



## THE INFLUENCE OF GREEN HRM PRACTICES AND GREEN KNOWLEDGE SHARING ON GREEN SERVICE BEHAVIORS IN BANKS

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### Abstract

**Purpose:** *The aim of this study is to investigate the relationship between green knowledge sharing and green human resource management on green service behaviors in banks.*

**Design/Methodology/Approach:** *Partial least-squares analysis is used to examine the opinions of 102 frontline bank workers in Pakistan.*

**Research Limitations/Implications:** *Because this study focuses on the attitudes among employees of private commercial banking organizations, its conclusions cannot be generalized to all other service organizations in Pakistan.*

**Practical Implication:** *This research shows that green human resources management can have an impact on green service behaviors among employees through the dissemination of green information.*

**Originality:** *Green banking is a new trend that merits more study. Green banking is becoming more recognized as a method that requires bank management to encourage green service behavior among their personnel rather than being an "automatic" procedure. This study expands on previous research on GHRM by examining how it influences green service behavior via the independent role of green knowledge sharing.*

**Keywords:** *Green human resource management, Green knowledge sharing, Green service behavior, Green banking, and Green Environment.*

### 1. Introduction:

#### **Background**

Nowadays, sustainability is one of the common place organizational activities (Paulet et al., 2021). The practice of implementing sustainability in corporate operations attracts greater scrutiny than in the past, and nowadays, sustainability is one of the mainstream organizational activities. One of the developments related to sustainability concerns is the raised awareness of businesses toward environmental challenges (Yong et al., 2022). These studies were conducted by (Kodua et al., 2022).



Organizations that invest in environmental management may be able to achieve advantages like a first-mover advantage, which will allow them to engage in differentiated differentiation tactics, improve their green images, and capitalize on competitive benefits. According to (Úbeda-García et al., 2021), businesses that are enthusiastic about implementing environmentally friendly measures typically have improved employee results. According to (Ahmed et al., 2021), in order for businesses to capitalize on the environmental benefits offered by their organizations, they must first encourage their employees to engage in environmentally responsible behaviors. Therefore, environmentally responsible actions are garnering an increasing amount of attention. Employees play an important part in the resolution of environmental issues (Farooq et al., 2022) and other issues (Aurangzeb et al., 2021). This is required in order for the organization to preserve environmental sustainability.

According to (Chen et al., 2021), green human resources management is an essential factor in ensuring the long-term viability of an organization (Asif et al., 2019). According to (Ren et al., 2021), GREEN human resources management is comprised of "HRM activities that increase favorable environmental outcomes." According to (Song et al., 2021), it is a term that encompasses the human resource management (HRM) parts, which is especially crucial for research on the ground, appears to be less than appropriate (Shah & Soomro, 2023). This is despite knowing that there exists proof of advancement being accomplished in green human resources management and pro-environmental behaviors of employees in work environments (Garavan et al., 2023). This is significant because businesses need to understand how to measure what degree green human resources management improves the behavior of green service providers.

### ***Statement of the Problem***

We propose that one of the things that appear to be missing in the growth of green human resources management is that many organizations adopt green human resources management in order to realize corporate green policies alone, and the way in which the executed green human resources management promotes workers' green service behavior is seldom explored. We argue that this may be the case. We contend that the environmental success of an organization is contingent not only on the implementation of green human resource management, but also on employee pro-environmental behaviors that include green service behavior. This is due to the fact that green human resource management is simply one aspect that influences environmental effectiveness. Additionally, we contend because green human resource management may have an additional influence on individuals' green service behavior. We recommend that this is accomplished through the exchange of environmentally friendly information.

A prior research has shown that prospective and real groups of lawmakers, financial constituents, vendors, and (most crucially) employee attitudes towards and awareness of green human resources management impact the adoption of green human resources management. Having stated that green human resources management necessitates the fulfillment of at least two



significant requirements, namely, the employees' attitudes towards green human resources management and their level of familiarity with it. According to (Malik et al., 2021), there is a pressing need to determine the degree to which employees are aware of green human resources management and the benefits that may be gained from putting it into practice.

