

**ANTECEDENTS OF GREEN BEHAVIOR AT WORK PLACE**

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**NATIONAL UNIVERSITY OF MODERN LANGUAGES**  
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**Antecedents of Green Behavior in Banking Sector: An Empirical  
Study from Multan District, Pakistan**

# **Antecedents of Green Behavior at Workplace in Banking Sector: An Empirical Study from Multan District, Pakistan**

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## **ABSTRACT**

**Thesis Title: Antecedents Of Green Behavior At Workplaces In Banking Sector: An Empirical Study from Multan District, Pakistan**

This study relates to ability, motivation and opportunity (AMO) theory and analyses the key GHRM practices on the Antecedents of Green Behavior at workplace in context that is rarely studied. A survey of 300 employees in service industry (banking sector) of Multan district was selected to study the role of green training, reward, employee involvement and environmental knowledge as predictors of employee green behaviors, and to examine both practical and investigational aspects of green behavior of employee at place of work. The exploratory factor analysis had applied to confirm the validity and dependability of the scales and Regression analysis was used for model fitness. The findings showed that green training increases green behavior of the employees of banking sector of Multan district. Besides, by relating the AMO theory, employees are motivated through reward, employee involvement and participation in green initiative increased their intent to behave green in the place of work. Furthermore, the employee environmental knowledge and awareness significantly increased their green behavior. Consequently, it is recommended that chief executive officers, managers, and further main patrons of banking sector would pay devotion to develop the employees green behavior in order to attain green goal. They must need to do that in order to increase competitive advantages and to apply factual strategic decisions whereas the operational processes in the banking sector of Pakistan. The present study supports the management to develop the employee green behavior and environmental awareness that impacts on the whole organizational green performance.

**Key Words:** Employee Green Behavior, Green Training, Reward, Employee Involvement, Environmental Knowledge, Environmental Performance.

# CHAPTER 1

## INTRODUCTION

### 1. Overview

This study is concerning about green training, rewards, employee's involvement and environmental knowledge and whether they influence employees' green behavior in the banking sector in Pakistan. Like previous green behavior studies, this research also focuses on all those factors that directly and indirectly affect green behavior of organizational employees (Rayner & Morgan, 2017; Douglas W S Renwick, Redman, & Maguire, 2012). The initial motto of this chapter is not only focused on describing the topic, objectivity and nominating problems, but to also put some indications on raising questions, and relating assumed factors with each other to enhance the quality and importance of this research.

### 1.1 Introduction of the Study

In the literature, Green HRM based on a green campaign associated with the safety of environment and saving the earth from various calamities. The "Magna Carta" on environment had declared in the first United Nation's Conference on environment Protection held in June 1972 in Stockholm admitted that to preserve & develop the natural environment for existing then an upcoming generation has changed a firm goal for men. Green HRM stands growing movements in the arena of management. It expresses the incorporation of atmosphere social practices with HR strategies of an association in a direction to achieve a sustainable environment and strong, healthy vision of society, industry and the economy (Milliman, Clair, & Clair, 2017).

According to (Aggarwal & Sharma, 2014) "The color green stands for peace, openness, growth, happiness, life and these days fashion too. Therefore, organizations now increasingly comprehend the importance and need of going green concerning their policies, processes and practice." Green HRM means describing the guidelines for awareness of green

practices in edict to encourage environmental business affairs which in sequence support organizations to behave in an environment-friendly way. So, green HRM consist of two essential features: environment safety HR practices and fostering of human capital.

A fundamental basis of this study is affiliated with the vision that 'being greener is virtuous for businesses (Crotty & Rodgers, 2012). Moreover, employees have a dominant role in their firm's green carry out (Harvey, Williams, & Probert, 2013; Ones & Dilchert, 2013)and, to nurture durable environmental sustainability, there is a requirement to 'recognize and engage in green behaviors' such as reusing and waste prevention.

This study will examine the relationship on four independent variables (green training, rewards and employee's involvement and environmental knowledge) on one dependent variable (green behavior) of employees at workplace. This study is based on the ability, motivation and opportunity theory (AMO). By highlighting and developing employee ability through green training (process of acquiring new or modifying environmental knowledge, skills, and behaviors), motivating employee through rewards (pay, bonus, promotion, and recognition etc), and provide opportunity to participate in environmental friendly initiative etc to practice green organization by operationalizing these variables on the way to develop green behavior of employee. This research focus on the banking sector of Pakistan recognized as influencing value-added green attitudes and behaviors of employees at the workplace.

Employee green behavior is the deliberate employee engagement in environment-friendly initiatives, motivated by his individual beliefs and norms. Employee green behavior is a type of citizenship behavior because it is usually not the part of employee positive managerial role and it is also dependent on the intentional involvement (Lamm, Tosti-Kharas, & Williams, 2013). Perera, Auger, & Klein (2016) describes that green behavior has a positive impact over the environment. Ones & Dilchert (2013) say that whenever proactive

environmental behaviors are taken in the context of an individual's job, they become employee green behaviors. Aggarwal & Sharma (2014) elaborates that employee who may be manager or non-manager is supposed to perform four roles (Preservationist, Conservationist, Non-polluter and Maker) to become a green employee.

This study assumes that environmental knowledge can be an essential independent variable to affect the relationship of green employee's behavior. As environmental knowledge is found a significant independent variable of organizational citizenship behavior and employees green behavior is also characterized as citizenship behavior, so environmental aptitude towards green behavior will be enhanced through green training, rewards and employees involvements. The variable of the study is briefly explained as under.

### **1.1.1 Green Training**

Training is the process of acquiring new or modifying knowledge, skills, behaviors, values or preferences. Training promotes the employees to acquire about eco-friendly issues and involving organizational practices to eco-friendly practices. (Douglas W S Renwick et al., 2016) suggested some recommendations about employee's green training for the progress of employees and building their green skills. These programs consist of a green study of the workplace, green manager's job rotations process inside the organization, green management training, energy safety and efficiency, waste management, movements on recycling, and environmental sustainability.

Natural training emerges, for instance, one of essential strategies over which HR management creates support for HR green management activities (del Brío, Fernandez, & Junquera, 2007). This was likewise the focal point of initial examinations saw during the 1990s that guessed HR and ecological maintainability. Furthermore, Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, (2016) explored the connection concerning natural training & ecological administration in Brazilian's associations. Creators uncovered that

these develops interlinked such as they progress in the association altogether. Additionally, Arulrajah, Opatha, & Nawaratne, (2015) expressed that the furthestmost significant sway on natural mindfulness among employee was through environmental training. As per the creators, this kind of training is to promote the employee to adopt such green behavior practices at work place as well as at home. Hence, these practices encourage the employees to behave green in associations and firms. It is companionable with the results of Sarkis, Gonzalez-Torre, & Adenso-Diaz, (2010) which clarified that employees could empower environmental management rehearses through pertinent ecological training.

Additionally, Arulrajah et al., (2015) examined the estimation of green instruction & training of employees/workers on job or off job charitable the imperative information, skills and capabilities for good EP. Employee training and advancement projects ought to incorporate social, financial and natural issues whatever dimensions (Mandip, 2012). Such as specified by (Cherian & Jacob, 2013), this remains fundamental to design ecological/green training dependent on environmental prerequisites to bring about superlative natural outcomes from the organizations. So, in this specific situation, Opatha & Arulrajah, (2014), describes quantitative investigation of exploring the connection amongst natural strengthening & ecological training on green performance in 220 assembling associations, in Mexico, found such as natural training of workers in more successful in promoting green performance than natural strengthening. In this manner, training, improvement and learning plans ought to incorporate projects, workshops, conferences, & sessions etc. to empower employees to create and get information in green management. Renwick, Redman, & Maguire, (2013)propose explicit environmental training and advancement rehearses, for example, train the staff/employees to make a green exploration of offices/workspace, vitality efficiency, squander the board, reusing, and improvement of individual green abilities. These were likewise prescribed by (Ren, Tang, & Jackson, 2017). Similarly, Zoogah, (2011)

clarifies that associations ought to provide opportunities to employees in natural critical rational endeavors. To accomplish this objective, work turn standards ought to be utilized in green assignments as a basic piece of training and vocation advancement plans of capable green chiefs of things to come (Shah, Venkatramanan, & Prasad, 2019)

According to Renwick et al. (2012), two GHRM practices (i.e Attracting/Selecting, Green Training) were proposed for developing employees Green Abilities. This study has conducted on existing employees of banking sector. So, this study was chosen Green Training as independent variable (IV), to investigate the effects of Green Training on green behavior of the employees working in banking sector.

### **1.1.2 Rewards**

Business dictionary defines reward such as any giving (financial/non-financial) amongst management & employees for achieving any kind of business objectives or goals as result to promote employee to behave in a specific manner in order to attain business goal at workplace. Employees' should be encouraging by their services leads them to behave green at place of work. Employee's motivation increase through rewards and they improve their performance to achieve an environmental goal (Usman & Danish, 2010). It is clear that the goals of the organizations for using reward systems is to achieve, keep and motivate employees for performing well and realizing the importance of eco-initiatives (Ferris et al., 1998)

Accomplishing objectives of greening remunerating employees can upgrade the association for their promise to environmental carry out (Douglas W S Renwick et al., 2016). Furthermore, in this specific background, green performane might benefit from compensation & pay contexts (Zoogah, 2011). To achieve green objective, employees compensation practices should be planned to reveal the executives' pledge to green performance despite the fact strengthening and rousing employees' genius environmental practices (Daily and Huang,

2001). Moreover, this is the administration responsibility to resolve duty issues among laborers by progressively engaged with eco-initiatives (Douglas W S Renwick et al., 2013). Teixeira et al., (2016) represented that also increment achievement of remunerations programs going for inspiring employees' expert ecological conduct; prizes ought to be associated with aftereffects of greening ventures inside associations. What's more, the center accomplishment of acknowledgment reward remains raising them accessible at various dimensions inside the association. There are numerous sorts of remuneration practices to green abilities securing. Prizes are the fiscal based rewards (e.g., rewards, money, dividends, bonuses), non-financial established reward includes (e.g., vacations, leaves, blessings), acknowledgment-related reward (for example grants, suppers, exposure, outside jobs, day by day recognition), and progressive rewards in green performane achievements (for example criticism) etc (Arulrajah et al., 2015).

These kinds of reward's systems will boost workers who intends to contribute the environment maintainability (Douglas W S Renwick et al., 2012) through perceiving & compensating employees committed to accomplishing natural objectives, and individuals employees in the center administration urge their assistants to embrace green rehearses (Kapil, 2015). Hence, by the specific significance, there is the investigation of Pradesh (2016) everywhere the maker considered the effect of rehearsing reward on natural rehearses execution. Further it was notified, in that investigation, acknowledgment basis prizes, as commendation letters and plaques, better-affected employees' duty to natural practices other than diverse types of pay, reward and remunerations in organizations. Moreover, associations may utilize green reward the board rehearses through the connecting interest in green doings with encroachment gains, or by giving motivating forces to empower eco-accommodating practices, for example, reusing and squander the executives (Jabbar & Abid, 2014). Likewise, it tends to be utilized to energize particular green imagination & expansion by demanding

that workforces communicate inventive green point of view on the subject of their engagement in green initiatives at workplace (Ahmad, 2015).

Two GHRM practices (i.e Rewards, Appraisal System) were proposed for motivating employees to behave green towards green initiatives. According to Carolina Mickandar (2010) rewards (pay, bonus, promotion, and recognition) plays crucial role to motivate employees, towards attaining the required attitude and behavior. That's why this study has chosen rewards as IV, to investigate the effects of rewards on green behavior.

### **1.1.3 Employees Involvements**

Employee's involvement can be well-defined such as making environs in which individual employees are allowed to create their choices & proceeds relevant engagements to their works. Employee's involvement benefits the business association in holding their staffs such as it develops commitment & develops a situation in which employees are satisfied with their jobs. Locke, Alavi, & Wagner III, (1997) describe employee's participation influence employee's enactment entirely. Hence, employee involvement raises job gratification, inspiration & commitment. Laurie Mullins, (2016) argue that employees participation shows a vigorous part in the success of the organization.

As a significant aspect of the green performance enhancement go over, bosses need to promote workers to take part & initiate eco-accommodating considerations by engaging employees (Douglas W S Renwick et al., 2016). As Arulrajah (2015) contemplated manual worker cooperation in green initiatives. Further, the analysis disclosed that employees' effective collaboration and insertion in such endeavors create significant vows to perform green. It is because; accomplished employees have equally focused and logical culture that directors need. Most of the natural concerns can't be recognized with individual undertakings; the difficulty of such matters have need of engaged employee who raise the value of diverse



kinds of abilities to realize green management approach compelling engagements (Norton, Zacher, Parker, & Ashkanasy, 2017).

Employee's involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee contribution influence employee's performance positively (Locke et al., 1997). Participation of the employees by involving them in decision making contribute to the success of organization as it increases the productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers. Smith (1997) focused on empowering employees in order to release their potential that indicates empowering the employees can reduce conflict among employees. Employee's involvement increase job satisfaction, motivation and employees commitment as employees feel them more involved in the success of the organizational goals (Mullins and Peacock, 1991).

According to Rayner (2017), empirical research identifies the key design variable of effective Green EI (employee involvement) initiatives would be most useful. Employees play central role for environmental performance. That's why this study has investigated the effects of employee's participation on employees green behavior.

#### **1.1.4 Environmental knowledge**

Environmental knowledge is the number of information individuals has concerning environmental issues and their ability to understand and evaluate its impact on society and the environment. Environmental issues have increasing prominence, in part, as a response to higher public awareness concerning the part of organizations in causing or preventing ecological problems (Bansal & Roth, 2000). This is reflected in the growth in reporting standards such as the Global Reporting Initiative and trend to align human resource

management (HRM) with environmental management via environmentally sustainable policies and practices (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016)

Environmental knowledge may be defined as the variety of information people have regarding environmental issues (EIs); and their capability to comprehend and figure out its implications on the environment and society. Significance of EIs is increasing with every passing day, as a part of the whole framework, for achieving higher level of public awareness in regard to part of organizations in preventing or causing eco system problems(Bansal & Roth, 2000).It may be verified from the fact that reporting standards have grown for instance from the recent developments made in the Global Reporting Initiative and tendency to link HR management with environment management through environmentally sustainable practices and policies (Wagner, & Muller-Camen, 2016).

A tool for accomplishing appropriate level of preparation is by establishing an inevitable information base. Rothenberg (2003) has reported that most of the environmental activities encompass two or more classes of information. Past Studies for ecological learning in China have been facing difficulties in establishing linkages between information, natural training and practices irrespective of the fact that whether learnt administrative practices concerning environmental management reflect real ecological problems faced by Chinese organizations (Fryxell and Lo 2003). The duty of all employees for taking their acquired learning into environmental management has been observed as controlling effect in differentiating between sources of contamination, oversight into the crises and intitution of deterrent framework (Boiral 2002).

Global warming has one of the utmost debated problem. It is among the the worst aggravating factors responsible for adverse changes in climate of the world (Maruf Ullah 2013). It is widely believed that climate change will be so abrupt and fast that most of the eco-systems of the earth will fail to adapt to it. Direct impact of the climate change is quite

evident and conveniently verifiable specifically on human health, water resources, dry land, forestry and agriculture and on biodiversity in general. In fact, effective global response in the form of concerted efforts is the need of the hour to address the issue of global warming. Owing to tarnished air quality, highly raised level of greenhouse gases and unprecedented weather designs, people expect from businesses also to realize their responsibility in preserving the biodiversity and ultimately the world.

Thombre (2011) is of the view that although it is not easy to quantify it but external activities of the banks have enormous environmental impact. Thus, appreciating environmentally safe investments and responsible lending with a view to promote a safe environment ought to be one of the most important everyday jobs of the banking sector. (Sahoo, 2008). Hence, the banks ought to embark on projects to go green and assume proactive approach for taking up environmental & ecological facets as integral part of their lending policies. It will in turn drive industries to make mandatory investment for favourable management of the environmental changes and to make right choice of suitable expertise & management systems (Hayder 2012). Further, Verma (2012) is of the opinion that banking sector in India has gradually started realizing that there is desperate necessity for a shift from earning just profit perspective to 'people, planet & profit perspective'.

According to Dane & Brummel, (2014) we all as employee know the importance of safe environment in our daily life activities at workplace. But when we are at home sometime these principle considered low importance for them. Further, the Jordan elaborates that it may possibly numerous reasons such as Office stress, Budget restrictions and lack of environmental knowledge & awareness. However, the author suggest that the employee save energy by using the key practices at workplace i.e careful with running water, Use eco-friendly hand dryer, use natural light wherever possible etc. Due to lack of environmental

awareness in employees, this study is included environmental knowledge as IV, to investigate the effect of environmental knowledge on employee green behavior at workplace.

