior on environmental performance in service sector of Sindh, Pakistan. The data gathered with help of adopted questionnaire from past studies and service sector employees were requested to fill the printed questionnaire face to face. In order to test the proposed hypothesis structural equation modelling (SEM) is applied in SmartPLS version 3. Total 200 cases considered in the present study. Findings confirmed direct effect of all variables including of green training and green employment behavior on green employee behavior. Similarly, the direct effect of green employee behavior on environmental performance in service sector of Sindh, Pakistan. Furthermore, the indirect effect of green employee behavior between green training and employee involvement behavior on environmental performance also confirmed as a partial mediation effect. The study found that green training has a significant, positive impact on how green employees act, impacting how well the environment is protected. Because of this, managers should make it a priority to give their workers thorough green training programs. The main goal behind these programs is teaching the people about sustainable practices, the environment, and how important it is to act green at work and workplace.

Keywords: Green training; Green employee involvement behavior; Environmental performance; Green employee behavior; Service Sector

Introduction

A company's environmental performance refers to its ability to cut down on harmful waste and air pollutants, its use of dangerous materials, and the number of accidents that harm the environment (Chiarini, 2021). On the other hand, the social-ecological performance is the exact effect of the green method on the social implications of an organization's reputation (Malokani et al., 2023). It has a positive effect on the many on all the organizational aspects. According to (da Silva et al., 2021) economic performance means "significant improvement in financial and marketing performance as a result of applying green practices to enhance the organization's position in comparison to the industry average of other organizations." Economic performance means "improvements in financial and marketing performance as a result of using green techniques that elevate the company above the norm in its field of specialty" (Y. Chen & Ma, 2021).

According to Milliman & Clair, (2016) that HRM has been seen as an essential way to improve environmental performance. Furthermore, its expected as sound environmental effects have been investigated in detail (Jackson & Seo, 2010). Many HR methods have been shown to help in sharing the green ideas and make green management projects easier to carry out (Fernández et al., 2003), (Bangwal & Tiwari, 2015). The person in charge of supervising the team needs to know about this actual process. The main goal is to create an environment where people are actively engaged in allocated work. These three activities were chosen as part of the GHRM pack because, according to (Guerci et al., 2016), they were the best at promoting belief norms within the firm and the cooperative effect on their overall adjustment. Even so, (Combs et al., 2006), say that HRM study has mainly focused on specific treatments rather than a group of behaviors. In this study, human resources, on the other hand, are seen as "bundles" that can improve the performance of an organization.

Sustainability, it is becoming more important in "human resources management" and "supply chain management," means more business activities are being done. (Jackson et al., 2014), pushed the importance of "HRM" in strategy making. For a good review of ecological presentation, it is necessary to keep looking at its environmental, social, and cultural aspects (GRI,

2006). So, if someone wanted the business to be great now and, in the future, it should accept long-term ideas, especially the approved one's (Andersson et al., 2022).

At the end of this study, performance capacity is defined as the real impact of GSCM and GHRM practices on the whole performance of the organization (Wongleedee, 2020). A study suggested green training to teach employees about the environment and get them more involved in their work (Pinzone et al., 2019). People related to the field believed that Green Training could also help students in learning, how to be better managers and use their knowledge in everyday life. When the company trained employees, they were likelier to act reasonably towards others and the company as well (Chadwick & Flinchbaugh, 2021).

Recently, service industries are adopting and using green and environmental management methods in their policies more and more (Kumar & Agrawal, 2020; Malokani et al., 2023). The economy has changed from a traditional financial and economic system to a current capacity-based one. This is linked to green economics and green human resource management. It is essential to deal with environmental problems from this stage because corporations are becoming a big part of the affected one's (Li et al., 2020). GHRM is a plan of teaching people about the ways of working that supports green culture and training. Participation and behavior of employees in business areas is much more important for organization to become green in all aspects. Employers must ensure that workers have the proper knowledge and skills to become green (Cabral & Dhar, 2019). That is why this study aims to show that "greening human resource management" does not work and to look into the ways "the green human resource management" affects the performance of service firms.

In the terms of research, the service industry requires inquiry from different angles. The need for this study seen in the gaps from the earlier research. This study would fill the first gap (Chen & Wu, 2022). Researchers suggested that new research should focus on industries like automobiles in the manufacturing sector or educational institutes in the service sector. That is the reason behind, researchers chose the data from all service sectors. The second gap in this study: (Zhang et al., 2019) only used 145 samples in their poll, but here researchers chose to use 200 samples from different service sectors and places to ensure that our samples are fair and accurate. (Kim et al., 2019) investigations solely assessed employee loyalty and environmental success, the third gap for the current study is that, two variables had been added to assist researchers for understanding factor relationships.