### ***Significance of the study***

Green banking is a growing movement that needs to be given greater focus. There are a number of reasons why this is a significant problem. To begin, there is a growing consensus that green banking is not an "autonomous" process but rather calls for green service behavior to be promoted by bank management. Second, it's important to take into consideration the wide range of approaches taken by different banks toward "green service behavior." Third, we contend that knowledge about the environment can influence green service behavior among employees in a number of ways (Molina-Azorin et al., 2021).

This research contributes to the body of knowledge on green service behavior in management research by evaluating the effects of green human resources management on this dimension of business in the Bangladeshi banking sector. In addition, we hope to look at whether or whether the exchange of green knowledge performs independently in the aforementioned connection. This document is in response to a Pakistan's Banks reports that called for the establishment of a "green banking movement" in the country. The government has pushed for greener banking practice among financial institutions.

Due to government pressure, the banking sector in Pakistan has adopted green practices, including green lending regulations that take environmental and ecological factors into account and aim to encourage investments that are green for sustainable management (Yan & Hu, 2022). When compared to other industries, the banking sector's green content in its internal processes and green lending practices is significantly higher (Farrukh et al., 2022). To rephrase, bank management should encourage environmentally responsible actions from their staff. Given these factors, investigating the effect of green human resources management practices on environmentally conscious banking practices in Pakistan is important.

### ***Research Objectives***

The current study have following research objectives:

- 1) To determine the effect of green HRM practice on green service behavior.
- 2) To examine the impact of green knowledge sharing on green service behavior.

### ***Aim of the study***

The aim of this study is to investigate the relationship between green knowledge sharing and green human resource management on green service behaviors by analyzing the bank workers' views on the relationship between these parameters.



### ***Contribution of the study***

Our results provide important new insights into green human resources management research. (AlZgool et al., 2021) state that more study is needed to determine how green human resources management encourages green service behavior among workers. The role that green human resources management plays as a facilitator of encouraging eco-friendly actions on the job, adds a new dimension to the study of human resource management's impact on workers. Second, our research emphasizes the potential mechanism driving this connection: green knowledge exchange. Human resource management affects the dissemination of information (Ismail et al., 2022), which in turn affects favorable results for workers. We utilize green knowledge sharing as an independent variable because we believe it can influence green human resources management, which in turn can drive employee green service behavior. Knowledge-sharing characteristics have been shown to have both partial and no mediation effects in prior research (Moin et al., 2021). Our purpose here is to investigate how the practice of green information sharing influences both green service behavior and green human resources management.

### ***Organization of the study***

There are a total of six sections to this study. In this study's introductory chapter, we lay out our research questions, our aims, and the problem we set out to solve. The second section is a survey of the relevant literature, and it contains relevant theories, theoretical knowledge, and empirical data. In the third section, under "Methodology," we detail the procedures we used to conduct the research. The outcomes of the data collection have been displayed in Chapter 4, which is also referred to as the Analysis Chapter, and they were addressed in Chapter 5, which is recognized as the conclusion chapter.

## **2. Literature Review:**

### ***Theoretical Framework***

A little glimpse of the Social Identity Theory, Green Human Resources Management, and green service behavior is given below:

### ***Social Identity Theory***

According to social identity theory (SIT), people establish a favorable identity by first categorizing them into subgroups and then identification as members of that specific group (Abbas et al., 2022). Involvement in groups with good images enhances this self-concept. When members of a group associate with their colleagues, they are mindful of parallels in their thoughts and behaviors (Darvishmotevali & Altinay, 2022). As a result, organizational studies frequently apply social identity theory for clarifying human identities in the social context of an organization (Naz et al., 2022). Employees support organizational ideals, take delight in organizational operations, and are committed to the organization as members. Thus, organizational identity enhances the



commitment of staff to a company, especially if the company favorably impacts employee behavior (Ansari et al., 2021).

We use social identity theory in this study to propose that collaboration with workers who promote the business's green efforts of green human resources management can assist Employees who work with others to reduce social uncertainty inside the workplace. As a consequence, all employees will be able to claim credit for their environmentally conscious knowledge-sharing as well as service practices is influenced. We argue that green human resources management decreases social uncertainty among employees by influencing their behaviors and conduct (Hooi et al., 2022).