### **1.1.5 Employee green behavior**

Employee's green behavior term refers to the Pro-environmental behavior. It comprises of two forms of employee code of conduct/behavior. The first one is task-related behavior in which in-role behavior of employee for instance harmful factual is disposed of in accordance with organizational strategies is concerned. And the second one is voluntary behavior which relates to extra-role of employee played to complete tasks according to their voluntarily initiatives at the workplace (Dumont et al, 2016; Fay & Frese, 2001). Both types of employee's behavior help to achieve green,eco-friendly environment at the workplace.

Required employees green behavior as Schmit et al, (2012) pointed out that companies are looking for progress of their green performance by presenting green jobs & sense of duty. Ones & Dilchert (2012b) testified that concerning 13% to 29% of green behavior of employee in place of work recognized in European and U.S. Compulsory or mandatory employees green behavior by way of green behavior performance inside the setting of employees' compulsory job obligations (Bissing-Olson et al., 2013). This contains adhering to managerial policies, shifting procedures of work as well as taking responsible substitutes, and producing ecological products and practices. The notion of significant employee green behavior is alike to job performance (Borman & Motowidlo, 1993) relates to the crucial behavior of worker toward their companies and helps either direct or indirect ways to core business.

Volunteer employees green behavior relates to the workers sole willingness and choice to go outside what is demanded by the association with concern to green behavior towards environmental protection. It can be define such as a deliberate behavior as intentional green behavior of employees that involves own initiatives that go beyond these

organizational expectations. It includes initiating environmentally friendly programs, prioritizing ecological interests, and policies, awareness raising and social action, and campaigns inspiring others. The perception of volunteer employees green behavior supports diligently with the concepts of relative performance and managerial citizenship behavior that come to light the idea to care the social, organizational, and emotional environment in which job performance acquired (Borman, 1993; Organ, 1997). Especially, it is the notion of optional green behavior which has a tendency to overlook the writings update (Norton et al, 2015).

Green Behaviour activities also includes establishing and instituting financial and business policies that do not lead to derioration in the environmental conditions rather help in protecting healthy environment. Green Behaviour aims at optimal utilization of the resources with the responsibility to ensure least adverse effects to the environment by avoiding waste of all kinds specifically hazardous waste and by according priority to healthier society through healthy environment.

As characterized above out of sight of the investigation, employee green conduct is master social in quality (Chou, 2014); & beginning a pragmatic point of view, routine work environment green conduct ought to incorporate both in-job and additional job green conduct (Ramus and Killmer, 2007), as the two types of articulation add to hierarchical results through esteem creation. How standard is eventually grouped, for example, regardless of whether such conduct is in-job or additional job, is subject to the association and the desires that the association has of its employees (Paillé and Boiral, 2013). There could be occasions in numerous occupations that expect workers to carry on "green, for example, employment that needs employees to guarantee that poisonous waste is not filled neighborhood water. There should be a framework for the hazardous material how should be discarded by organizational strategies and government guidelines. These kinds of practices would be

anticipated from the employee and, in this manner, structure some portion of an individual's formal activity obligations. Be that as it may, additional job green conduct is progressively secretive and could be as straightforward as proposals to improve hierarchical ecological execution through killing PCs by the day's end and killing lights when not being used (Paillé and Boiral, 2013). While both in job and additional job green conduct is viewed as imperative for accomplishing hierarchical green objectives (Norton et al., 2014), they may have distinctive predecessors as employees have diverse dimensions of watchfulness over when and how to show these practices in the work environment (Hoffman and Dilchert, 2012)

Scholars developed a scientific taxonomy of employees behavior toward environmental protection in place of work to arrange demonstrative dimension practices happening the whole inclusive classes i.e. required vs intentional. Employees who accomplish their jobs in eco-friendly ways are viewing required organizational behavior; they perform tasks through a caring environment and protecting organizational resources. These types of behaviors would be anticipated of the employee and, therefore, form part of an individual's regular duties (Dumont et al., 2017a; Williams & Anderson, 1991). Taking the initiative active environmental behavior is related to Voluntary behavior, or Extra-role behavior refers to employees voluntarily participation in eco-friendly initiatives other than their required job description. These particular initiatives include turn off bulbs/lights when there is no need and turn off PCs, laptops and other equipment after working hours (Dumont et al., 2017a), participating in informal debates and giving positive recommendation, help in detecting problems, give creative solutions and support in improving process (Fay & Frese, 2001; Frese et al., 1996). Iqbal, Hassan, Akhtar, & Khan, (2018), elaborated that Scholars are concerned almost the work behavior of employee in job places, progressive and destructive behavioral perspectives that might have influence in excess of the environmental outcomes. So, the nomenclature of employee behavior and

attitude is required. This requirement has been achieved by Dilchert (2012a), giving a typical of employee behavior classifies these behaviors of employees at workplace as psychosomatically expressive groupings. These are five general categories of employee behaviors (Ones & Dilchert, 2012a). Further, these groups of employees green behavior include conserving, work sustainably, avoiding harm, influencing others, taking initiative etc.

As, the conserving group of worker GBs covers activities that are estimated normally as primary driver of green practices, i.e., recycling, repurposing, and lessening. Secondly, Work economically is centered on the order of a person's activity obligations and obligations in such a strategy, that it has an empowering ecological act. Thirdly, a gathering of employee "Maintaining a strategic distance from Damage" is associated with the counteractive action of negative practices at the working environment, i.e., upgrade the biological system. (Iqbal, 2018; Aggarwal and Sharma, 2015). Fourth, affecting others positions for the dimension to which workers draw in, instruct, and rouse people to include in reducing natural controls and take an interest in professional ecological activities. These practices have not any prompt or direct ecological esteem but rather have an extensive potential to move natural most minimal line by convincing numerous authoritative members (Jackson, Ones, & Dilchert, 2012). At long last, Stepping up to the plate can be characterized as a tendency to take understanding, affecting, and estimating employee's hazard for natural esteem. This classification of employee's practices mirrors the inventive soul of the worker execution as they demonstrate their eagerness for a particular program or activity. For instance, employees who take part in these sorts of exercises are change operators, on a relational as well as authoritative dimension.

The five general classifications of Employees green practices portrayed here are theoretically and experimentally discernable. A considerable lot of the applied qualifications

emerge from the capacities that practices in every classification fill in just as the mental premise of the separate practices.

Most of employees might just desired that work which is essential for his/her on job duty, whereas others employees go beyond whatever is required in more proactive way. (Aggarwal & Sharma, 2015).The difference amongst selecting one type of green behavior, both type, and any of one behavior might be associated with the incentives of employees to engage to green initiatives and practices at workplace (Iqbal et al., 2018).

## **1.2 Problem Statement**

Regardless of great stress laid down on every single variable individually in different perspective; there is inadequacy of literature on combination of variables proposed in this research, especially in Pakistan. Previous subject matter study relates to different manufacturing industries. There are some studies (Rayner, 2017, Dumont, 2016, Norton et al, 2015) which had probed into that issue in developed countries such as China, Australia etc. So, this study will be conducting in banking sector in emerging country, Pakistan.

This research will contribute significantly in understanding how an employee's green behavior at workplace get affected by green training, reward, employee involvement and environmental knowledge, in the banking sector of Pakistan.

The problem statement of this study is that the employees of banking sector are not behaving green at workplace due to the following factors.

1. Lack Green awareness.
2. Rewards are not initiated on green performance at workplace.
3. Practically, low employee's involvement in suggestions and decisions making in green initiatives.
4. Lack of environmental knowledge.



This research will address the following research questions.

1. Does green training affect employees' green behaviors in Pakistan?
2. Does reward affect employees' green behaviors in Pakistan?
3. Does employees involvement affect green employee behaviors in Pakistan?
4. Does employees environmental knowledge affects the green behavior of employees in Pakistan?

### **1.3 Research Objectives.**

The current research objectives are apparent that is to scrutinize the factors affecting green employee behavior at the workplace. It aims to “To find out the consequence of Training, Reward, Employees involvement and Environmental knowledge on green employee behaviors in Pakistan.”

1. To analyze the connection between green training and employees 'green behaviors.
2. To analyze the connection among reward and employees' green behaviors.
3. To analyze the connection between Employees involvement and employee green behaviors.
4. To examine the relationship among environmental knowledge and employee green behaviors in Pakistan

### **1.4 The significance of the Study**

This study is imperative for organizations to encourage green behavior of employees through green HR practice such as green training, reward system, and employee's involvements. Such green behaviors of employees are responsive to the organizational environment, which decrease the negative behaviors of employees like wasting organizational resources and time. Because those employees who are willing to promote green behaviors avoid unnecessary usage of organizational resources, like they avoid over usage of air conditions, save energy of organizations, and reduce hazards factors of the work

environment, active engagement in green environment protecting campaigns, and promote green environment like plantations, and reduction in pollution.

The above discussed all activities are covered under the umbrella of green behaviors. So, the present study is exploring and identifying new avenues for research and practitioners to invest their resources in green behavior promoting activities. The present study is extending the approach to green behaviors through these green HR management practices such as green training, reward & employee's involvement which develop an environmental attitude of employees and such attitude further elicit green behaviors at work which is need of every organization in the modern world. Because the organization generates its revenues from the environment and without the consent of employees organizational cannot promote green behavior both inside and outside the organization. Employees green behavior is a kind of flexible behavior which enhances employee's task performance, but its sole purpose is a significant contribution to organization and society as a whole.

The present study is highlighting some of the leading indicators of green behaviors at work which is need of all including employees, organizations, and society as well. This study is also essential for developing Green Behavior at the workplace in the Banking Sector of Pakistan. This study highlights the development of employee's green behaviors through GHRM practices and to assess the impact of these variables towards Green behavior. Consequently, this research aims to interpret findings from this study to motivate employee performance by developing green behavior and explore new horizons to understand these factors in the Pakistani context. Therefore, research variable articulation would generate reader interest to know how all these factors impact on solutions for motivating individuals towards developing Green behavior at the workplace.

There are some studies which had probed into that issue in developed countries such as China (Dumont et al., 2017a) and Australia (Rayner & Morgan, 2017), etc. So, this study will be conducted in the banking sector of the emerging country, Pakistan. As the Money related Administration Division of a country, the exhibition of the general nation's economy relies upon the financial area. The present investigation bolsters that the countries that have a magnificent monetary framework will in general create financial development all the more quickly.

In like manner, each state Banking Segments have been administered by sorted out experts, in Pakistan, State Bank of Pakistan (SBP) rebuilding observing money related areas for the improvement of banking part. This segment of administration industry has a double effect; first banks have overwhelming impact in the economy through national development exercises, furthermore, as monetary area of administrations economy, offer assets to the next advancement association and furthermore give cash to overall population too. As per Dr. Aurangzeb,(2012) "The business banks of Pakistan and other budgetary industry recognize positive monetary relationship on financial development of Pakistan."

The monetary development of banking framework in Pakistan has focused to achieve these primary destinations: to guarantee the dependability of money related foundation, to wide and grow the capital markets, to carry mechanical change with giving quality administrations, lessen the opportunity for debasement, by diminishing the quantity of government claimed banks and upgraded the exhibitions of bank by expanding the adequacy dimensions of banks.

Banking segment assumes imperative job so as to overpower the deficiencies of the economy of rising nations, for example, Pakistan. Commonplace government banks are basic to get advancement money related exhibitions and administrations through reinforcing monetary help to the association and it just conceivable over the procedure of improvement

and development in the related administration part. As Aurangzeb (2012) says "furthermost latest twenty years that within the development procedure; the top management/executives and administration required to focus towards the rebuilding some portion of the organizations for example, employees call for to give clarification for whatever they acquired choice to recognized staff selection, posting or termination, closing the branches."

As indicated by Bon, Zaid, & Jaaron, (2018) banking framework assumes a significant job in the money related division and records for 95% of this part and exhibited a positive association to the financial development of Pakistan. Keeping in view the significance of green financial practices, The State Bank of Pakistan has given rules to its recorded banks through its diary named as Green Financial Rules issued vide IH and SMEFD round no 08 dated October 09, 2017.

The term or word 'Green' alludes a wide scope of moral, social, social and ecological measurements. However, for the object of concentrate that tend to investigate ecological feature, "green" is principally to portray green association uncommonly green banks' consequences for the work environment condition, natural manageability and obligation just as green exhibitions in their activity exercises. Bai (2011) examined Green Banking is indistinguishable to a standard bank, which ponders all the social, social and biological or ecological variables with an objective to spare the earth and protect the common assets. In this way, it is additionally named a moral bank or green practical bank.

In Pakistan, the common asset of provisions reserves and the essential wellspring of financing to help the national monetary execution are business, venture and Islamic banks. The business banks of Pakistan are assuming a fundamental job in the advancement and financial development of Pakistan by way of the most exceedingly terrible victim of world ecological pollution over and done with industrial development, environmental change and innovation.

As per Omar Faruque, (2016) the most significant topics of the twenty-first century are the green security and reasonable biological equalization. It has turned into an essential issue that must be considered by every single useful territory including banking. Green banking includes ecological and social obligation. Green financial exercises incorporate utilizing the majority of the banks' assets with obligation and care, maintaining a strategic distance from waste and offering need to decisions that consider.

Following are the potential reason to select banking sector of District Multan, Pakistan.

1. Reliabe data source.
2. Banking sector has positive role in the financial development of Pakistan.
3. Green Banking is need of the hour.
4. Main source of economic development.
5. Educated poplation
6. Easy access for data collection.

### **1.5 Structure of the Thesis**

This unique study comprises of five detailed chapters but in short,

**Chapter One** gives an introduction, Background, objectivity, problematic statement and raising Research questions about this study.

**Chapter Two** reviews the literature including green training reward, employee's involvement, environmental knowledge and green behaviors.

**Chapter Three** explains the conceptual framework for employees' green behaviors, exploring variables meanings, different techniques for data collection for this study, hypothesis verification, and research designing at the end.

**Chapter Four** emphasizes data analysis and its graphical representation.

**Chapter Five** is all about the conclusion, suggestions, theoretical and practical perspective and limitations of the study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

Here we presumed to establish the area of study, define the key terms, making sure the research is not a replica and explaining the interactions in the focused study area. Every study may have a different literature review. So, presented in this chapter is an evaluation study of past studies found in literature related to the researchers' area of focus. Alongside, providing information regarding the past studies it also unearths the relationship among numerous variables in the past as well as proposed future studies by the researcher. Moreover, the literature helps highlighting the faults and errors in previously conducted researches and also charting out the gaps. It also shows that the research is aiding a better understanding of the study. There could be instances in numerous occupations that expect employees to carry on "green, for example, occupations that expect workers to guarantee that defiled waste isn't moved into the nearby water supply or that hierarchical arrangements and government rules oversee risky material. These kinds of practices would be anticipated of the worker and, accordingly, structure some portion of an individual's customary activity obligations. How conduct is eventually characterized, for example, regardless of whether such conduct is in-job or additional job, is reliant on the association and the desires that the association has of its employees. Be that as it may, additional job green conduct is all the more confusing and could be as straightforward as recommendations to improve authoritative ecological execution through power off PCs toward the day's end and power off lights when not being used (Dumont et al., 2017a).

When the employees observe their colleagues have involved in environmentally friendly practices and it has become the norms the observers of such norms will involve in such pro-environmental practices. As elaborate above Ones & Dilchert, (2012) presents a job

execution-based model of Employees green behavior with groups: (1) working sustainably, (2) consuming resources, (3) motivating others, (4) taking the initiative, and (5) avoiding uncertainty values and norms. Andersson, Jackson, & Russell, (2013) describes that Employees green behavior is a significant element of organizational environmental performance. Employees green behavior is a need of the hour (Aggarwal & Sharma, 2015).

## **2.1 Study Variables**

### **2.1.1 Green Training:-**

Training is an organized tactic that enables employees to achieve demanding skills and knowledge to get done jobs successfully with betterment in the behavior (Kotler, 2001). Research supported that skills and knowledge acquisition will contribute to sustainable business growth. As the training states the procedures used to nurture Knowledge and expertise in employees vital to accomplishing the job accordingly (Page, Ankner, Jones, & Fetterman, 2008). Most organizations measured training & development as a significant factor in human resource development. Training can be characterized as a push to grow further capacities today or looking for a superior future one needs to expand the dimension of employee's execution. Training is a dynamic key instrument that can be utilized to expand worker proficiency and adequacy that eventually improves hierarchical execution for an increasingly broadened period (Hoffman, Hersey, and (Hoffman, Hersey, & Blanchard, 2006). Training programs are joined by employees to propel the worker's accomplishment such as to bring about vital advantages in excess of competitors. It will be easy to attain the organizational desired goal by providing proper training of their employees.