Literature review

Theoretical framework

According to "Social Exchange Theory (SET)," Workers feel committed towards the firm and shown desire to act in a manner that benefits them depending on the return this or that much they will get as return for their services (Sungu et al., 2019). Similarly, it was found that workers' personal views regarding the environmental phenomenon significantly mention, how eco-friendly they are in practical. Social exchange theory says that OCBE and GHRM methods for employees are related to SET, the theory says that good HRM practices gave employees green freedom (Hameed et al., 2020). The employees feel obligated to give back by actively contributing towards the OCBE. As was already said, GHRM practice makes workers more aware of, excited about, and involved in green activities, giving them more power to reach and achieve the organizational goals (Naphathorn, 2022). Researchers often use the value-belief-no-no (VBN) theory (Stern et al., 1999), and the self-efficacy-value-norm (SVF) theory, (Bandura, 1977) to think about how people's beliefs affect, the way they act. According to the VBN theory, personal values, beliefs, and standards affect the manners of doing work such that how GHRM works and how involved workers are in their OCBE jobs (Stern, 2000). Lastly, environmental and behavioral activation has been added to VBN, norm-activation theory, individual values theory, and the New Ecological Paradigm (NEP) (Dunlap & Van Liere, 1978).

Hypotheses development

Green Training

There are many definition of "green training" that mention of teaching people or groups new skills and information, emphasizing on the protection of the environment (Pham et al., 2018). Therefore, the actual aim of green training is increasing awareness and encourage the actions that have the least possible harmful effects on the environment and protect resources in long run, for the forthcoming generation. Nowadays, individuals are really concerned about environmental problems and everyone wants to address these issue through proper training (Hosta & Zabkar, 2021). Therefore, green training plans can help employees of becoming more aware of environmental issues, give the workers skills they needed, and encourage a sustainability mindset by teaching and training them in these areas at the workplace. In this regard, green training is quite critical in order of improving the environment (Pinzone et al., 2019). Firms are developing employees and firms may make smart, environmentally friendly decisions because it offers them the knowledge and skills to implement sustainable practices within the premises of organization. Training helps people conserve energy, reduce waste, preserve resources, and respect environmental laws (Nisar et al., 2021; Malokani et al., 2023). Environmental performance is linked to green training. Training programs are essential for giving people and groups the information and skills they need to take care of the earth better and make society more sustainable (Alam, 2022).

H1: Green training is positively related to green employee behavior.

Green employee involvement

According to Pinzone et al. (2016), employees such that working on environmental projects are more engaged as compared to employees who are fully involved in environmental decisions are more emotionally committed to the organization's beliefs and goals. Employees will work with the same energy, excitement, and clarity. An essential part of developing green activities is getting employees involved. Setting ecological goals will get them more interested in green activities, which fits with AMO's "opportunity" mentality. Building two-way communication that stresses the need to improve the organization's success can

help workers imagining about the vitality of their interests (Clack, 2021), (Qin & Men, 2023). Additionally, letting workers participate in and helped in creating environmental friendly activities and the ultimate goal is increasing their psychological and emotional connection to and support the rest of goals (Raza & Khan, 2022).

H2: *Green employee involvement is positively related to green employee behavior.*

Direct and Mediating role Green Employee’s Behavior

Furthermore, the way it encourages employees to act in environmentally friendly ways at work has become a topic of study (Ansari et al., 2021) as part of green HRM, hiring, teaching, awarding, and growing a green workforce that knows and values environmentally friendly beliefs, practices, and activities is all done with an eye towards the environment (Saeed et al., 2019). Also, a recent study that looked at the role of human resources in environmental performance found that employees who behave in an environmentally friendly way are essential for following environmental rules at work (Kim et al., 2019). Employees' environmental behavior is becoming increasingly critical for all businesses, but especially for higher education institutions (Anwar et al., 2020).

H3: *Green employee behavior is positively related to environmental performance.*

H4: *Green employee behavior mediates relationship between green training and environmental performance.*

H5: *Green employee behavior mediates relationship between green employee involvement and environmental performance.*

Methodology

The study used a scientific method of research. According to (Wu et al., 2022), quantitative analysis is a well-organized, methodical way to check for and describe links between two or more factors and rate the strength of cause and effect. The main point of this study is to find out what makes people act in eco-friendly ways. The reasoning method is better than inferring and coming up with theories (Richards & Morse, 2012). A study that looks at research design can be described by its research design, which guides the whole process, from planning the study to gathering and analyzing of the data.

The information came from the respondents in the shape of "Primary data." Primary data is information useful for the researchers to reach the conclusions about what is vital to the study's goal. A questionnaire was used to collect the data for this study because it is easy to understand, handle, and react to because most people filled it out are familiar with the style and do not feel rushed to do so (Eisele et al., 2022). Respondents also have enough time to do so. A modified questionnaire was used to determine, how Green human resources management affects employees' eco-friendly behavior in the service sector.