### ***Green Human Resources Management***

The term "green HRM" (Rubel et al., 2021) is used to describe human resource management as it relates to environmental concerns. Employees are recruited using green criteria, given instruction and abilities in sustainable development management, and rewarded for meeting green focuses on through connected evaluations of achievement (Tanova & Bayighomog, 2022). Simply said, green human resources management is an HRM program that prioritizes environmental sustainability by encouraging businesses to reduce wasteful practices and increase the efficiency with which they utilize renewable resources. Job-sharing, video-conferencing, online interviewing, recycling, e-learning, and eco-friendly workplace (Asif, 2022) design are just a few examples of green HRM.

To put green human resources management into action, HRM operations should be coordinated with environmental management. This trend shows that companies are adopting a greener business plan in their day-to-day operations. (Nisar et al., 2021) investigate the connection between human resource management with management of the environment by focusing on the extent to which workers participate in "greening" their companies (Asif, 2021). Faisal (2023) argue that the HR department should be able to evaluate and motivate workers to improve their understanding, beliefs, inspiration, and actions in regard to sustainability. With these skills and activities, businesses would have an easier time using HRM to encourage long-term, eco-friendly work habits (Aboramadan, 2022).

### ***Green Service Behavior***

Employee green behavior is also known as pro-social behavior in work environments. In practice, such behavior may be viewed from both an in-role, therefore, an extra-role standpoint (Ali et al., 2022), with both forms of behavior adding value to the organization and aiding in the enhancement of its competitive position in the sector in question. The method in which these behaviors are classified - that is, in-role versus extra-role - is heavily influenced by the organization and the firm's objectives (Parida et al., 2021). There are several occupations that demand people to adopt "green" behaviors. For example, employment may demand employees to guarantee that



dumped toxic liquids will not contaminate the surrounding watershed or that dangerous materials are utilized and disposed of in accordance with organizational norms and regulatory laws (Kumar & Chakraborty, 2022). As a result, in order to properly do the duties necessary in these sorts of employment, employees must be conscious of the planet, as green behavior is dictated by the physical demands of the job. Those job-related behaviors might be referred to as in-role green behaviors.

Green behavior is more disguised than extra-role, which means pro-social. It might just be as simple as making recommendations to improve organizational sustainable practices by effectively putting down laptops or desktop machines rather than leaving them getting in idle state, turning off the illumination as not in use, and disseminating identical knowledge among colleagues or coworkers inside the organization (Kumar & Chakraborty, 2022). These behaviors are not immediately related to the job, but they demonstrate employees' freely done, or pro-social, participation in environmental conservation. Both forms of behavior are seen to be important in achieving organizational green goals (Al-Hawari et al., 2021).

### ***Research Gap***

Previous research has shown that social identity is linked to employee sustainability behavior (Ababneh, 2021). For at least three different reasons, we believe that green human resources management encourages higher staff involvement in sustainable behaviors. For starters, green human resources management denotes the organization's commitment to sustainability. This dedication both supports and guides employee behavior. Furthermore, social psychology research shows that employee views as well as reactions to organizational corporate social responsibility initiatives are influenced by their beliefs of the sincerity of an organization's dedication to conservation (Ercantan & Eyupoglu, 2022). Second, green human resources management focuses on green behavior in workers and, as a result, instills a feeling of meaning and participation in them; personnel comes to believe they are part of a larger effort to create a good difference in the surroundings (Chen et al., 2021). Finally, green human resources management implies a high degree of engagement characterized by the exchange of expertise on sustainability concerns and a higher emphasis on distributing environmental information among individuals.

### ***Hypothesis Development***

According to the research (Muisyo et al., 2022), HRM has an effect on organizational performance by influencing employee attitudes and actions. As a result, it's possible that green human resources management might have an impact on green behaviors in the workplace. Employees' environmental awareness and, by extension, their actions, will probably grow as a result of green human resources management techniques like disseminating information on the company's green motivations and strengthening the green principles among employees by means of decisions like staffing practices (Nawaz Khan, 2022). Green training practices can develop



understanding, abilities, and capacity to promote employees' devotion to green achievements (Ren et al., 2022), much like how job duties should be related to conservation commitments.