The training in the current research literature as extensively rationalized as a critical Green HR management treatment. As is a source of nurturing staff awareness regarding environmental issues in order to achieve desired green practices (Murillo-Luna, Garcés-Ayerbe, & Rivera-Torres, 2008). It is imperative to train staff with essential skills, such as in

what way to save related waste data (Douglas W S Renwick et al., 2012) and to increase the environmental expertise like the degree of 'environmental education' in an organization (Milliman et al., 2017). Developed countries are focusing on Training in Green affairs. In the UK, Survey reported that 42% business groups of UK, training their employees in environmentally friendly job practices and activities (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). If government support, it will be easy to attain green employee behavior, likewise in 2007, only in the United States, \$300 million was allocated for green training for creating green jobs underneath the Obama government (Perron, Côté, & Duffy, 2006). Fernandez, & Junquera, et al. (2007) describe that pro-environmental practices need improved employee knowledge, awareness, and skills in the work process that this needs green training to create emotional participation in environmentally friendly apprehensions. Green HR rehearses 'empowers natural training' and the development of abilities required for waste decrease (DuBois and Dubois, 2012)

Various specific concerns stand up in the writing concerning the utilization of green training and advancement in green execution, with the need to counter worker question in regards to the significance of the ecological issues. Later on, associations need to grow all the more training in green administration, and admirably assess the general viability of green execution. Green training of workers incorporates the re-training of employees who have lost positions in the 'polluter' enterprises, coordinating training into examinations and guaranteeing that supervisors discharge staff for training (Bansal & Roth, 2000). For handling training concerns, the Institute of Environmental Management (IEM) has perceived and passed on green training workshops for green administrators, with supporting abilities and mindfulness in Ecological administration (Rayner & Morgan, 2017).

Natural management/adjusting rises as one of the fundamental strategies through which HR the board makes support for EM exercises. It was moreover the point of



convergence of early examinations found during the 1990s that evaluated HR and characteristic reasonability. Teixeira et al., (2016) analyzed the association between natural getting ready and ecological organization in Brazilian organization. Makers exposed that such factors creates intertwined as they advance in the association together. Moreover, the most significant influence towards regular care among laborer was through biological getting ready. As demonstrated by makers, this kind of planning is responsible for making the lifestyle to support green practice in organization. Arulrajah et al., (2015) discussed the estimation of green guidance and getting ready of specialists in giving crucial data and abilities to extraordinary EP. Delegate getting ready and improvement ventures should fuse social and ecological issues at all measurements. As such, getting ready, improvement and learning plans should join ventures, conferences, and meetings to facilitate agents to make and get data in green administration. Renwick et al., (2013) propose certain green getting ready and progression rehearses, for instance, planning staff to make a green examination of workspace, imperativeness efficiency, waste the administrators, reusing, and improvement of individual green capacities. These were furthermore proposed by Jackson et al., (2012). Besides, Zoogah, (2011) elucidates that organization should offer chances to interface with agents in characteristic basic reasoning endeavors. To attain such above mentioned goal, work insurgency gauges should be used in green assignments as a basic bit of getting ready and calling make implied plans of skilled green heads of what might be on the horizon.

Green training is the training that revolves around the improvement of specialists' demeanors, data, and attitudes, abstain from disintegrating of EM-related learning, capacities, cognizance and mindsets (Zoogah, 2011). Green training teaches agents about the valuation of EM, train them in working techniques that spare essentialness, decrease abuse, diffuse characteristic care inside the working environment, and allow attracting specialists in basic biological reasoning. Green T&D practices make agents aware of different perspectives and

appraisal of ecological administration. It urges them to get a handle on unmistakable procedures for protection including waste organization inside an organization. Further, it improves the capacity of a laborer to oversee different environmental issues. Ramus (2002) in a diagram of chiefs, on best organization, practices surmised that biological getting ready and guidance, close by setting up an extraordinary normal culture for the delegates where they feel that they are the bit of environmental outcomes, were the basic HR The board shapes that support the achievement of regular targets. Green training advances the eco-pleasing chiefs who emphatically can appreciate similarly as development supportability all through the system would be particularly important for ecological assurance at working environment(Tahir, Rahim, & Khan, 2017).

Shutting the above talk, we envision that the requirement for extraordinary significance is: association ought to set up their specialists on best green business rehearses enthused with green exercises. Additionally, successful ecological training and instructing made the agents should in like manner be fit for encouraging the employees concerning the upsides of winding up more earth-obliging and obtaining green things.

According to scholars, training is crucial GHRM intervention. This is a valuable tool to enhance staff cognizance of the green effect of their corporate actions (Bansal & Roth, 2000), to train staff with essential expertise, talents & knowledge, for instance in what way to save significant discarded data (May & Flannery, 1995), & to increase the level of 'green knowledge' and conservational capability in the organization (Roy & Thérin, 2008). Well-awared, trained and ecologically attentive employees are preferably placed on identifying and reducing discarded material, such as they remain nearby to it. Furthermore, Progressive EM tactics are realized to be people oriented and focussed on proficiency enlargement through employee environmental/green training (Brio et al. 2007).

Other training concerns in green management and green behavior includes train their executives, managers as well as workers who have vanished positions in the 'polluter' businesses, create motivation in employee to love and save the environment, and incorporating training into examinations and conduct execution the executives frameworks. Further, to manage training issues, the Institute of Environmental Management (IEM) set up green training conferences/workshops for ecological administrators, including conveying matters into light, aptitudes and environmental knowledge (Eisenhardt & Schoonhoven, 1996).

#### 2.1.2 Rewards: -

In view of deliberate approach, the reward can be defined as bring into a line of pay rehearses and business objectives; a few associations are developing prize frameworks to boost green administration, especially for ranking directors. For instance, in England, ICI has included natural objectives as a major aspect of their execution connected with pay judgment for ranking directors (Jabbar & Abid, 2014). As per Dumont et al., (2017a) a reward a precise and related restitution by the business to inspire their specialist for influencing them to contribute towards green, for example, reprocessing, by giving extra focuses while likewise and this for rolling out an improvement in reward and installment level. Reward rehearses in an association increment the natural execution of the employee (Renwick, Redman, and Maguire, 2013). On the off chance that we talk about the investigation of Cordeiro and Sarkis in 2018 comprising of 207 US firms from the Standard and Poor 500 finds that just in the firms with an unmistakable jumping with natural execution and official holding is there proof for an impact of ecological execution on President pay levels. Thusly, there is some new proof that is giving for Ecological execution the most dynamic from research that reports organizations with restrictive compensation for ranking directors having higher Natural execution than those with fixed pay rates (del Brío et al., 2007). Be that as it may, the issue of

the relationship was not talked about or controlled by these examinations. firms might react ecological execution by acknowledging administrative prizes for Natural administration execution. In reality, in the US, an examination in the gadgets business through six Standard Mechanical Classifications likewise finish up a relationship among plant director pay and Natural administration Execution, be that as it may, later investigation recommends that proficient pay and rewards results from as opposed to causes ecological execution, and in this way firms stay responsive on ecological problems.

Pay and Natural administration relationship for other staff not much of the time distributed in the examination composing. There are a couple of occurrences of aptitude-based reward plans for front line staff obtaining specific doled out normal capacities, (for instance, learning of natural lawmaking), as they are accepted to empower relationship to stop certified environmental accidents or unlawful surges occurring (Ramus, 2002). Some 40% of UK chiefs are represented in a CIPD compensate outline Baharun & Kamarudin, (2001) as investigating their reward and work conditions courses of action and practices to see whether they support their natural objectives. Regardless, this generally stressed over benefits, for instance, transport and travel rather than pay itself, and another investigation is investigating the associations among compensations, and EM reports a 'lack of development'. Thusly, progressive practice on interfacing EM and prizes for that underneath senior organization mainly revolves around giving laborers non-monetary affirmation rewards for biological organization(Roy & Thérin, 2008).

In a near report by Forman & Jørgensen,(2001) on the criticalness of specialist enthusiasm for characteristic ventures, it was seen that delegate obligation to condition the official's projects was extended when they were offered pay to take up commitments in association with biological commitment. The suitability of green prizes and pay was best found in an examination driven by Berrone & Gomez-Mejia, (2009) on 469 US firms

working in high-dirtying ventures. They found that the organizations having eco-pleasing execution paid their Chiefs more than non-eco-obliging firms. They also assumed that whole deal association brings about comprehension to pay were connected with increasingly conspicuous pollution expectation accomplishment. The declaration is supported by a survey coordinated in the UK by CIPD/KPMG that assessed that 8% of UK firms were compensating green practices with various sorts of distinctions just as cash related sparks, and these practices can be convincing in inducing delegate(Ramus, 2002). Composing review reveals that inspirations ask authorities to use accounting and diverse endeavors to achieve flitting results and improve themselves(Cormier, Ledoux, & Magnan, 2011).

Affirmation based prizes for staff in EM, (for instance, comprehensive open affirmation) are used in broad US associations, and are offered at different measurements: for example, by Presidents consistently for individual, gathering and divisional responsibilities to decreasing waste, companywide bunch flawlessness stipends, and in non-standard structures, for instance, giving delegates opportunities to go to Green events/energizes. Other such creative non-cash related prizes for delegate EM exercises join paid trips, time off and favoring certificates(Govindarajulu & Daily, 2004). The use of biological prizes and affirmation, (for instance, regular acknowledgment and companion's awards) are accepted to have a significant influence on agent status to deliver eco-exercises. Such exercises are accepted to make an open style of correspondence which urges specialists to inspect their unique contemplations 'in a certified and over the top manner(Ramus, 2002). In England, a couple of cases of association practice join the usage of a 'carbon credit card and cash driving forces the staff to buy green vehicles, help plans compensating incredible support/execution with a 'Green benefit card' engaging staff purchases of Green things, and yearly distinctions dinners to see excellent direct in EM(Edwards, 2009). Besides, financial inspirations have been brought into association EM compensate approaches in the UK, for instance, charge

sparks and avoidances to lift propelling bicycles to delegates, and the use of a less dirtying vehicle fleet (Greenman et al., 2007)

Despite the fact that compensation and prizes increase green exercises in organization, certain demonstrations of disregard. Making convincing monetary inspirations can be attempting a direct result of the inconvenience of correctly and acceptably evaluating environmental practices and execution (Fernández, 2003). In this manner, Gupta (2008) described that associations need to structure imperativeness capable things and techniques and devise stimuli to revive their affirmation. However, if green reward & compensation structure are changed in accordance with the technique of HR the executives, by then a green culture in organization can be upheld. By solidifying parts of green organization in the compensation program, boss can propel the green practices among the delegates. Further, heads can demand that specialists pass on explicit green musings identifying with their business which can be through shared decisions included into the goals to accomplish in for the exceptional year. Achieving these goals would be the reason of getting spurring powers (Ahmed, 2015). Laborer compensation activities can be changed in accordance with give rewards arranged to a restricted degree on the agent's assessment evaluations on social and particular abilities.

In addition, agents could be conceded rewards for their uncommon work on various assignments. Green prizes can join the use of workplace and lifestyle benefits, running from carbon credit adjusts to free bicycles, to attract people in the green arrangement while continuing to see their dedication (Maxwell-Smith, Conway, Wright, & Olson, 2016). Last, anyway not the least, more complement should be given on investigates which choose convincing procedures that will structure and execute green compensation practices and may incite the achievement of basic corporate destinations.

By a vital way to deal with remuneration the board, defined as the modifying of pay practices and corporate objectives, there is some confirmation for organization making reward system to boost EM, especially for positioning executives. In Britain, for example, ICI has included characteristic concentrations as a noteworthy part of their execution related pay examination for positioning executives (Marciano et al., 2018). Early research findings from 186 US firms on the Forbes list reveal a solid association between CEO pay (full scale pay and pay) and firm environmental reputation, yet those CEOs are not by any stretch of the imagination compensated for their firms' EM record and, moreover, are not vivified towards doing in that capacity by the structure of such firm pay systems. Later findings, for instance, Berrone & Gomez-Mejia, (2009) inspect on associations between characteristic execution and authority pay in 469 US firms reveals more grounded help for biological execution being unequivocally associated with CEO complete pay. An examination by Cordeiro and Sarkis (2008) of 207 US firms from the Standard and Poor 500 finds that just in firms with an express linkage between characteristic execution and authority contracts is there confirmation for an impact of biological execution on CEO pay levels. As needs be, there is some making evidence that paying for EM execution is amazing from concentrates that report associations with surprising remuneration for positioning chiefs having higher EM execution than those with fixed pay rates (del Brío et al., 2007; Fernández-Isabel et al., 2018). Notwithstanding, the issue of causation isn't settled by these examinations. It may be that firms are reacting to natural execution stresses by realizing regulatory prizes for EM execution. An examination of the US electronic industry transversely more than six Standard Industrial Classifications also finds an association amongst plant supervisor remuneration and green management execution, yet ensuing examination recommends that administrative pay results from instead of causes ecological execution, and subsequently firms stay responsive on natural matters (Russo, 2005). Remuneration & green management links for further staff remain infrequently

detailed in writing. Hence, certain back instances of capability-based reward plans for cutting edge staff getting specific assigned natural skills, (for example, learning of ecological enactment), as they are believed to enable associations to stop genuine ecological mishaps or illicit discharges happening (Kanwal, 2016 and Ramus, 2002).

Moreover, forty percent of UK businesses are really accounted for in a CIPD compensate overview as exploring incentive and work status quo arrangements & rehearses to realize whether they bolster ecological goals. Be that as it may, this has to a great extent been worried about benefits, for example, transport and travel as opposed to pay itself, and another overview inspecting the connections among remunerations and green management information a 'shortage of action'(Douglas W S Renwick et al., 2016). In this way, authoritative practice on connecting green management and prizes for individuals beneath high-ranking administration to a great extent center around giving employees non-money related acknowledgment rewards for green management (Govindarajulu & Daily, 2004). Acknowledgment based prizes for staff in green management, (for example, far-reaching open acknowledgment) are utilized in huge US groups, & are presented at various dimensions: for instance, every year for person, group & central obligations to decreasing waste, company wise group brilliance grants, & non-customary structures, for example, giving employees chances to go to Green occasions/revitalizes. Other such inventive non-financial prizes for employee EM activities incorporate paid get-away, and blessing outcomes (Govindarajulu & Daily, 2004). The use of biological prizes and affirmation, (for instance, each day tribute and companion's awards) are accepted to have a significant influence on agent status to make eco-exercises. Such exercises are accepted to convey an open style of correspondence which urges specialists to discuss their environmental musings 'in a genuine and over the top way.



In Britain, a couple of cases of association practice consolidate the use of a 'carbon MasterCard and cash spurring powers for staff to purchase hybrid automobiles (Deepika, 2016), spark plans repaying extraordinary investment/execution with a 'Green benefit card' engaging staff purchases of Green things and yearly distinctions dinners to see model direct in green management (Simms 2007, p. 39). Also, money impetuses have been brought into organization green management compensate techniques popular in UK, for example, charge motivations and exclusions to elevate crediting bikes to employees, and the utilization of a less dirtying vehicle fleet (Mandip, 2012).

Accomplishing objectives of greening remunerating workers can improve the association for their promise to environmental rehearses (Teixeira et al., 2016). Whereas, in this unique circumstance, green management could benefit from remuneration & pay frameworks, if it centers around the shirking of harmful practices and energizes eco-accommodating conduct (Zoogah, 2011). To achieve this, compensate structures should be planned to mirror the officials' obligation to green execution while reinforcing and convincing laborers' pro ecological practices. This organization obligation will grow obligation from workers themselves by ending up more earth reliable and will get them logically connected with eco-exercises (Douglas W S Renwick et al., 2013). Further, Calia, Guerrini, & de Castro, (2009) represented that to expand the achievement of remunerations programs going for spurring workers' master natural conduct; prizes ought to be associated with the consequences of greening ventures inside associations.

What is more, the center achievement of acknowledgment rewards is making them accessible at various dimensions inside the association (Sudin, 2011). There are numerous kinds of remuneration rehearses for green abilities procurement. Prizes can be on the sort of cash related based green prizes (e.g., rewards, cash, premiums), non-monetary based green management rewards (e.g., occasions, leave, endowments), affirmation based green

management rewards (for instance allows, dinners, consideration, external occupations, step by step recognition), and positive rewards in green administration. These sorts of compensations regard agents who contribute the most to normal practicality through seeing and remunerating laborers who are focused on achieving environmental goals and those in the middle organization who encourage their subordinates to grasp green practices. Of explicit noteworthiness here is the examination of Ramus, (2002), where the maker thought about the impact of practicing rewards on normal practices use.

It was identified, in this examination, that affirmation based prizes, as recognition letters and plaques, better-influenced agents' guarantee to normal practices more than various sorts of compensations. Additionally, organization may use green reward the board practices through associating interest in green exercises with progression/calling gains, or by offering driving forces to invigorate eco-pleasing practices, for instance, reusing and waste the board(Donohue & Torugsa, 2016). Moreover, it might be used to propel some green imaginativeness and improvement by mentioning that agents share innovative green considerations with respect to their business(Dumont, Shen, & Deng, 2017b).

### **2.1.3 Employees involvement: -**

Employee involvement and cooperation in green management regularly observed as pivotal for effective results in the organization. In spite of the fact that business, market and overseeing requests continue as the key partners of green administration, workers are frequently affirmed as a wellspring of power for governments to understand natural issues (Harvey et al., 2013). The investigation of Canadian firms found that organizations with an all the more star dynamic natural methodology being decidedly connected with workers, for example, weight source.