A population is the whole group of people important to the researcher and for whom the researcher's results can be summed up (Casteel & Bridier, 2021). A population includes all the subjects having acquired certain essential traits. Our study group comprises people working in the Services Sector in Hyderabad, Sindh, Pakistan. Because of different reasons, it is not impossible to get people from the whole population to fill out the poll, so a sample number has been chosen for the current research study. If the researcher wants to be safe in data analysis process, must always pick the largest sample size. According to (Lakens, 2022) the more representative a sample size is, the bigger it is in size. On the other hand, results from lower sample sizes are less reliable because they have a smaller community to reflect the characteristics of the whole population. Generally, the sample size equals the number of things in the questionnaire times 10. This means that 20 times 10 equals 200. Two hundred people filled out the poll. The questionnaire adopted from the studies conducted in the past (Pham et al., 2019) and (Kim et al., 2019).

Results and Discussion

Reliability Analysis

Table 1: Reliability Analysis

| “Variable Name” | “Cronbach’s alpha” | No of items |
|----------------------------|--------------------|-------------|
| Green training | 0.848 | 4 |
| Green Employee involvement | 0.884 | 4 |
| Green Employee behavior | 0.929 | 5 |
| Environmental performance | 0.844 | 4 |

To decide on the reliability of the data we studied, one can look at Cronbach's Alpha value shown above in Table 4. This value tells us the level of reliability in terms of "poor" or "good." In our research, Cronbach's Alpha values for "employee behavior" came out to be 73.7%, "green human resources" were 78.4%, "environment performance" was 72.5, "green training" was 74.6%, and "green employee involvement" was 73.9%. Every item number in the table above is more significant than 0.70, equalizes 70%, which means they all have good internal reliability (Nawi et al., 2020). This means that all of the variables in this study are reliable.

Hypothesis Testing

This study aimed to look into how CSR practices affect employee involvement and how green training can help in the Services sector of Hyderabad, Sindh, Pakistan. The SEM data in Table 2 below shows two important values that must be reported to accept or reject the theory. Table 2 shows five direct effects and one secondary effect (the part of green training as a mediator) were put forward. These are H1, H2, H3, H4, and H5. All direct effect hypotheses in this study are accepted based on the T-

value, which should be more than 1.96. These are H1, H2, H3, and H4. In the same way, the secondary effects of H5 and H6 showed some mediation because the T-value was higher than the suggested value of 1.96 (Suleman et al., 2019).

Table 2: Hypothesis Testing

| Path Direction (Direct effects) | Beta value | T-value | Remarks |
|--|------------|---------|----------|
| Green Training -> Green Employee Behavior | 0.479 | 7.896 | Accepted |
| Green Employee Involvement -> Green Employee Behavior | 0.362 | 5.720 | Accepted |
| Green Employee Behavior -> Environmental Performance | 0.635 | 15.138 | Accepted |
| Path Direction (Indirect effects) | Beta value | T-value | Remarks |
| Green Training -> Green Employee Behavior -> Environmental Performance | 0.230 | 5.051 | Accepted |
| Green Employee Involvement -> Green Employee Behavior -> Environmental Performance | 0.304 | 7.292 | Accepted |

Source: Author's calculation

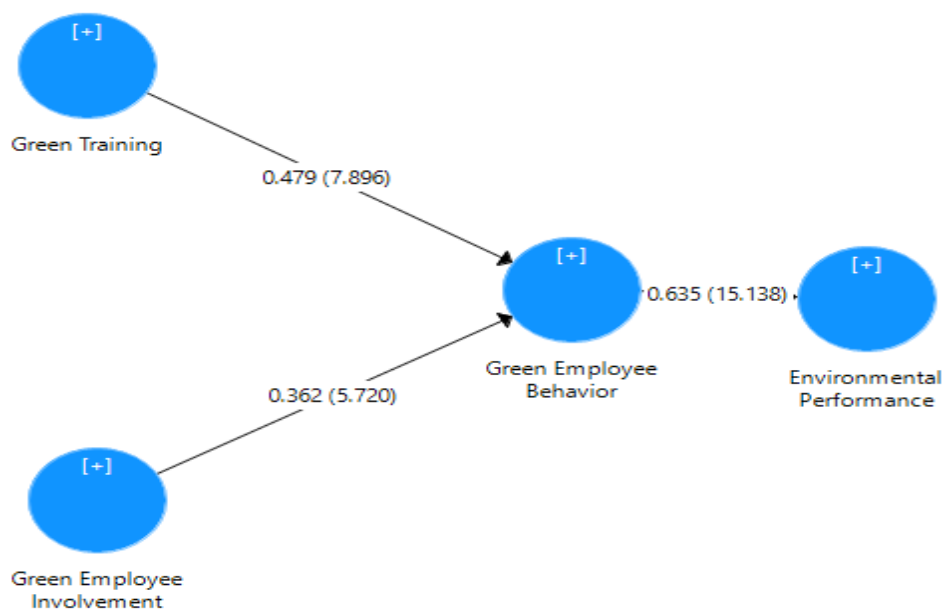


Figure 2: SEM Path Directions (Hypothesis Testing)