Employees may be encouraged to work towards green goals if their efforts are evaluated, and if they are rewarded and promoted depending on their success (Ojo et al., 2022). It has been stated that the reasons for implementing particular HRM practices are what ultimately determine the effects those policies will have on workers' actions (Islam et al., 2021). In a similar vein, a well-defined and widely disseminated set of green human resources management practices may make it evident to employees that the company is serious about being green, and will perhaps prompt them to act in line with that commitment (Mehrajunnisa et al., 2022). Consequently, it is reasonable to anticipate that green human resources management can help employees in service organizations engage in green behaviors while on the job and encourage green behaviors outside of work. This leads us to propose the following hypothesis:

**H1.** Green human resource management is positively associated to green service behaviors in banking sector.

**H2.** Green knowledge sharing is positively related to extra-role green service behaviors in banking sector.

### 3. Methodology

#### *Sample*

The FLEs and PCBs of Pakistan were included in the sample framework for this study project. In order to verify the hypothesis, we conducted a survey with 102 FLEs hailing from 29 different PCBs in Lahore, Pakistan. The following are the two primary reasons why we concentrated on this sample: In the beginning, the proliferation of private banking and the rise of individualized service options have both contributed to the rise of substantial rivalry in this industry. In this particular piece of work, we made use of a nonprobability sampling approach known as the judgment sampling technique. Given that there had been no list of FLEs to draw from, it was impossible to conduct a probability sample in this scenario.

Investigators use the method of judgmental sampling, which is a subset of the non-probability sampling methodology when they purposefully pick samples that adhere to some predetermined criterion.

#### *Research purpose*

Explanatory research is utilized in this research as it helps to analyze and explanation of the research's motivations and findings are the goals of explanatory research (also known as explanatory research. This method uses a chain of events to provide an explanation for the 'why' or 'how' behind a study's findings. Research that seeks explanations for the causes of occurrences is called explanatory research.



### ***Research Approach***

Deductive research approach has been employed in this research as deductive research tries to establish the presence of a theory after thoroughly testing it with multiple assertions to support or refute present knowledge of the theory, deduction enables the researcher to foresee, forecast, and manage the occurrence of phenomena. Deducing from theory enables researchers to address facts and nuances that may have been missed in the data.

### ***Validity and Credibility***

The research agreed with criteria for validity in all three primary areas. The researcher ensured the information they received from participants was accurate by first conducting descriptive validity. The investigator made sure that their initial connotations were preserved by, for instance, transcribing data word for word. Second, since a positivist stance was taken, interpretative validity was guaranteed by taking pains to accurately record and make sense of the participants' subjective evaluations and interpretations.

## **4. Analysis:**

**Table 1**

### *Reliability Analysis*

<b>Variable name</b>	<b>Item</b>	<b>Reliability</b>
<b>Green HRM</b>	8	.716
<b>Green Knowledge Sharing</b>	8	.756
<b>Green Service Behaviors</b>	7	.867

As a whole, the dependability findings corroborate the study's empirical nature and its predictions, demonstrating that the measurement instrument and the results are accurate as described by numerous researchers (Pasha et al., 2019; Shahid et al., 2022). Green HRM, green knowledge behavior, and green service behavior are all coherently emerged. The measurements are based on a scale that is calibrated to a maximum of five points Likert scale.

### **Demographics Analysis:**

**Table 2**

### *Gender Analysis*

	<b>Frequency</b>	<b>%</b>
<b>Male</b>	70	71.5
<b>Female</b>	32	28.5
<b>Total</b>	<b>102</b>	<b>100.0</b>





It is an excellent idea to exhibit the examination of demographic information of the questionnaire in the shape of frequency with related proportions in the table that is located underneath. The following table displays the gender of those who participated in the questionnaire.