Further, in Spanish, an investigation of workers involvement in 110 ISO 14001 recorded processing plants discovered environmental issues in green

administration/practices/rehearses, to be associated with ecological result (del Brío et al., 2007). There is a broad assortment of practices to bring Employee Involvement up in green environmental/management (EM), in adding to progressively old ones, for example, recommendation plans, bulletins, and critical thinking bunches. For instance, work-based reusing plans(Douglas W S Renwick et al., 2013), 'low carbon champions' building up specific Green activity groups to examine how to incorporate staff in encouraging firms become extra naturally benevolent and motivating employees to propensity vehicle sharing, home-working, video conferencing, and drawing in employees in green activities. Worker inclusion in natural administration appears to have the circumstance impacts finished up three center procedures: First, through sustaining employees' certain learning amplified through their nearby relationship to the creation procedure (Boiral, 2002); second, engaging workers to make suggestions for ecological upgrades (Govindarajulu and Daily, 2004); and third, developing a culture in working environment that underpins natural administration improvement endeavors.

Specialist enthusiasm for Green exercises extends the chances of better green organization as it modifies agents' destinations, limits, motivations, and acknowledgment with green organization practices and structures. Counting delegates in EM has been represented as improving EM structures, for instance, gainful resource usage (Florida and Davison, 2001); decreasing waste; and lessening tainting from workplaces (Tahir et al., 2017). An essential way by which agent organization and speculation can be bolstered inside the organization is to search for business visionaries inside the association who are socially or normally arranged known as eco-business visionaries (Mandip, 2012). A couple of authorities in their examination induced that solitary fortifying strongly impacts productivity and execution, and supports watchfulness, particular thinking, and basic reasoning capacities (Renwick, 2008; Wee and Quazi, 2005).

The HR staff needs to pressurize the organization to make a participative working environment where the agents are permitted to set up their considerations on green issues since they are the ones who are accountable for executing corporate good lead in the regular presence of the organization. This suggests the achievement of green outcomes will, all things considered, depend upon delegates' preparation to collaborate, as consistently, the best considerations begin from the agents who work in that particular sector (Jabbar & Abid, 2014). IBM business association of UK has a movement bunch program. This offers stipends to empower specialists and their families to get connected with the adjacent natural endeavor. Other firm systems that assistance agent eco-exercises and supervisors who reinforce laborer biological exercises have been distinguished in firm practice in the US and Europe, where at GE Plastics in the Netherlands, and Nestle in Finland, relentless practices from managers toward delegates in green management are accepted to ask delegates to make possible responses for characteristic issues (Ramus, 2002).

As a noteworthy part of the EP redesign practices, HR heads need to encourage agents to participate and begin green and eco-obliging contemplations through empowering specialists (Ahmad, 2015). Consequently, HR staff can feature the need to make a participative working environment to top organization; where delegates can vary or counsel with the officials and offer a few intends to address essential issues (Hobelsberger, 2014). As demonstrated by Harvey et al. (2013), improving progressive instruments for reinforcing and backing of agents in the workplace enable hearing the voice of laborers to help shape regular targets. In any case, the hugeness of delegates' fortifying and venture emanates from the manner in which that specialist's welcome self-administration to settle on decisions concerning ecological issues and distinctive issues that may emerge while completing common supportability exercises (Daily et al., 2012). In addition, promising delegate participation makes specialists inside the organization who are socially or normally arranged.

To achieve this, agents should get related with figuring a characteristic framework which will enable them to make and stretch out the referenced figuring out how to grandstand green things and organizations. Specialists speculation overhauls an inferred learning inside people, which has unprecedented influence perceiving tainting sources, regulating emergency conditions, and broadening preventive game plans (Boiral and Paille',2012); realizing improved employee performance (Renwick et al., 2013).

Rothenberg (2003) considered worker collaboration in green management stretches out in a US vehicle plant (i.e., NUMMI). The examination revealed that delegates' dynamic help and relationship in such endeavors produce significant duties to EP. This is on the grounds that practiced laborers have both specific and legitimate discovering that boss need. The examination assumed that empowering agents to give proposals and to be early connected with basic reasoning errands is the essential vehicle for overhauling workers' interest in green management exercises. In such way, characteristic fortifying is defined as a methodology through which authority gives its ability to delegates to address environmental issues (Daily et al., 2011). This gives laborers the opportunity to deliver inventive responses for dealing with biological issues and to contribute the best of their abilities. In green management practices, drew in delegates are progressively powerless to be related with the improvement of the earth (Govindarajulu, 2004).

#### **2.1.4 Environmental Knowledge: -**

Information based ways to deal with the investigation of worldwide ecological collaboration will result in general treat Environmental knowledge as a separate variable. It is progressively helpful to recognize unique kinds of data and to examine their parts in policy creation separately. Disaggregating information and knowledge uncover critical parts of the interaction between, powers, knowledge, interest and control which generally stays covered up, and illuminates experimental riddles and possible inconsistencies. Hence, its usefulness is

delineated an examination amid two notable instances of system making endeavors: deforestation (non-routine) & ozone exhaustion (routine) environmental knowledge. The examination depends on an investigation of multilateral scientific appraisals, the opinion of UN gatherings, & meetings through researchers/policymakers. Furthermore, the proof recommends that consistent data about the cross-outskirt outcomes of an issue is of fundamental significance in routine development as it encourages utility estimations and the arrangement of interests. Additionally, despite control over-learning hypothesizing, the condition of information cannot be adequately disclosed concerning political power. In ecological governmental issues, standard scientific data is broadly accepted to be a critical essential for strategic decision making. Whereas, developing addition of studies investigate the crossing point among science verses legislative issues in global field (Andresen, 2000).

However, significant green training is raising an environmental knowledge. Rothenberg (2003) elaborates that most environmental developments combine more than one kind of knowledge. A study of managers in China exposes that they have a ‘solid disposition’ towards taking environmental knowledge and values are determinants of individual environmental behaviors. Problems in environmental knowledge group in China comprise difficulties in confirming relationships between environmental behaviors, education, and knowledge. By way of monitoring environmental influence is now perceived to be an obligation for all employees, captivating their tacit knowledge in green management is essential in pinpointing roots of pollution, developing defensive solutions and handling emergency situations(Chen & Boiral, 2014).

Kramer (2014) describes that the Environmental knowledge outcomes refers to activities that improve ‘positive social and human outcomes for their own sake, rather than just as predicting factors between financial outcomes and strategy’. Ehnert (2016) defined GHRM as: ‘Those parts of sustainable HR management dealing with the needs that relate to

Environmental knowledge and Sustainability. Environmental concerns have growing significance, in part, as a reaction to developed public awareness relating to the role of public in avoiding environmental problems (Jabbour, 2013). Organizations are realizing the outcomes that develop from commitment in sustainable green behavior and initiatives. Amongst all current environmental issues, climate change may conveniently be categorized as the most disputed. Probably no environmental issue other than this entails such enormous misperception about it. A substantial portion of society and organizations have aligned together to deny its existence. Aforementioned denial and obscurantism have significant implications on the society's capability to cater the current challenges faced. This is why organizations like EarthShare are playing active role in providing people with credible and precise information.

Environmental changes have casted many adverse effects on biophysical environment as well as human activities. Environmentalism is a movement encompassing environmental and social issues and directed to address those. Sustainability is an important key for reducing or preventing effects of environmental issues. Important sources of environmental issues include human overpopulation, nature of land use, intensive farming, hydrology, nuclear issues and Nanotechnology. Major effects include environmental degradation, climate change, impact of environmental issues in regard to toxicants, wastes, resource depletion, energy, overpopulation, etc and environmental health in general (earth share blog, 2012).

Environmental change issues should be a piece of open mindfulness, learning, and training for an economic future with the goal that manageable practices become day by day propensities. (UNESCO, 2009). The DESD gives a system to adjust to alleviation of environmental change by improving and advancing dynamic learning and inventive methods for confining environmental change issues with the goal that they bode well with regards to

individuals' regular day to day existences, interpreting inactive mindfulness into current concern and conduct change. ESD is a crucial way to assemble a common entryway for compelling activity, indicating individuals that their endeavors can add to enduring arrangements. ( Michalos, at el, 2011).

According to Maruf Ullah (2013) an unnatural weather change is a standout amongst the most talked about issues. It is extensively trusted that environmental change will be so unexpected and quick that the greater part of the eco-frameworks of the earth will neglect to adjust to it. It is among the most exceedingly awful disturbing elements in charge of unfavorable changes in atmosphere of the world Direct effect of the environmental change is very apparent and conviniently undeniable explicitly on human wellbeing, water assets, dry land, ranger service and farming and on biodiversity by and large. In fact, effective global response in the form of concerted efforts is the need of the hour to address the issue of global warming. Owing to tarnished air quality, highly raised level of greenhouse gases and unprecedented weather designs, people expect from businesses also to realize their responsibility in preserving the biodiversity and ultimately the world.

Subsequently, acknowledging ecologically safe ventures and capable loaning so as to advance a protected situation should be a standout amongst the most significant duties of the financial division. Iqbal et al., (2018) is of the view that in spite of the fact that it is difficult to measure it however outer exercises of the banks have colossal ecological effect. The banks should leave on tasks to become environmentally viable and expect master dynamic methodology for taking up natural and biological aspects as vital piece of their loaning strategies. It will thusly drive enterprises to make compulsory speculation for favouable administration of the ecological changes and to settle on right decision of reasonable advancements and the executives frameworks. is of the assessment that financial segment in India has step by step begun understanding that there is desparate requirement for a move



from the 'benefit, benefit and benefit point of view to 'planet, individuals and benefit viewpoint'.

Green Behavior incorporates building up and founding money related and business strategies that don't prompt derioration in the ecological conditions rather help in securing solid condition. Green Behaviour aims at optimal utilization of the resources with the responsibility to ensure least adverse effects to the environment by avoiding waste of all kinds specifically hazardous waste and by according priority to healthier society through healthy environment.

Important sources of environmental issues include human overpopulation, nature of land use, intensive farming, hydrology, nuclear issues and Nanotechnology. Major effects include environmental degradation, climate change, impact of environmental issues in regard to toxicants, wastes, resource depletion, energy, overpopulation, etc and environmental health in general. Environmental changes have casted many adverse effects on biophysical environment as well as human activities. Environmentalism is a movement encompassing environmental and social iussues and directed to address those. Sustainability is an important key for reducing or preventing effects of environmental issues.

Buller & McEvoy, (2016) characterized GHRM as: 'Those pieces of supportable HR the board managing the necessities that identify with Environmental information and Sustainability. Ecological concerns have developing hugeness, to some extent, as a response to created open mindfulness identifying with the job of people in general in staying away from natural issues. Associations understand the results that create from the pledge to practical green conduct and activities. Jiménez-Jiménez & Sanz-Valle, (2011)portrays that the Environmental learning results allude to exercises that improve 'positive social and human results for the good of their own, instead of similarly as interceding factors between monetary results and methodology'.

Logical examination investigates in Canada in cleaning plants of oil and copper refineries reports the essentialness of workers' construed data as being particularly significant in recognizing defilement sources, supervising emergencies and making preventive courses of action. An examination of pro help in EM exercises in the NUMMI vehicle plant in the US found that EI makes an indispensable duty to improving natural execution as 'laborers have data and capacities that directors need'. This examination goes further and gives a significant comprehension of how worker data is united with authoritative and specific figuring out how to improve EM. The examination identifies two essential vehicles for master collaboration in common endeavors: a proposal program and basic reasoning circles (Jabbar & Abid, 2014). Shop-floor workers occupied with EM extends primarily at the usage procedure, as opposed to the commencement arrange. Ecological and designing masters ruled the commencement arrange. Rothenberg's investigation recommends that, as opposed to depicting this as a detached type of association, the commitment of logical, parade, between hierarchical information by laborers to EM ventures, joined with the outside learning of pro administrative and specialized staff to take care of ecological issues efficiently. The way of life and structures of lean generation plants – for instance, negligible support stocks guarantee moment criticism of issue conditions – encouraged learning mix among laborers and authorities in environmental management ventures.

As per Cherian & Jacob (2012b) it's sheltered to state that a large portion of us see that it is so imperative to be aware of the earth in our everyday schedules. In any case, when we're grinding away, these significant standards are at times overlooked. Further, the Jordan expounds this could be number of reasons, for example, Workplace stress, Budget confinements and absence of natural learning and mindfulness. Notwithstanding, the creator propose that the worker spare vitality by utilizing the key practices at working environment

i.e cautious with running water, Use eco-accommodating hand dryer, utilize common light wherever possible and so on .

### **2.1.5 Employee Green Behavior: -**

Green behavior of employee is prosaically in nature and routine workplace green behavior would contain both in-role and extra-role green behavior, as both practices of behavior subsidize to organizational benefits through value creation. Green behavior is deliberated important for attaining organizational green goals, they may require various backgrounds as employees have changed levels of preference when and how to display these behaviors in the workplace(Pham, Tučková, & Jabbour, 2019).

Green Behavior is also called Pro-environmental Behavior. Green behavior has positive effect over environment. Stern (2000) elaborates that green behavior plays vital role in the reduction of negative effects of human resource on environment. Eight problem such as social norms, moral norms, attitudes, feelings of guilt, awareness, internal attribution, intentions and perceived behavioral control have been originated to be interrelated with pro-environmental behavior. Green nomenclature of Ones and Dilchert (2013) impartial incorporates the behavior style but it displays no relationship amongst job descriptions and green behavior.

Bissing-Olson, Iyer, Fielding, & Zacher (2013) have proposed a difference between an Employee GB that is positively related to job performance and discretionary proactive behavior. According to Bissing-Olson et al (2013) a task-related green behavior can be define as “extent to which individuals complete their tasks in environmentally useful ways”. Employee voluntary green behavior is concerned with the activities taken by individuals that go beyond the domain of their obligatory work task in order to protect environment. This approach suggests that there are different levels of employee involvement with EGB

(Dumont, 2016). The distinction between taking one type of GB, both and neither behavior may be related to the motivations of employees (Felipe, 2012).

Researchers are always concerned about the performances and behavior of employees at workplace, their behaviors may be positive and negative those have an influence over the environmental outcomes. Ones and Dilchert (2012a) proposed a model of employee green behavior categorize them into emotionally meaningful groups. There are five (1.Conserving 2. Work Sustainably 3. Avoiding Harm 4.Influencing others 5.Taking Initiative) wide functional groups of employee behaviors (Aggarwal & Sharma, 2015).

First, the conserving group of employee green behaviors (GBs) covers actions that are measured typically as main causes of green behaviors, i.e. recycling, reusing, repurposing, and reducing. (Ones & Dilchert, 2013). Second, Work sustainably is focused about enactment of individual's job responsibilities and duties in such a tactic that it has an encouraging environmental performance. Third, group of employee "Avoiding Harm" is connected with prevention of negative behaviors at workplace i.e enhance ecosystem (Iqbal, 2018; Aggarwal & Sharma, 2015). Negative aspect of this group is focused by a lack of carefulness, motivated by financial achievements. Positive employees' green behaviors that avoid environmental harm incline to be ambitious by selflessness, feelings of accountability to forthcoming generations and whole concern for the future. Personality traits excluding extrovert types of personalities have destructive effect over counter creative work behavior of employees (Iqbal & Hassan, 2016).

Fourth, influencing others stances for the level to which employees engage, educate, and motivate persons to involve in curtailing environmental controls and participate in pro-environmental initiatives. These behaviors have not any immediate or direct environmental value but have a large potential to move environmental lowest line by persuading multiple organizational participants (Ones & Dilchert, 2013).

Finally, Taking Initiative can be defined as an inclination to take understanding, influencing, and measuring employees risk for environmental value. These categories of employee's behaviors reflect innovative spirit of the employee performance as they show their willingness for a respective program or initiative. For example, employees who engage in these kinds of activities are change agents, not only on an interpersonal but also organizational level.

Green classification/grouping contended by Ones and Dilchert (2013) just covers the conduct kind however it shows no relationship among sets of responsibilities and green conduct. There is real contrast among the manners in which individual receives in regular undertakings to make it greener from others, in which suggested a business-related star natural conduct "degree to which people total their errands in ecologically helpful ways". Star dynamic green conduct is connected with activities being used by employees that drive past the extent of their mandatory undertakings at working environment so as to increase green objective and ensure condition (Iqbal et al., 2018). Further, this methodology prescribes that there are various dimensions of employee support with green conduct/green behavior of employee at workplace.

A few employees may very well favor that work which is basic for his on occupation obligation, though others workers go past whatever is required in progressively proactive manner. (Aggarwal and Sharma, 2015). The distinction among choosing one kind of green conduct, both sort, and neither one of the behaviors may be related to the inspirations of employees to take part in green activities and practices at work environment (Iqbal, 2018).