Discussions on results

There are many studies had been conducted which had the similar findings. Initially, the results show that green training makes employees more likely to act in a green way. In this study, it is required that workers are more likely to act in good ways for the environment when taught about best practices and sustainability. Furthermore, findings fits an earlier study that emphasizes, how essential training programs are for getting employees to act in good ways for the environment (Pagnini et al., 2019), (Singh et al., 2019). In addition to this, the study found that green employee contribution makes green employee behavior better at workplace. Therefore, it can be said that employees are more likely to act eco-friendly, when they are involved in environmental projects and decisions made by their firm. In the recent study, it also revealed that employee felt valued and engaged, workers are more inclined to work hard to help the firm succeed and this is also essence of social exchange theory (Ohemeng et al., 2020). Similarly, the findings supported the third evidence that green employee behavior leads to environmental success via green training within organizations. Based on these findings it can be said that green employee behavior donates to green training's outstanding environmental performance as a result. In this regards, training workers attitude of behaving as environmentally friendly increases the organization's environmental performance at better way (Elshaer et al., 2021). This research explains how green training, employee involvement, behavior, and environmental achievement are linked. The findings demonstrated that supporting green training programs, including staff in green initiatives, and promoting good behavior may help firms improve the environment (Unsworth et al., 2021). Lastly, meeting the growing demand for eco-friendly products and practices may help companies thrive sustainably and stay ahead of the competition (Ghobakhloo et al., 2021), (Nguyen et al., 2023).

Conclusion

The study examined how green training and staff involvement effect environmental performance. Green employee behavior mediated. The study's findings corroborate all ideas, demonstrating these parameters' importance in environmental success. It was intriguing that green employee behavior had a greater beta value than other parameters. This unique survey reveals how

crucial it is for firms to promote green behavior among workers. Companies should invest heavily in plans to encourage staff to adopt and implement sustainable practices since they will likely change the world. Companies may encourage environmental action by recognizing and rewarding eco-friendly employees.

Theoretical Contribution

From the start with the AMO hypothesis, the study examines how workers' skill, drive, and opportunity to act influence their performance. Green training may teach workers how to be environmentally friendly in this case study. Green employee involvement may encourage workers. Employees feel ownership and purpose in helping the environment. Finally, green training and employee involvement helped workers manage green behavior. Applying the AMO theory to this research helps us understand how green training and employee engagement effect green employee behavior and environmental performance. Second, the research applies the Social Exchange Theory (SET), which states that individuals and their social environments are interconnected. When individuals feel recognized and acknowledged, SET says people respond in ways that benefit the organization. This research views green employee behavior as a social benefit exchange. Environmentally friendly labor earns workers respect, reward, and a decent workplace. It illustrates that green training and employee engagement, which offer social contacts and advantages, may improve green workers' behavior. SET is supported by these findings. This theoretical concept explains why green personnel behave as they do and how that impacts environmental performance.

Managerial Implications

The study found that green training has a significant, positive impact on how green employees act, impacting how well the environment is protected. Because of this, managers should make it a priority to give their workers thorough green training programs. The main goal of these programs should be to teach people about sustainable practices, the environment, and how important it is to act green at work. By funding ongoing training programs, managers can give their workers the tools they need to make decisions that are good for the environment and help the environment perform better. The service industry in Sindh, Pakistan, was the focus of this study. So, managers in this field should consider the unique features and problems that come with their jobs when they create and use environmental strategies. A complete environmental audit might be needed to find the most critical places to improve, like saving water energy or managing trash better. Also, managers should keep up with local rules and laws about the environment to ensure they follow them and ensure their work fits with regional goals for sustainability.

Future research direction

The study was only done in the business sector in Sindh, Pakistan. This means the results may not only apply to odometers. The relationships between the factors may be affected differently by the businesses or cultural settings. The research used a cross-sectional methodology, which only records information at one point. Because of how it is set up, it is hard to figure out what caused what between the factors. Longitudinal or experimental approaches could show more decisive proof of cause and effect and better show how the connections between green training, green employee involvement, green employee behavior, and environmental success change over time. This research looked at green employee behavior as a mediation variable, but there may be other factors that should have been thought of.

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