**Table 3**

*Age Analysis*

	Frequency	%
<b>18-30 years</b>	65	66.3
<b>31-40 years</b>	15	15.3
<b>41-50 years</b>	22	18.4
<b>Total</b>	<b>102</b>	<b>100.0</b>

It's a wonderful idea to display the assessment of demographic data from the questionnaire in a format of occurrence with related proportions in the table previously mentioned, which illustrates the age of those who took part and how young individuals outnumber older participants in this study.

**Table 4**

*Marital Status*

	Frequency	%
<b>Single</b>	90	91.8
<b>Married</b>	12	8.2
<b>Total</b>	<b>102</b>	<b>100.0</b>

The marital status which describes that the participants are single or married, this table clarifies that the single are about 91.8% and the married are very low in numbers as they are about 8.2%.

**Table 5**

*Educational Field*

	Frequency	%
<b>Intermediate</b>	25	25.5
<b>Bachelors</b>	15	15.3
<b>Masters</b>	43	43.8
<b>M.Phil.</b>	16	14.3
<b>PhD</b>	3	1.1
<b>Total</b>	<b>102</b>	<b>100.0</b>



The above table clearly shows that the masters which is equivalent to 18 years of education have the most number of participants followed by the second most selected option which is intermediate.

**Table 6**

*Descriptive Analysis*

	Min	Max	Mean	Std. Deviation
<b>Variable 1</b>	1.00	5.00	3.2810	.86966
<b>Variable 2</b>	1.00	5.20	3.4902	.80327
<b>Variable 3</b>	1.50	5.33	3.3824	.74557

The green knowledge behavior and the green service behavior also have a comparable scale that is lowest to the green HRM, which essentially means that the green HRM shares this scale minimum number with all of the other variables. The greatest number and average values, together with variances, are in accordance with one another using excellent data and have an extremely good association with one another.

**Table 7**

*Correlation Analysis*

	1	2	3
<b>Variable 1</b>	1		
<b>Variable 2</b>	.742**	1	
<b>Variable 3</b>	.742**	.696**	1

\*\* . Correlation is significant at 0.01 level (2-tailed).

The correlation between Green HRM and itself (represented by 1 in the diagonal) is perfect, as it should be. The value of .742\*\* represents the correlation coefficient between Green HRM and Green Knowledge Behavior. The \*\* indicates that this correlation is statistically significant. This means that there is a strong positive relationship between the two variables - i.e., when Green HRM practices increase, Green Knowledge Behavior tends to increase as well. The value of .696\*\* represents the correlation coefficient between Green Knowledge Behavior and Green Service Behavior. Again, the \*\* indicates that this correlation is statistically significant. This means that there is also a strong positive relationship between Green Knowledge Behavior and Green Service Behavior - i.e., employees who possess greater green knowledge behaviors are more likely to show green service behaviors too.



**Table 8**

*Regression Analysis*

**Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. error of the estimate</b>
.843 <sup>a</sup>	.866	.693	.83957

a. Predictors: (Constant) Green HRM, Green Knowledge Behavior

The above table 8 shows the model summary output for a multiple regression analysis, with Green Service Behavior as the dependent variable, and Green HRM, Green Knowledge Behavior as the predictor variables. Here's how to interpret each column:

**R:** The correlation factor between expected and observed outcomes for the dependent variable is shown in this section. The ratio of .836 among independent and dependent variables is very indicative of a favorable association.

**R Square:** This column shows how much of the variability in the variable being studied can be determined by the variables that are predicted. In this situation, the result of .699 implies that Green HRM plus Green Knowledge Behavior could clarify 69.9% of the variability in Green Service Behavior.

**Adjusted R Square:** Adjusted for the total number of factor predictors and the total number of participants of the sample, this column displays the percentage of the difference in the variable of interest that can be attributed to these variables. As a result, the amount of variation still explained through the model after adjustments is extremely near to R<sup>2</sup> (.693) in this situation.

**Std. The error of the Estimate:** This column displays the residuals' standard deviation, which is an indication of the degree to which the model fits to the information. In this case, .80876 represents the standard deviation of the separation between the actual and projected amounts of the dependent variable. As a whole, the model appears to be well-suited because it adequately explains the variance observed among the dependent variable.