Green exercises for HR Aggarwal & Sharma (2014) portrays green HR the executives structure as a ton of unquestionable exercises anyway interrelated activities, limits, and method that way to attract, make, and stay with up a's human resource. Relationship all around sort out HR practices into structures that are unsurprising with their lifestyle and

business approach (Ullah, 2013). We can say that green exercises consolidated into HR the executives presentation is a bit of corporate social obligation as time goes on. Today, organization are realizing and organizing green activities in their arrangement with the help of their human resource. Executives guarantee that their HR is utilizing green social resource practices appropriately. As an expansion to the declaration, a couple of makers have suggested that it is basic to propel a ton of particular and the board aptitudes among all specialists of the organization to execute a convincing corporate green running system in associations (Daily and Govindarajulu, 2009).

Organization and organizations over the world are consolidating and advancing toward executing GHRM practices to build advantages among the corporate world. Ahmed, 2015 expounds that total reception and the blend of GHRM in business isn't tremendous yet requires a changed strategy toward the present HR practices with respect to both the organization similarly as delegates at the same time (Douglas W S Renwick, Redman, & Maguire, 2013). Further, a basic employment for HR normal directors could be to lead boss similarly as expanding full staff co-movement toward executing environmental courses of action which infers HR needs to continue supporters and make frameworks of issue solvers willing to act to change the present the same old thing. There are different issues related to GHRM that will be considered by the HR division before realizing green exercises and, all of them can be not contained inside a solitary record. Hence, the major green activities for HR divisions are including green building, paperless office preservation of energy, waste disposal and recycling etc (Ahmed, 2015).

Green structure or building is the associations around the globe are impressively selecting green structure as their work environment and workplaces as an option in contrast to customary workplaces. The marvel is very pattern setting as Green structures fulfill explicit model for decreasing the maltreatment of shared resources that are utilized in their

improvement. Plus, green structures fuse some redesigned features related to green practices, for instance, essentialness profitability, economic power source, and whirlwind water the officials. Continuous years have seen an exceptional upsurge in the apportionment of green structures by relationship at a brisk pace. The business world has ended up being logically aware of the pretended by green structures while managing fundamental issues. Green behavior contended by Ones and Dilchert (2013) just covers the conduct kind however it shows no relationship among sets of expectations and green conduct critical. There is significant contrast among the manners in which individual embraces in regular assignments to make it greener from others, in which prescribed a business related genius ecological conduct "degree to which people total their undertakings in naturally valuable ways". Master dynamic green conduct is connected with activities being used by employees that drive past the extent of their required errands at work environment so as to increase green objective and ensure condition. Further, this methodology prescribes that there are differing dimensions of employee support with green conduct/attitude/behavior at workplace (Maxwell-Smith et al., 2016).

A few employees may very well favored that work which is basic for his on occupation obligation, while others employees go past whatever is required in increasingly proactive manner (Aggarwal and Sharma, 2015). The distinction among choosing one sort of green conduct, both sort, and neither one of the behaviors may be related to the inspirations of employees to participate in green activities and practices at work environment (Iqbal, 2018). Green structures additionally fill in as a stage for budgetary investment funds for associations as their development and building include minimal effort. Business monsters like Ford, Pepsico, and so on are focused on supportability and have incorporated green structure plan standards into their structures. Fortune 1000 organizations are embracing comprehensive

maintainability strategies that have expanded the interest for workspace in Green or practical arrangements.

Second, paperless office contains e dealings by the use of information technology. The majority of the work in the work environment is managed on paper in the meantime, with its introduction; the use of composing has been diminished. Today E-business and learning have changed the methodologies and strategies at working environments changing over them into paperless work environments. A paperless office is a working environment where the usage of paper is either bound or abstained from by changing over indispensable specialist records and diverse reports into robotized work forms. The preparation phenomenally reduces the utilization of composing, the costs of paper-related exercises including duplicating, printing, and securing, and moreover save the time used for looking for paper documents. Jamie Garratt started Idea Rebel, a Vancouver-based modernized association in 2008, which is a totally paperless office. At Idea Rebel, pay stubs are informed to agents and notes are taken on tablet contraptions and whiteboards. Planners are allowed to get a heap of paper yet they have to take the pad to their home around the completion of consistently. Finally, we assert that by diminishing the usage of composing, we can genuinely spare customary resources, envision defilement, and decrease wastage of water and imperativeness.

Third, Preservation of vitality in the work environment has the potential for a mind blowing biological impact. With a true objective to give progressively capable and eco-pleasing organizations, work environments around the world have completed a couple of imperativeness insurance exercises to diminish the characteristic impact. The HR division at the UK arm of Sky has started a campaign where the specialists are drawn nearer to execute PCs, TVs, and lights when leaving, to use 100% economic power source, and exhibited daylight based lighting while the HR part of other British organization is worrying upon their



development course of action which progresses vehicle sharing and the extended use of open transport. In like manner, HR systems, for instance, e-HR are accepted to have the ability to help the board and laborers track their own one of a kind carbon outpouring. Organization are in like manner propelling the expansive use of imperativeness began lights and establishments which point of fact consumes some place around 66% less vitality than normal ones.

To wrap things up, reusing and squander evacuation, reusing is the methodology of taking care of spent materials (waste) into new and supportive things. Reusing diminishes the usage of unrefined materials that would have been commonly used to convey new things. Thusly, this preparation saves essentialness and decreases the proportion of waste that is hurled into the dustbins, thusly making the earth cleaner and the air fresher. As a bit of their green exercises, a couple of organization are executing reusing framework to fabricate the proportion of reused things and reducing the standard of waste.

As far back as the organization got a handle on putting aside some money, focusing in the meantime on the earth and reasonability, a couple of human resource specialists were allotted the task of making association reusing ventures and checking indoor office controllers. At the same time, various HR specialists discovered that green exercises were a central piece of all things considered corporate social commitment. At present, the whole corporate world is talking about the old mantra of the three Rs—Reduce, Reuse, and Recycle to spare/save the earth.

## **2.2 Relationship among Variables: -**

### **2.2.1 Relationship between Green Training and Employee Green Behavior:-**

There is a positive connection between Environmental/green/ecological training and Employees green practices. Green training is one of the most vital methods through which HRM develops support for green advantages (Daily et al., 2007; Jabbour, 2013). A close consideration of HR management literature explained that there is a encouraging link between environment-friendly training & employee green behavior. Green training being

important company policy now termed as a strategic tool through which HR management develops support for green advantages (Rayner et al., 2017). The furthestmost significant influence on environmental consciousness amongst employees through green training practices/initiatives (Pham, Phan, Tučková, Vo, & Nguyen, 2018). As indicated by Pham (2018), this sort of training is in charge of developing society to energize green activities at work. This is agreeable with the investigation of Sarkis et al. (2010) who explained that workers can expand green practices finished up appropriate green training. Additionally, Arulrajah et al. (2015) considered the estimation of green training on the circumstance that gives required learning and aptitudes to great natural results. Cherian and Jacob, (2012) portray what it is dynamic to configuration green training so as to accomplish fundamental eco-accommodating benefits from the trainings.

Likewise, Govinda rajulu & Daily (2004) describe the quantitative study of investigative co-relation between green training and green involvement of employees on Employees green behavior in manufacturing firms, discovered that green training has a more significant effect in fostering green practices of employees than environmental authorization.

Renwick et al. (2013) propose a specific green training program, for example, development of green personal skills of employees, training of employees to make green analysis at the workplace, waste management, recycling, and energy efficiency, in order to accomplish green benefits at the workplace. Likewise, Zoogah (2011) clarifies that associations ought to give chances to connect with workers in natural critical thinking ventures. It is anything but difficult to accomplish this objective, work turn standards ought to be utilized in green assignments as a fundamental piece of training and profession improvement plans of capable green administrators of things to come (Prasad, 2013). Upon the given literature, the following hypothesis has been framed.

## **H1: Green Training is positively associated with Employee Green Behavior.**

### **2.2.2 Relationship between Rewards and Employee Green Behavior:-**

The research on relationships between Rewards and Employee Green Behavior is boundless. The research on relationships between Rewards and Employees green behavior is boundless. In a related research that defines the relationship between employees' green performance and rewards (Frye, 2004). The reward system based on employee green performance positively influences employee green behavior to achieve the green goal. Jabbour (2013) found that workers who strongly center on remuneration by their advancement are exceptionally energetic to keep on playing out their activity well.

Accomplishing objectives of green association can be advanced by remunerating them for their inspiration to green practices (Jabbour and Santos, 2008a; Jabbour and Jabbour, 2016). In this view, green administration could benefit from remuneration frameworks on the off chance that it endeavors on support the eco-accommodating conduct and counteractive action of negative practices (Zoogah, 2011). For green administration, compensate frameworks ought to be wanted to mirror the board's pledge to green activity while persuading workers' ecological practices (Daily and Huang, 2001). Reward framework will build duty from employees by ending up more naturally cognizant and will draw in them more took an interest in eco-activities (Renwick et al., 2013; Daily and Huang, 2001). Calia et al. (2009) exhibited that to improve the adequacy of the prizes framework so as to propel employees' green conduct; prizes ought to be related with results of green projects inside associations.

There are various sorts of remuneration practices to create green aptitudes procurement. Fiscal based prizes incorporate premiums, rewards, money, and so on. Non-financial based prizes can be as non-money things, for instance, leave, holidays, blessings, acknowledgment, grants, suppers, outside jobs, exposure, day by day acclaim, and criticism,

and so on. (Renwick et al., 2013; Opatha, 2013). A wide range of remunerations have importance for employees who finance the most to natural assurance and supportability (Renwick et al., 2013). By fulfilling and perceiving employees who are committed to accomplishing green objectives and urging different workers to execute green practices (Kapil, 2015a; Arulrajah et al., 2015). In the investigation of Ramus (2001), the author considered the impact of rehearsing rewards on eco-accommodating practices application. It was found, in this investigation, that acknowledgment based rewards, for example, acclaim letters, exposure, and every day thankfulness impacted workers' inspiration to natural activity than different sorts of remunerations. (Hiba Masri, 2016).

Also, associations can utilize green reward rehearses through relating employees investment in green activities with profession gains/advancement, or by gave that inspirations to empowering green practices, for example, squander the board, reusing and decreasing expense (Jabbar and Abid, 2014; Prasad, 2013). So also, it might be utilized to rouse some green development and inventiveness by enquiring employees to share innovative green thoughts identifying with their occupations so as to achieve green conduct at the work environment (Ahmad, 2015). This prompts figure the accompanying hypothesis.

## **H2: Rewards has positive effect on Employee Green Behavior.**

### **2.2.3 Relationship of Employees involvement and Employee Green Behavior:-**

Employee green behavior connection related to participation and involvement of employee in green activities at work have direct, positive and significant connection among employees involvement and employees green behaviors. Rewick et al., (2012) suggested that employee's participation and involvement in green organizational practices and decision making encourage employee's motivation towards behaving green at the workplace. Employees involvement by empowering them in decision making that enhance development and success of firm or business such time saving and best decision making, raises

productivity of the business, lowers the distance among the subordinates and supervisor (Sara Hassan, 2016). Such as Hiba Masri (2016) focused on involving employees towards green initiatives in order to release their potential and accomplishing the to attain green goals. The study of Renwick et al., 2012 also finds a vital liaison concerning employees involvement and employees green behavior.

Employees involvement in green management has been described as enlightening the key effects of environmental performance, including: reducing waste, efficient resource usage and reducing pollution from workplaces(Norton, Parker, Zacher, & Ashkanasy, 2015) Employees association in green administration has been depicted as illuminating the primary impacts of ecological execution, including diminishing waste, efficient asset use and lessening contamination from working environments (Florida and Davison 2001). A proportion of the green activities and performance improvement practices, HR cheif need to ask specialists to take an intrigue and begin green and eco-obliging considerations through empowering agents (Ahmad, 2015). As elaborated, by Harvey et al. (2013) making dependable instruments for fortifying and venture of delegates in the workplace enable hearing the voice of agents to help shape biological goals. Regardless, the essentialness of delegates' consideration and backing begins from the manner in which that laborers acknowledge independence to settle on decisions concerning basic issues and diverse issues that may create while completing ecological supportability exercises (Daily, Bishop, & Steiner, 2011). Additionally, encouraging specialist bolster makes employees inside the affiliation who are socially or naturally orchestrated (Sudin, 2011). To achieve this, specialists should get drew in with arranging a biological procedure which will engage them to make and develop the referenced data to exhibit green things and organizations (Margaretha, 2012). Delegates participation updates a suggested data inside people, which has unimaginable impacts in recognizing sullyng sources, directing emergency results, and

broadening preventive courses of action (Chen and Boiral, 2014); achieving improved laborer green execution (Renwick et al., 2013).

Rothenberg (2003) considered authority interest in biological endeavors in a US vehicle plant (i.e., NUMMI). The examination found that agents' dynamic relationship in such assignments produces significant enthusiasm for performing in eco-obliging ways. This is on the grounds that talented laborers have both particular discovering that chairmen need. The examination assumed that empowering agents to give recommendations and to be early connected with basic reasoning to complete a green goal (Ramus, 2001).

Some employees might just preferred that work which is essential for his on job duty, whereas others employees drive outside whatever is requisite in active way. (Dumont, 2016) The distinction among choosing one kind of green conduct, both sort, and neither one of the behaviors may be related to the inspirations of employees to take part in green activities and practices at working environment (Felipe, 2012).

Green grouping of employees at work environment by Ones and Dilchert (2013) simply identified with the conduct sorts yet it shows no relationship among sets of responsibilities and green conduct. There is real contrast among the manners in which individual embraces in regular undertakings to make it greener from others, in which prescribed a business related star natural conduct "degree to which people total their errands in ecologically helpful ways". Professional dynamic green conduct/behavior is connected with activities being used by employees that drive past the extent of their compulsory errands at working environment so as to increase green objective and ensure condition. Further, this methodology suggests that there are different dimensions of employee support with green conduct/behavior.

A large portion of the basic issues can't be related to singular errands; the complexity of these issues requires connected with individuals who acknowledge various types of

capacities to realize green organization amazing game plans (Rothenberg, 2003; Neto and Jabbour, 2010). Near the fruitful execution of green management (GM), the collaboration of laborers develops green management (EM) practices and certain data essentially when principal issues are store up organized inside affiliations (Daily et al., 2007). In light of this, the going with hypothesis has been figured:

**H3: Employees involvement has positive effect on Employee Green Behavior**

**2.2.4 Relationship between Environmental Knowledge and Employee Green Behavior:-**

There is a positive relationship between environmental knowledge and employee green behaviors. The green behavior can be developed through knowledge in obligation that ability alone does not certainly swift motivated behavior. Green knowledge can lead to understanding and incentivize individuals to behave (or abstain from behaving) in specific ways. It can be learned from specific environmental training and popular media subsequent in greater considerate of eco-friendly impacts. In China, a study of managers revealed ‘environmental knowledge have values are predictors of personal environmental behaviors’ (Fryxell and Lo 2003, 57).

As Wagner (2013) elaborates that knowledge has hard potential i.e. cost reducing or ‘soft’ potential e.g. satisfaction in working benefits. Moreover, how organizations manage their relationships with the ecological environment is of interest to a range of stakeholders as the level of public concern varies between industries (Banerjee, Easwar and Kashyap 2003). For example, the environmental impact of coal power generating companies is more severe than universities given relative outputs of toxic pollution (Australian Bureau of Statistics (ABS) 2010). However, it is unidentified whether employees engage in less or more green behaviors than those working in industries responsible for higher apparent environmental impact. Employees convey their environmental values, attitudes and beliefs to the workplace and vice versa which can spillover from work to home (Whitmarsh and O’Neill 2010).

Importance of environmental subjects would not be ignored and needs to be highlighted to motivate stakeholder's environmental behavior (Bai, 2011). In a study conducted by Yang, Shi, & Kuang (2016) it is stated that previous research depicts that environmental attitude is one of the key factor that predicts environmental behavior and focus of such behavior is largely dependent upon individual perception. They further clarified that environmental attitude, sense of responsibility, perceived behavioral control and behavioral intentions are major factors that influence environmental behaviors. Attitude, personal ability and situational factors were found as having more influence on environmental behaviors. When people have higher environmental Knowledge accompanied with sense of responsibility and they are more likely to comprise in environmental behavior.

Employees have different attitude towards environment and certain people with different standard of living lead more towards environment friendly be in this world and particular of these behaviors are pro environmental behaviors that show more concern for health and environment. Employees have different attitude towards environment and certain people with different standard of living lead more towards environment friendly be in this world and particular of these behaviors are pro environmental behaviors that show more concern for health and environment (Iqbal et al., 2018). Employees convey their environmental values, attitudes and beliefs to the workplace and vice versa which can spillover from work to home.

**H4: Environmental Knowledge has positive effect on Employee Green Behavior:-**



## CHAPTER-3

### RESEARCH MODEL AND METHODOLOGY

#### 3.1 Base Line of the Study:-

The essential step for the data analysis implementation is to design an appropriate and relevant research approaches. Problem statements are investigated through different research methods this is the understanding of studying to achieve a specific research. Usually, define, explain the research method, and is known as forecasting methods by which their work is research. In addition, the research methodology is the basis for the exceptional knowledge (Rajasekar, Philominathan, & Chinnathambi, 2013).

The research methodology provides the detail view about the procedure and analysis. Research methods should be appropriate otherwise it can produce useless and unproductive results and as a result out assumption cannot be verified and it will only be wastage of time. The intrinsic grounds of this chapter are data collection, its successful analysis, to fit a suitable method, defining variables and hypothesis discussion to answer all research questions mentioned in chapter one. At the end showing verified conceptual framework.

#### 3.2 Conceptual Framework of Research

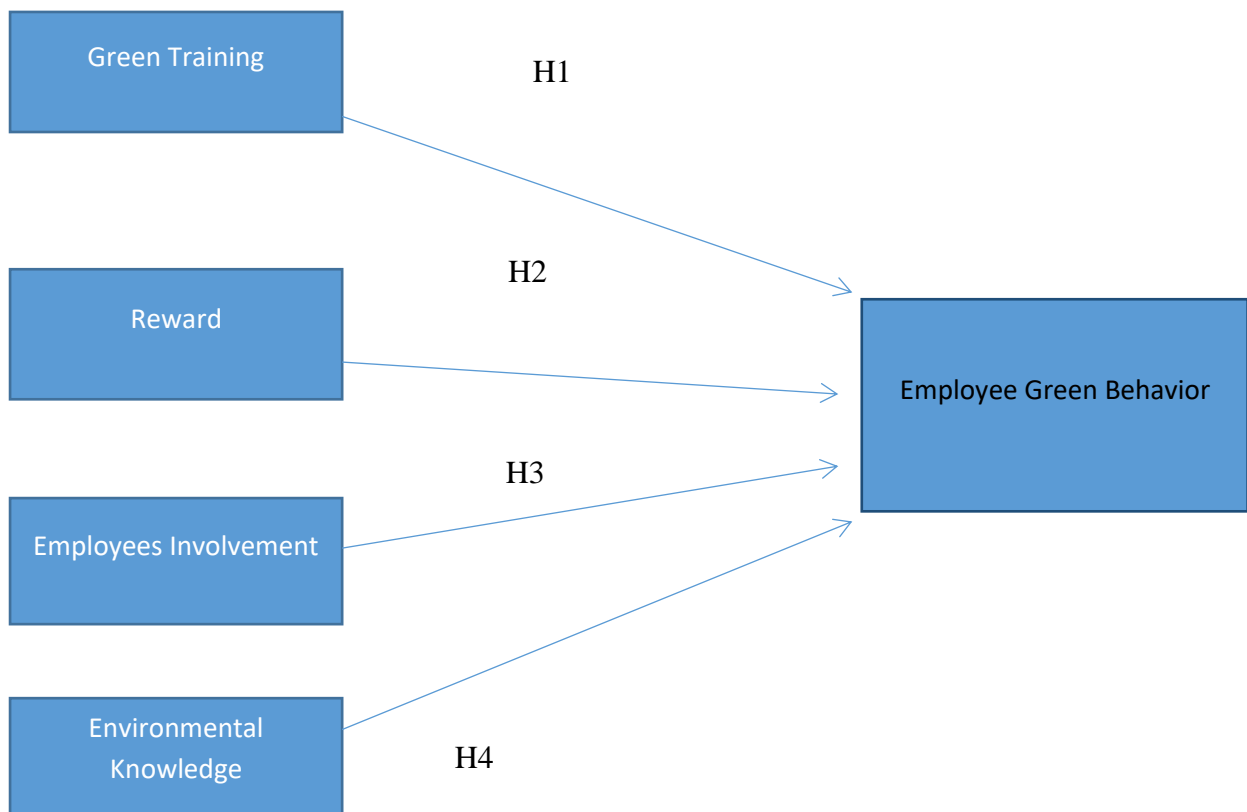
Conceptual framework lay down the base for any study; it acts as mechanism which helps to delineate and establish the relationship between variables of study. This study based on causal model, also known as explanatory research is conducted in order to identify the extent and nature of cause-and-effect relationships (Zikmund, Babin, Carr, & Griffin, 2013). **Causal research model** can be conducted in order to assess impacts of specific changes on existing norms, various processes etc.

Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables. Experiments are the most popular primary data collection methods in studies with causal research design (Zikmund et al., 2013 & (Quinlan, Babin, Carr, & Griffin, 2019). The presence of cause cause-and-effect relationships can be confirmed only if specific causal evidence exists.

This study focuses upon the relationship of four independent variables (Green Training, Rewards and Employee’s involvement and environmental Knowledge) on one dependent variable (green behavior) of employees at workplace.

### 3.3 Theoretical Framework

Figure.3.1 Theoretical Framowork/ Conceptual Model



### **3.4 Operationalization of Variables: -**

#### **3.4.1. Green Training:-**

Environmental training is one of the most important methods through which HRM expands support for green initiatives (Daily, Bishop, & Steiner, 2007; Jabbour, 2013). Green Training is qualified using 17 items adapted by Pande & Kolekar, (2003). These items were measured on 5 point Likert scales anchored by strongly disagree as 1 and strongly agree as 5.

#### **3.4.2. Rewards:-**

Rewards can be in the form of monetary-based environmental rewards (e.g. cash, bonuses, and premiums), non-monetary based environmental rewards e.g. daily praise, dinners, publicity, leave, gifts, etc. (Renwick et al., 2013). Both forms of rewards have value for employees who subsidize the most to environmental Performance (Renwick et al., 2013). Reward is qualified using by 7 items adapted by Carolina Mikander, 2010. These items were measured on 5-point Likert scales anchored by strongly disagree as 1 and strongly agree as 5.

#### **3.4.3. Employees Involvement:-**

Employees' active participation and involvement in environmental projects at workplace have significant contributions to Environmental performance Markey, McIvor, & Wright, (2016). Employee's involvement is qualified by using 10 items adapted by Yang Chen, 2013. These items were measured on 5 point Likert scales anchored by strongly disagree as 1 and strongly agree as 5.

#### **3.4.4. Environmental Knowledge:-**

Environmental knowledge is the amount of information individuals has concerning environmental issues and their ability to understand and evaluate its impact on society and the environment. Environmental knowledge is qualified by using 6 items adapted by Julie Rayner, 2017. These items were measured on 5 point Likert scales anchored by strongly disagree as 1 and strongly agree as 5.

### **3.4.5. Employees green behaviors:-**

In many organizations, employees are required to behave “green,” such as jobs that require employees to make sure that toxic waste is not poured into local water systems or that hazardous material is disposed of in accordance with organizational policies and government regulations (Rayner, 2017; Dumont, 2016). In this study, two item 3-items scales adapted from (Bissing-Olson et al., 2013) to measure employee green behavior, the rating scale ranged from 1 (never) to 5 (always).

### **3.5 Research Methodology**

Research methodology is a way to systematically solve the research problem. Research methodology not only describes the research methods but also considers the logic behind the methods that are used in the context of the research. Research methodology involves the theoretical frameworks and learning of the various techniques that can be used in the conduct of research and the conduct of tests, experiments, surveys and critical studies (Saunders, Lewis, & Thornhill, 2016).

#### **3.5.1 Research Design:-**

Quasi-experimental research designs, like experimental designs, test causal hypotheses. A quasi-experimental design by definition lacks random assignment. Quasi-experimental designs identify a comparison group that is as similar as possible to the treatment group in terms of baseline (pre-intervention) characteristics (United Nations Children’s Fund (UNICEF), 2014). This study used causal experimental design. This study has not used randomized sampling and no control group in data collection method.

However, to concern with group comparison on demographic basis has conducted on relevant characteristics such as age, gender, education, experience, occupation etc.

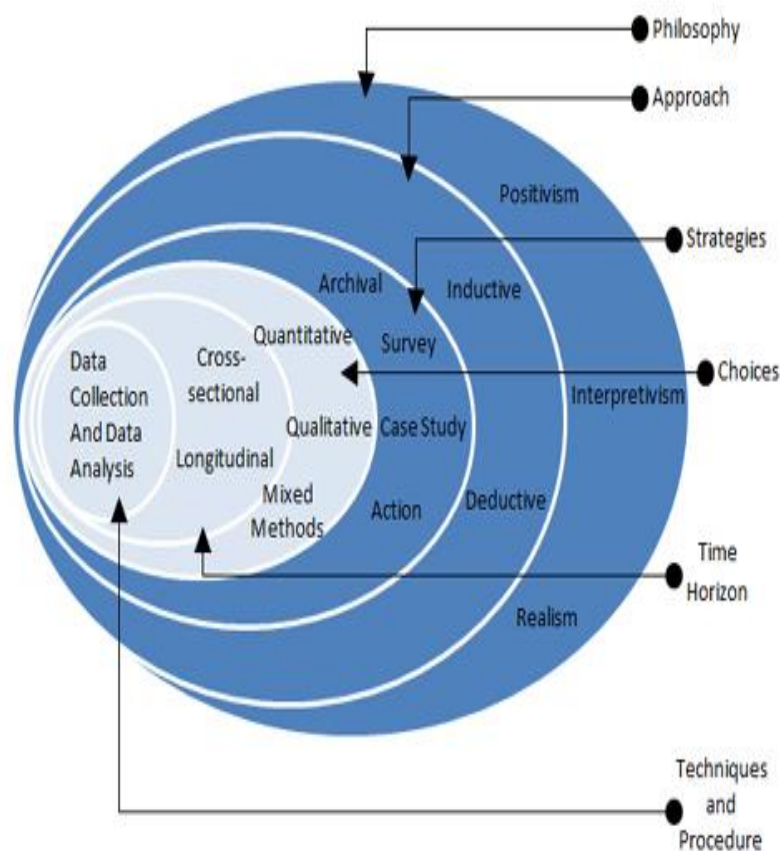
Moreover, perfect matching would require each individual in the treatment group to be matched with an individual in the comparison group who is identical on all relevant observable characteristics such as age, education, religion, occupation, wealth, attitude to risk

and so on. Multiple cross sectional surveys required to compare the results of such groups before and after intervention, this design is best for longitudinal studies (UNICEF, 2014). This study has used time horizon i.e cross sectional approach. Therefore, this current study has not applied intervention method due to time and resources constraints.

Research design for research project is analogous to architectural plan for building construction. Saunders et al. (2016) has nicely explained the research design through concept of Research onion.

The process suggested by Saunders et al. (2016) in the Research onion concept (Fig.3.2) occurs in layers. This involves series of decisions before arriving in to overall approach to the research design and data collection technique.

Figure.3.2. the Research Onion (Source: Saunders et al., 2009)



### **3.5.2 Research Philosophy:-**

The way you view the world with some assumptions decides research philosophy you are going to adopt. Research strategy and methods depends on these assumptions. Knowledge and the process by which this knowledge is developed and our view about this influences the philosophy we adopt (Saunders et al., 2016).

This study has adopted Positivism as a research philosophy as researcher maintains distance from the research subject in this research. Survey based approach is used for primary data collection which relate to the positivism.

### **3.5.3 Research approaches:-**

There are two types of research approaches deductive and inductive. Researcher can use deductive approach in which they can develop a theory and hypotheses and design a research strategy to test the hypothesis or inductive approach in which he will collect data and develop theory as the result of his data analysis (Saunders et al., 2016). In this research, deductive approach have used.

### **3.5.4 Research strategy:-**

Research strategy is defined as a road map towards the goal of research and how to achieve this goal, to answer research questions (Saunders et al., 2016). Different research strategies i.e experiment, survey, case study, ethnography, archival research strategies can be used. This study adopted survey as research strategy.

Survey strategy is usually associated with the deductive approach. It is used to answer who, what where, how much and how many questions. It is most common strategy for business and management research and therefore tends to be used for exploratory and descriptive research (Saunders et al., 2016).

### **3.5.5 Choice of method:-**

In a research researcher can use single data collection technique and corresponding data analysis procedure (mono method) or use more than one data collection technique and data analysis procedure (multiple method). Mixed method approach is where both

quantitative and qualitative data collection techniques and analysis procedure is used (Saunders et al., 2016). In this research Mono method have used, where quantitative data and data analysis procedure is used to answer research questions.

### **3.5.6 Time horizons:-**

Research may be time constrained or “snap shot” research which is called as cross sectional study or it may be with longer time duration or diary or series on snap shots (Saunders et al., 2016). As like most academic research, this research is a cross sectional study. Cross sectional studies are generally use survey strategy.

### **3.5.7 Data Collection and Procedure:-**

Self-administered questionnaires were used as an instrument in this research. The questionnaires were distributed personally to the employees of five commercial banks of Pakistan (MCB, ABL, Bank Al Habib, HBL, UBL) working in district Multan. The questionnaire items are mentioned in Appendix 1.

This Research has been focused on Pakistan Service Industry (Banking Sector). Target population for this study has the employees of Banking Sector. This study includes all branches of five commercial banks (MCB, ABL, Bank Al Habib, HBL, UBL) working in district Multan. Keeping in view the Credit Rating of State Bank of Pakistan’s issued on June, 2018. The above selected banks have long term ‘AAA’ Financial rating. The study area is consisted of Multan district. The units of analysis of this study are includes, CEO, Manager, and OG-II & III employees of Banking Sector. A lot of banks’ are working in Pakistan. Researcher target Multan district of Pakistan. The main reason of choosing this district is that it is the fifth biggest city of Pakistan and facilities for the promotion and opportunities of employees are limited.

The total number of 300 questionnaires was distributed among the employees of targeted banks, in Multan District. Out of 300, 270 questionnaires retrieved back. From the retrieved questionnaires, 21 were excluded due to the missing information (60% information

was missing), 24 were deleted due to outliers. Finally, 225 questionnaires were entered for the final analysis. Thus, 90% response rate was achieved which is quite satisfactory. Convenience sampling technique has been employed for data collection, as convenience sampling is less expensive as well less time consuming therefore, the most appropriate when there are resources constraints.

Each item of the questionnaire helps to understand the relationship of four independent variables (Green Training, Rewards and Employee's involvement and environmental Knowledge) on one dependent variable (green behavior) of employees at workplace in Multan district, Pakistan.

SPSS is used for entering, labeling and analyzing the data. On one side, it is used to conduct regression analysis. On the other side, it is also used for computing the correlation among green training, reward, employee's involvement, environmental knowledge, and employees' green behaviors in this unique study. In interpretation of data, data is analyzed against the theoretical framework. As this research is working deductively (from theory to data) hypotheses have been developed from the theory. Data collected through survey is analyzed to test these hypotheses. This study has planned and used descriptive Statistics, normality test, Outlier test, reliability test, multiple regression analysis data analysis techniques.



## **CHAPTER 4**

### **ANALYSIS AND FINDING**

#### **4. Overview: -**

This part of my research further includes,

- Respondent's detail of banking sector.
- Assessment of Normality.
- Assessment of Reliability.
- Assessment of Collinearity and Multi-Collinearity.
- Regression Analysis of Green behavior, Green training, Reward, Employee involvement and Environmental knowledge.

Furthermore, this study also includes the Verification of Assumptions.

#### 4.1 Sample demographics and missing value analysis:-

Demographics of sample are incorporated through gender, organization, age, education, and Experience.

**Table 4.1:** Demographic Distribution of Respondents with Respect to Gender, designation, age, organization, and experience.

Demographics	Detail of demographics	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	129	57.3	57.3	57.3
	Female	96	42.7	42.7	100.0
Designation	CEO	2	.9	.9	.9
	Manager	96	42.7	42.7	43.6
	OG-II	96	42.7	42.7	86.2
	OG-II	31	13.8	13.8	100
Age	18-27 years	57	25.3	25.3	25.3
	28-37 years	107	47.6	47.6	72.9
	38-47 years	46	20.4	20.4	93.3
	48-57years	15	6.7	6.7	100.0
Organization	HBL	55	24.4	24.4	24.4
	UBL	40	17.8	17.8	42.2
	ABL	45	20.0	20.0	62.2
	MCB	50	22.2	22.2	84.4
	Bank al Habib	35	15.6	15.6	100.0
Experience	1-5 year	71	31.6	31.6	31.6
	6-10 year	68	30.2	30.2	61.8
	11-15 year	43	19.1	19.1	80.9
	more than 15 years	43	19.1	19.1	100.0

In table 4.1, gender wise distributions of respondents have been summed up. As the respondents include CEO, managers, OG-II and OG-III, so the percentage of males over females is more. 57.3 % of the population is males, and 42.7 % is females.

The above table represents that, the ages of 25.3 percent of the total population are between 18 and 27 years. 47.6 percent of respondents' ages lie between 28 and 37 years. 20.4% respondents have their ages between 38 and 47 years. Number of employees, who responded 6.7% of questionnaires, is among 48-57 year.

The above table shows that respondents working at the Executive level are .9 percent of the total population. Others are, Managers, which are 42.7 percent, OG-II employees are 42.7 percent and OG-III are 13.8 percent of the population.