**Table 8**

<b>Coefficients</b>					
<b>Model</b>	<b>Unstandardized</b>	<b>Coefficients</b>	<b>Standard</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. error</b>	<b>coefficient beta</b>		
<b>(Constant)</b>	.352	.335		1.473	.246
<b>Green HRM</b>	.534	.023	.524	6.180	.000
<b>Green Knowledge Behavior</b>	.343	.043	.367	4.327	.000

**DV: Green Service Behavior**

Based on the results you've provided, it appears that both Green HRM and Green Knowledge Behavior are significant predictors of Green Service Behavior, and have a positive relationship with it. The p-values of 0.000 suggest that the coefficients are statistically significant and unlikely to be due to chance. Furthermore, the t-values for both independent variables are greater than 1.96, indicating that they are robust predictors of the dependent variable

### ***Discussion***

In this study, the contemporary difficulties associated with employees working towards sustainable organizational goals are discussed. It contributes to the expanding amount of green HRM research by looking at how HRM affects how employees feel about their work and whether or not they go above and beyond in their service to the company. Leadership of People on a Global Scale is the "Green" in Global HRM.

This study adds to the current body of understanding on green health risks to the public administration, green knowledge-sharing, especially green service behavior in the context of economies that are emerging. The new information comes from field-level evaluations conducted with financial lending establishments in Pakistan. The impact of green information sharing on green household resource management and green service behavior is not well understood. This research adds new value by shedding light on a topic that has been mostly disregarded.

### **5. Conclusion and Recommendation:**

#### ***Findings***

The key conclusions are the following: all two hypotheses received empirical support. It was discovered that FLEs in the banking business of Pakistan used the green human resources management as an accurate indication of their in-role and out-of-role green service behavior. The inextricable link between green HRM and eco-friendly service practices produced results that were in keeping with previous research findings on HRM as well as employee service behavior (Ahmed



et al., 2021) as well as green human resources management with green organizational objectives via employee participation (Islam et al., 2021). This considerable outcome might be attributed to responders' environmental awareness and behavioral reactions to green human resources management as expressed in green duties. Previously, (Marrucci et al., 2021) revealed that HRM has a major influence on bank line supervisors' total service accomplishments, combining job-specific and unconstrained productivity, namely green human resources management, in completing both prescribed and volunteer green obligations. Both findings further the basic notion that HRM influences employee reactions and, as a result, they outperform.

### ***Conclusion***

The adoption of environmentally responsible practices by staff members should be a primary focus for human resource management practices developed by companies. These green human resources management practices are useful in a variety of contexts. First, they combine the aims of human resource management alongside environmental management inside the organization. Second, they make sure that their workers are equipped with the knowledge, ethics, and abilities that they need to effectively accomplish green management goals. Thirdly, they raise the degree of employee knowledge and comprehension. Fourth, they increase the degree to which practices of employment and rewards are based on environmentally responsible performance. In addition to encouraging environmentally responsible actions on the part of staff members, we recommend fostering an atmosphere of green knowledge sharing through mentorship, training, and the facilitation of relevant initiatives, programs, and initiatives.

### ***Limitations and Future Directions***

This study, like any other applied research, has limitations. In the beginning, the cross-sectional data used are not optimum for demonstrating cause and effect, and future research in this area might use panelists or combined information to address this issue. Second, we looked at knowledge exchange as a one-dimensional concept. As a result, more study is needed to expand it into an all-encompassing entity. This study may be influenced by culture. We gathered information in Pakistan that received an outstanding score for preventing uncertainty (60) and distance of power (80). Researchers should look at the potential effects of cultural differences on green service behavior in the workplace in the future. Third, although consistent with the empirical evidence from prior studies of the HRM-behavior link, those findings may not generalize to case-studied contexts outside of the banking industry and Pakistan. Further concrete proof of green human resources management's influence on employees' green behaviors might be explored in the future in order to solve the limitations of the current study. To further understand how green human resources management affects environmentally conscious actions, researchers may choose to categorize them according to strategies for increasing competence, inspiration, and access. It is possible to include other mediating variables, such as workers' green views, employees' dedication



to the environment, and the prevailing green emotional climate. Also, our model may be used to verify the results of studies conducted by other service providers.

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