The above table describes that, the ages of 25.3 percent of the total population are between 18 and 27 years. 47.6 percent of respondents' ages lie between 28 and 37 years. 20.4% respondents have their ages between 38 and 47 years. Number of employees, who responded 6.7% of questionnaires, are between 48-57 year.

Further, the above table shows the detail of organization i.e Habib Bank Ltd, United bank Ltd, Allied bank Ltd, MCB and Bank al habib are the five major banks which have good credit rating that are targeted to conduct the research. Overviewing the above table, majority of the questionnaires is filled by the employees of HBL, and least was responded by Bank AL Habibi.e 15.6%. 24.4 % respondents are from HBL, 22.2 % from MCB and 17.8% from UBL.

According to table 4.1, 31.6% of the respondents are those, who are the part of organization between 1-5 year, and less than five year. 30.2% are those, who are serving the company for 6 to 10 years. The respondents that are working for the organization for 11 to 15 years have a percentage of 19.1, and 19.1% are the ones who are associated with the company for 15 years above.

#### **4.2 Data Entry and Identification of Missing Data:-**

According to Gullickson, (1995) outliers and missing data can change the results, so there is a need of thorough inspection of the data. Therefore, a final sample of 225

questionnaires was selected for the final analysis. Outliers are corrected through running boxplot test. The items bearing the values of 1 and 2 represents outliers in boxplot. These items were corrected. Accuracy of the data was also ensured from the results of mean, standard deviation and frequency distribution of the data entry. That showed that the data is accurate and ready for further analysis.

### 4.3 Reliability of Scales

Reliability for this study means consistency in the responses of the respondents. Reliability of data can be examined through “Cronbach Coefficient Alpha”. The acceptable value of Cronbach coefficient alpha is 0.70 or greater than it (Ziolkowska & Peterson, 2016).

**Table 4.2:** Split half Test

<b>Reliability Statistics</b>			
Cronbach's Alpha	Part 1	Value	.843
		N of Items	23 <sup>a</sup>
	Part 2	Value	.802
		N of Items	23 <sup>b</sup>
	Total N of Items		46
Correlation Between Forms			.297
Spearman-Brown Coefficient	Equal Length		.458
	Unequal Length		.458
Guttman Split-Half Coefficient			.458

The table 4.2 shows that the value of Cronbach coefficient split in two parts. Part I items are: GB1, GB2, GB3, GB4, GB5, GB6, GT1, GT2, GT3, GT4, GT5, GT6, GT7, GT8, GT9, GT10, GT11, GT12, GT13, GT14, GT15, GT16, GT17.<sup>a</sup> and part II items are: R1, R2, R3, R4, R5, R6, R7, EI1, EI2, EI3, EI4, EI5, EI6, EI7, EI8, EI9, EI10, EK1, EK2, EK3, EK4, EK5, EK6.<sup>b</sup> These values are greater than 0.70 that shows the data is valid and reliable and it can be used for further process.

#### 4.4 Measurement of Normality:-

Before conducting Regression analysis in SPSS 16, it is important to check the normality of the data. Normality of the data can be checked through 2 score. The cut of value of 2 score should be between +3 to -3 with a normal curve (Xiao, Wang, Li, & Ma, 2017). Normality of the data can also be evaluated by simply observing the Histogram (Tabachnick, Fidell, & Ullman, 2007). The region beyond +3 to -3 is the rejection region and these values must be removed in order to make data normal.

**Table 4.3:** Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
GB	225	1	5.00	3.3556	.68794	-.582	.162	-.592	.323
GT	225	1	5.00	3.6390	.71635	-.791	.162	-1.092	.323
R	225	1	5.00	3.4280	.54741	-.703	.162	-.798	.323
EI	225	2	5.00	3.4052	.65401	-.682	.162	-.786	.323
EK	225	1	5.00	3.9844	.47195	-.584	.162	-.762	.323
Valid N (listwise)	225)								

Furthermore, the value of mean in table 4.3 shows the responses given to each variable by the respondents. The mean value of environmental knowledge 3.98 and green training 3.63 has high mean value as compare to other variables (i.e green behavior is 3.35, reward 3.42, and employee's involvement is 3.40). All the responses are around 4 that show that respondents strongly agree to the majority of questions.

#### 4.5 Assessment of Multicollinearity:-

There should be no multicollinearity in any research study, as it enhances problems in analyzing process. Multicollinearity can be checked through Variance Inflation factor (VIF), Tolerance Value (T) and Correlation Coefficient (CC). The VIF and Tolerance values of employee green behavior, green training, reward, employees involvement and environmental knowledge in this table show that there is no multicollinearity, as their values of VIF is less than 10 and Tolerance value is more than 0.1.

**Table 4.4**

Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
GT	.945	1.059
R	.904	1.106
EI	.866	1.155
EK	.916	1.091

Dependent Variable GB

#### 4.6 KMO and Bartlett's test of Sphericity:-

KMO & Bartlett's Test of Sphericity is a measure of sampling adequacy that is recommended to check the case to variable ratio to conduct the analysis. In most academic and business studies, KMO & Bartlett's test plays an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accepted index is over 0.6. In addition, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. For Factor Analysis to be recommended suitable, the Bartlett's Test of Sphericity must be greater than 0.7 but 0.6 is acceptable (Heathcote, Perri, & Violante, 2009).

The research findings for KMO and Bartlett's Test for proposed construct are reported in table below.

**Table 4.5:** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
	Approx. Chi-Square	21176.113
Bartlett's Test of Sphericity	df	861
	Sig.	.000

The above table 4.5 represents that KMO value for measurement of sampling adequacy is .807 which is acceptable and Bartlett's Test of Sphericity shows the significance of the study.

#### **4.7 Exploratory Factor Analysis:-**

Factor analysis is concern to dimension reduction of data for analysis. Exploration Factor Analysis (EFA) calculates the association of constructs with their items. The cut off value of EFA was given by Gei Yong and Sean Parce (2013). The values of association should be based on high loaded principle with Varimax rotation (Anna & Jason, 2005). This principle is known as Principle Factor Analysis. As per concern to this study, after examining the outliers, normality, reliability and multi-collinearity, EFA has conducted for this data. Initially, items were scrutinized built on their communalities and those items having communality lower than the cut-of point of 0.40 were serially deleted. Further, reduction of items was carried out based on factor loadings (Kaiser, 1960). The items with low factor loading (<0.50) or high cross loading (>0.40) were deleted one at a time to ensure accuracy. The values of each item for green training, reward, employee involvement, environmental knowledge and green behavior are in rotation matrix, correlation matrix, and structure matrix displays the effects that convey that there is a need to eliminate some of the items.

**Table 4.6: Exploratory Factor Analysis Factor Loading.**

	Component					Commonalities
	GT	EI	R	GB	EK	
GT15	.850					.527
GT17	.835					.407
GT3	.829					.536
GT5	.721					.434
GT6	.717					.537
GT16	.715					.560
GT7	.708					.628
GT14	.705					.627
GT4	.703					.745
GT12	.702					.782
GT2	.702					.745
GT1	.669					.764
GT11	.647					.628
GT13	.637					.636
GT8	.620					.787
GT9	.614					.622
GT10	.504					.680
EI7		.879				.764
EI9		.864				.767
EI8		.863				.868
EI4		.842				.824
EI10		.836				.828
EI2		.812				.773
EI6		.773				.581
EI3		.762				.835
EI1		.751				.793
EI5		.585				.578
R3			.884			.673
R6			.883			.674
R5			.876			.659
R2			.867			.638
R7			.837			.744
R4			.750			.754
R1			.720			.761
GB1				.629		.435
GB5				.655		.428
GB4				.633		.428
EK2					.893	.756
EK4					.892	.714
EK1					.866	.778
EK3					.855	.603
EK6					.806	.676

The tables 4.6 and 4.7 shows the Exploratory Factor Analysis of green training of employees, it contains 17 items, GT1, GT2, GT3, GT4, GT5, GT6, GT7, GT8, GT9, GT10,



GT11, TCS12, GT13, GT14, GT15, GT16, GT17, GT18, GT19 and GT20, respectively. After running EFA, all items are successfully loaded.

**Table: 4.7: Factor Loading of variables.**

Variables	Initial items	Final items
Green training (GT)	GT1, GT2, GT3, GT4, GT5, GT6, GT7, GT8, GT9, GT10, GT11, TCS12, GT13, GT14, GT15, GT16, GT17, GT18, GT19,GT20.	GT1, GT2, GT3, GT4, GT5, GT6, GT7, GT8, GT9, GT10, GT11, TCS12, GT13, GT14, GT15, GT16, GT17, GT18, GT19, GT20
Reward (R)	R1, R2, R3, R4, R5, R6, R7.	R1, R2, R3, R4, R5, R6, R7.
Employee involvement (EI)	EI1, EI2, EI3, EI4, EI5, EI6, EI7, EI8, EI9, EI10.	EI1, EI2, EI3, EI4, EI5, EI6, EI7, EI8, EI9, EI10.
Green behavior (GB)	GB1, GB2, GB3, GB4, GB5, GB6.	GB1, GB4, GB5.
Environmental knowledge (EK)	EK1, EK2, EK3, EK4, EK5, EK6.	EK1, EK2, EK3, EK4, EK6.

The tables above 4.6 and 4.7 represents the Exploratory Factor Analysis of reward item, it contains seven items, R1, R2, R3, R4, R5, R6, and R7 respectively. After running EFA, seven out of seven items are successfully loaded. The table above shows the Exploratory Factor Analysis of employee involvements and participation toward green initiatives, it contains 10 items, EI1, EI2, EI3, EI 4, EI 5, EI 6, EI 7, EI 8, EI 9, and EI10 respectively. After running EFA, 10 out of 10 items are successfully loaded.

The table above shows the Exploratory Factor Analysis of employee green behavior; it contains six items, GB1, GB2, GB3, GB4, GB5, and GB6, respectively. After running EFA, 3out of 6 items are loaded, these are, GB1, GB4, and GB5. Further, the above table describes that the Exploratory Factor Analysis of Environmental knowledge contains six items, EK1, EK2, EK3, EK4, EK5, and EK6, respectively. After running EFA, 5 out of 6 items are loaded, these are, EK1, EK2, EK3, EK4, and EK6.

## 4.8 Regression Analysis

Regression analysis is widely used for forecasting and prediction. Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationship between the independent and dependent variables.

**Common shared variance** is the realm of total collinearity. Correlation ( $r$ ) is a standardized form of shared variance. Share/common variance or Square of  $r$  value is also called coefficient of determination ( $r^2$ ). The definition of R-squared is fairly straight-forward; it is the percentage of the response variable variation that is explained by a linear model.  $R^2$  is used to measure the strength of overall relationship. R-squared is always between 0 and 1.0. 0% indicates that the model explains none of the variability of the response data around its mean and 1.0 or 100% indicates that the model explains all the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data.

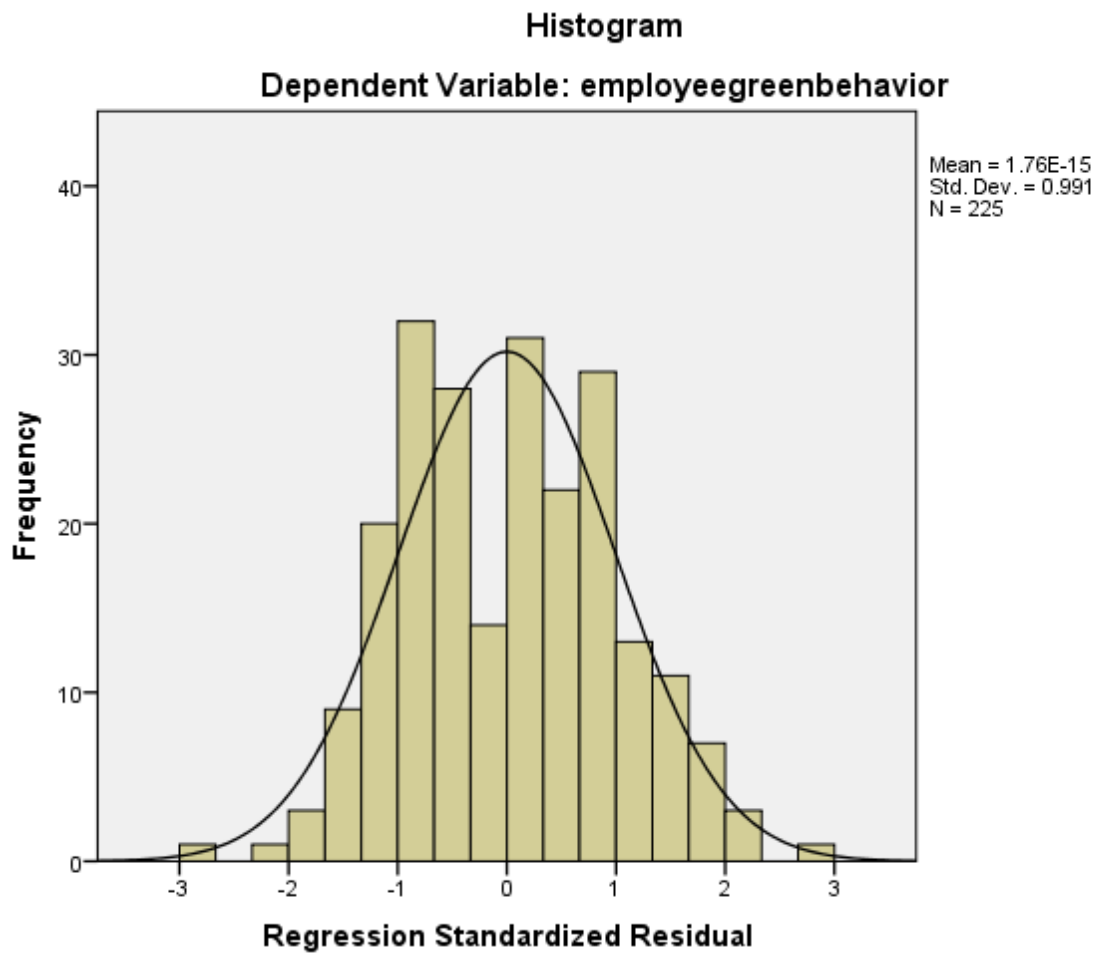
### 4.8.1 Assumptions of Linear Regression:-

Linear regression makes several key assumptions:

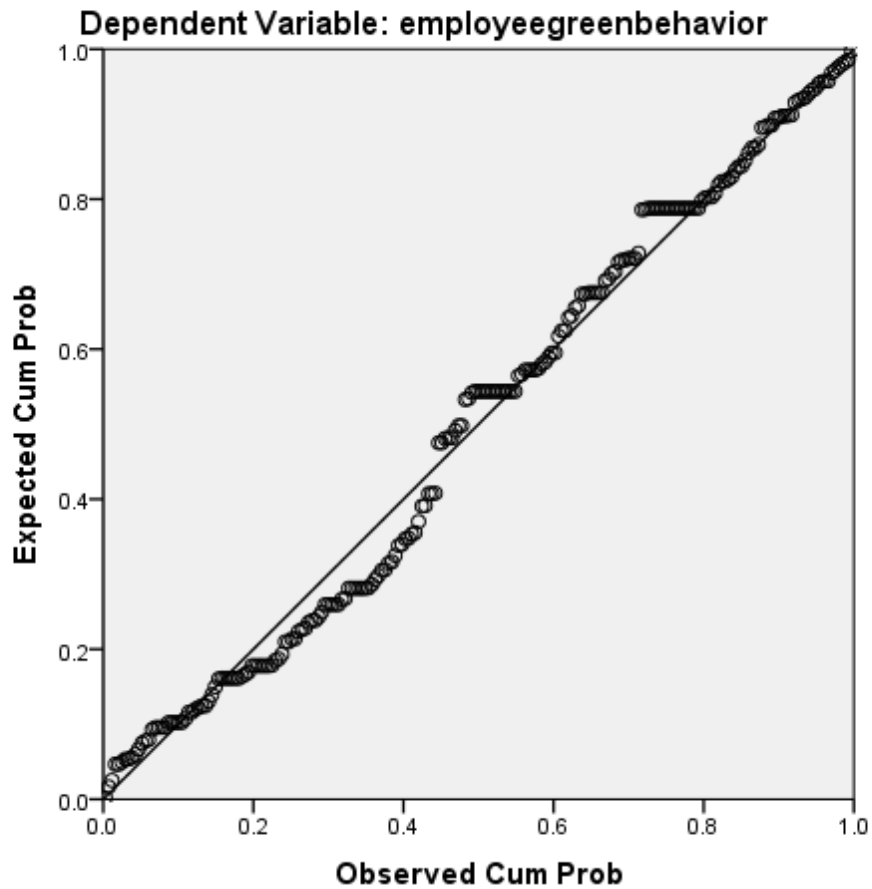
- Linear relationship
- Multivariate normality
- No or little multicollinearity
- No auto-correlation
- Homoscedasticity

Firstly, linear regression needs the relationship between the independent and dependent variables to be linear. It is also important to check for outliers since linear regression is sensitive to outlier effects. Outliers have been checked through boxplot. Secondly, the linear

regression analysis requires all variables to be multivariate normal. This assumption can best be checked with a histogram and a fitted normal curve or a Q-Q-Plot.



### Normal P-P Plot of Regression Standardized Residual



Thirdly, linear regression assumes that there is little or no multicollinearity in the data. Multicollinearity occurs when the independent variables are not independent from each other. A second important independence assumption is that the error of the mean has to be independent from the independent variables.

Multicollinearity has tested with Tolerance and VIF. Variance Inflation Factor (VIF) – the variance inflation factor of the linear regression is defined as  $VIF = 1/T$ .

Fourthly, linear regression analysis requires that there is little or no autocorrelation in the data. Autocorrelation occurs when the residuals are not independent from each other. This for instance typically occurs in stock prices, where the price is not independent from the previous price.

The last assumption the linear regression analysis makes is homoscedasticity. The assumption of **homoscedasticity** means “same variance” is central to linear regression models. Heteroscedasticity (the violation of **homoscedasticity**) is present when the size of the error term differs across values of an independent variable. The Goldfeld-Quandt Test can test for heteroscedasticity. The test splits the data in high and low value to see if the samples are significantly different. If homoscedasticity is present, a non-linear correction might fix the problem.

#### 4.8.2. Regression analysis of Green Training:-

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774 <sup>a</sup>	.599	.597	2.11760

a Predictors: (Constant), Green Training.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1800.325	1	1800.325	401.479	.000 <sup>b</sup>
	Residual	1206.259	269	4.484		
	Total	3006.583	270			

a Dependent Variable: Employee green behavior

b Predictors: (Constant), Green Training

**Coefficients**

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.831	.411		11.748	.000
	GreenTraining	3.182	.159	.774	20.037	.000

a Dependent Variable: Employee green behavior

In given above model summary of regression analysis of green training, value of R square .599 represent that green training has affected 59 percent or changed the employee green behavior, rest of the variance is related to other variables.

It is clear from the above regression analysis that employees' green training has significant positive impact over employee green behavior at workplace i.e. Square R = .599, B = 3.182, t = 20.037 and P = 0.000. Therefore, hypotheses H1 is accepted.

#### 4.8.3 Regression analysis of Reward:-

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617a	.381	.379	2.63001

a Predictors: (Constant), Reward

##### ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1145.923	1	1145.923	165.669	.000b
	Residual	1860.661	269	6.917		
	Total	3006.583	270			

a Dependent Variable: Employee green behavior

b Predictors: (Constant), reward

##### Coefficients

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.304	.519		12.150	.000
	Reward	2.590	.201	.617	12.871	.000

a Dependent Variable: Employee green behavior.

Reward has significant positive impact over employees' green behavior at workplace i.e. square R = .381, B = 2.590, t = 12.871 and Sig = 0.000. Thus, hypothesis H2 is accepted.

#### 4.8.4 Regression analysis of Employee involvement:-

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749a	.561	.560	2.21387

a Predictors: (Constant), Employee involvement

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1688.158	1	1688.158	344.437	.000b
	Residual	1318.425	269	4.901		
	Total	3006.583	270			

a Dependent Variable: Employee green behavior

b Predictors: (Constant), Employee involvement

##### Coefficients

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.735	.517		13.031	.000
	Employee involvement	2.464	.204	.593	12.077	.000

a Dependent Variable: Employee green behavior.

There is significant positive impact of employee involvement on employee green behavior at workplace i.e. R square = .561, t = 12.077 and Sig = 0.000. Hence, hypothesis H3 is accepted.

#### 4.8.5 Regression analysis of Environmental knowledge:-

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.593a	.352	.349		2.69207

a Predictors: (Constant), Environmental Knowledge.

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1057.072	1	1057.072	145.858	.000b
	Residual	1949.512	269	7.247		
	Total	3006.583	270			

a Dependent Variable: Employee green behavior

b Predictors: (Constant), Environmental Knowledge

**Coefficients**

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	6.735	.517		13.031	.000
	Environmental knowledge	2.464	.204	.593	12.077	.000

a Dependent Variable: Employee green behavior

Environmental knowledge has significant constructive effect over employee green behavior at workplace i.e. square R = .352, B = 2.464, t = 12.077 and Sig = 0.000. Therefore, hypotheses H4 is accepted.

#### 4.8.6 Multiple Regression analysis:-

**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.787a	.620	.614		2.07225



a Predictors: (Constant), Green Training, Reward, Employee involvement, Environmental knowledge

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1864.317	4	466.079	108.536	.000b
	Residual	1142.267	266	4.294		
	Total	3006.583	270			

a Dependent Variable: Employee green behavior

b Predictors: (Constant), Green Training Reward, Employee involvement, Environmental knowledge

**Coefficients**

Model		Unstandardized Coefficients			Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.125	.420		12.212	.000
	Green Training	3.875	.607	.942	6.383	.000
	Reward	1.412	.677	.098	2.085	.005
	Employee involvement	2.223	.532	.055	4.178	.000
	Environmental knowledge	1.476	.661	.355	2.233	.000

a Dependent Variable: Employee green behavior

It is clear from the above multiple linear regression analysis that employees' green training, reward, employee involvement has significant positive impact over employee green behavior at workplace i.e. Square R = .620, t values are above 1.96 and P = 0.000. Therefore, all hypotheses are accepted

**4.9 Discussion Section**

The primary objective of this study is to identify the effects of green training, reward, employee involvement on environmental knowledge, then to see the effect of environmental

knowledge on employee green behavior and finally the effect of green training, reward, and employee involvement on employee green behavior. Hence, green training directly affects the relationship on employee green behavior, because employee which has more intensive environmental training, make the job exciting that increases the chances of green behavior at workplace.

The main purpose of the current study was to find the relationship between green human resources management practices such as green training, reward, employee involvement and employee green behavior. This research was conducted from employee's viewpoint to find the relationship between GHRM practices and employee green behavior, considering the HRM practices, involving, green training, reward, employee involvement. This research assumed the significant link between these variables and hypothesis has been acknowledged in the analysis. This study has filled the gap among Green HRM practices and employee green behavior.

As hypothesized, this study has established positive relationship between green training and employee green behavior. Same positive and significant relationship was also initiated between reward and employee green behavior. Additionally, this research established that employee involvement has significant impact on employee green behavior at workplace.

This study finding contributes to the literature in two imperative ways. This research found the link between green HRM practices (i.e green training, reward, employee involvement) and employee green behavior, which is found rare in literature. Therefore, the analysis and findings subsidize to the new scopes of green HRM practices and environmental performance of the employees. More specifically, the results indicate that organizations can develop performance by implementing GHRM. The present research based on data collected from banking sector, empirically checks and confirms the privilege that a organization's

GHRM practices i.e green training, reward and employee participation in decision making contribute to the development of employee green performance.

This study found that by bring into line the green HR role to administrative environmental policy; the firms can achieve greater green outcomes. This prospective positive starring role of green HRM was first presented by Daily et al. (2009), as deliberated in the literature. Present research in this region recommend that discretionary role of employees and volunteerism in environmental initiatives is a paramount tool for accomplishing firm long term environmental performance and developing green behavior of employees (Daily et al. 2009). Further, the analysis indicates that green behavior of employees in work place is a precarious factor in attaining managerial green policy and better organizational performance. These result also establish in literature like, Daily, Bishop, & Steiner, (2011) initiate that efficiency of Environmental Management System (EMS) greatly depends upon the functioning and skills of employees.

Thus, the results indicate that environmental knowledge can help employee to behave green. This study directs those responsible for green HRM in their future decisions to aim green training and development inside the workforce. ‘A key to the effectiveness of training is developing an environmental knowledge base’ (Renwick, 2013), allowing that superior practical evidence of the effect of such initiatives is required. This study proposes that evaluation and measurement of environmental knowledge and green HR practices serves this purpose. Moreover, future research should support the implementation of GHRM practices such as green training, reward and employee involvement interventions. This pragmatic level of analysis not only creates valuable insight, it also has applied implications.

## **CHAPTER 5**

### **CONCLUSION, RESEARCH IMPLICATIONS AND FUTURE RESEARCH**

#### **5. Overview:-**

This chapter intention to complete the overall research offered in this thesis. Moreover, to present the significant contributions completed by this research, to recommend key limitation of present research, to overview implications of current research and to propose further research.

In this chapter, not only comprises of the conclusion of the research but also contains the contribution of the current study taking both managerial and academic implications alongside with limitations of the research/study. Furthermore, it also contains the guidelines for future research, which would support in constructing a baseline for future researchers interested in studying in the same or rather different phenomena.

#### **5.1 Conclusion:-**

The goal of this study was to promote to the Green HRM literature by green practices on the way to a environmental agenda, to measure employees' environmental knowledge, to build employee's skills and knowledge through green training, motivate them through reward and give employees opportunity to involve in green practices in order to achieve green behaviors of employees at workplace. This study elaborates that confirmed relationship between employee's motivation toward green behavior at workplace through green training, rewards, employee involvement's and environmental knowledge by using a sample of employees working in banks. It is discovered that employees are more motivated towards green behavior through rewards.

Furthermore, employee involvement has positive and significant relationship between environmental knowledge and employee green behavior. The research conducted by Ones & Dilchert (2013) revealed that employee involvement and Training play an encouraging role in growing employee's targeted performance. Employees are motivated if management involves them in decision making suggestion, and discussion towards the implementation of green policies at workplace. The study discovered that employee's green behavior can be increased by providing employees a chance to make effective decisions and participate in suggestion and discussion related to green goal (M. Fay, Wang, Draugelis, & Deichmann, 2014).

Besides, this study has revealed that green training would be essential in order to build employees required skills and environmental knowledge and motivate them towards green behavior. Organizational green performance would not be attained significantly, if employees have no knowledge about applying Green practices.

Results show that GHRM practices i.e green training, reward and employee participation should support employee to improve environmental knowledge as well as green behavior of employees at workplace. Green HRM tool i.e green training, reward and employee participation contribute to competitive advantage to the organization by recognizing where green training, employees involvement and reward are developed towards green practices in order to motivate employees towards green behavior.

Hence, environmental knowledge facilitates employee green behavior and become valuable to business. While, further research is required, the tool offers measurement of other GHRM practices that to direct green initiatives. The present study method may also enlighten on specific employee involvements most effective and appropriate in engaging employees' activities that enhance employee green behavior within the workplace.

## **5.2 Research Implications:-**

This research can be applied to investigate green training which has been measured to be the main variable in view of employees' environmental knowledge and employees' green behavior. By relating an expanded AMO (Ability, Motivation and Opportunity) theory, which has been motivated on the employee behavior dimension, towards the perspective of employees inside a workplace has been found substantial. This study enhances to initiate research on banking sector green training, reward system and employee involvement or participation. Specifically, banking sector employee, it is because they direct contact to the customers, as members of the service industry.

### **5.2.1 Academic Implications:-**

This study examines the green training, reward, employee involvement and environmental knowledge of individuals who are employed in banking sector of district Multan. The study has confirmed the different effects of employees' green training, reward, employee involvement on environmental knowledge and employees' green behavior. This study theoretical implication can be deliberated in three major facets. First, the distinctive financial tendency of the banking sector has been offered by conducting such a study which has targeted the employees of banking sector. Previous research has been initiated largely examined general relationships between employees' green behavior and AMO framework in organizations in the manufacturing industry. Thus, this research explored employees' environmental knowledge, green training, rewards and involvement have not been investigated and studied in the prevailing research on the banking sector of Multan district.

The study has applied green HRM practices such as green training, rewards and employee involvement that just came into the highlight and this research is based on the AMO (Ability, Motivation and Opportunity) theory that employee green behavior increases when employees have required skills and knowledge, they are motivated by reward relevant

to their green behavior and they have opportunity to practically involve in decision making as well as in policy implementation. Employees' environmental training, reward and an efficient involvement/participation in green initiatives in banking sector, play an important role in rising their green attitude and behavior. Second, employees' environmental knowledge has been examined like remedy that is available for increasing employees' green behavior intent. Third, reward has been used as motivational variable which supports or enhance sentiments such as beliefs, thoughts and behavior that lead to behave in a positive way inside an organization whereas taking green initiatives. Green training, reward and employee involvement and participation has been measured on an enormous extent in previous research however; present study is important for developing green attitude and behavior of employee at workplace in banking sector working in district Multan Pakistan.

### **5.2.2 Managerial Implications:-**

While this study was accompanied in the state context of Pakistan, it has major implications for management as well as for nation in general, owing to the fact that environmental/green management has become a current global issue (Renwick et al., 2013). A growing number of researchers (e.g., Kumari, 2012; Renwick et al., 2013, Norton et al, 2014; Dumont, 2016; Rayner, 2017) have proposed that organizations should implement green HRM practices efficiently and effectively implement green policies and initiative. In support of said researchers, this study provides pragmatic evidence of direct positive relationships of green HRM practices e.g green training, reward, and employee involvement with employee green behavior at workplace, concluded the mediation role of environmental knowledge.

Based on the results of the present study, individuals, organization and society would adopt green HRM practices in order to successfully achieve a green goal. Further, they would design tasks to meet individuals as well as organizational green strategy needs and

requirements. Managers would consider employees with ample educational opportunities and green training. Such training helps multiple goals. First, it supports to train employees with the essential expertise, skills and knowledge for the effective implementation of green goals and required green attitude and behavior of employee at workplace. Second, it enhances employee awareness, intellect and understanding of green behavior, green management and green values of individual, organization and society.

Organizations would appropriately appraise green behavior of employee at workplace, and link green behavior of employee to green training, reward (i.e promotional, pay, and compensation) and opportunities in term of employee involvement in green initiatives and decision making. Organization would encourage employees in order to achieve the motivation of employees towards their participation in green undertakings, and to support green behavior among employees. These green behavior initiatives are expected to confirm that managerial green practices will be successfully implemented. Current study did not comprise “considering behavior and attitudes toward environmental management in employee recruitment & selection practices” in the degree for GHRM due to the contributing organization not having that practice at workplace.

However, this study exposes that individual green knowledge and values have significant effect on employee green behavior. As Berrone & Gomez-Mejia, (2009) recommended, is important to attaining green behavior and attitude in employee at workplace. Also, researchers and scholars such as Forman & Jørgensen, (2001) and Renwick (2013) discussed that green training of employees is a crucial green HRM practice. In future, it is significant for organizations and societies to take actions to raise equality between the values promoted & supported by the organization and employees green values, attitude and behavior. One way to suggest is to study individual green norms, values and information about organizational green plans at workplace. Likewise, and perhaps other important,



organizations must effectively link their green values and environmental policies to potential green employees, consequently that employees are capable to develop green behavior for the success of the organization.

In addition, in a practical perspective, present GHRM practices model presented in existing study propose to provide a guide for services organizations about the application of preeminent practices of GHRM that have emotional impact on employee green behavior. Assumed the fact that employee green behavior is becoming as one of the most noticeable movements in service industries, by using these GHRM practices model in developing countries can increase organizational employee green performance and enhance their green capabilities necessary for the progress of organization at national as well as international level.

Moreover, this research can guide leaders and managers at servicing and manufacturing industries to link green intentional goal with specific green HRM practices. This linking can produce the deep commitment of employees in influencing green practices for developing green behavior in employee at workplace.

Besides, implementing the full set of green HRM practices according to precedence discovered in this study helps service organizations to construct an eco-friendly culture; working beyond the essentials of cutting waste and efficiently to encompass environmental concerns into all facets of their green employees' behavior, from side to side defining green norms, values, practices, rules, and initiatives.

### **5.3 Limitations and Future Recommendation of Research: -**

Despite its important implications, this research study has few checks that need to be labeled.

- First, in this research the sample contained of service industry from banking sector employees working at five financially strong commercial banks such as Habib bank

ltd, Allied bank ltd, Muslim commercial banks ltd, united bank ltd and Bank Al Habib etc' which indicates that the research is restricted to just five banks based on the ease, availability and convenience. Therefore, the generalizability of findings might be partial to employees in particular banks. It is recommended that future research may be comparatively investigate banking sector, telecommunication industry and hotel industry etc. based on working in other areas of the service organization would be significant. Hence, this study collect the sample from commercial banks located in district Multan, Pakistan, which perhaps revealed the distinctive inclination in the adapt culture. This research suggests that the future study that replicates present study would be appreciated if conducted in cross-culture settings to enhance generalizability of this study finding. In this instance, cross-cultural study is particularly significant for emerging a more globally applicable measure for promoting green behavior in employee at workplace.

- Second, green training, reward and employee involvement green HRM practices may take some time to exert full influence on employee green behavior at workplace. In present study, data were collected at one point in time. Such as, this study design may not support the effect of green HRM to be completely explored. To discourse this limitation, future research can be conducted on longitudinal studies by examining the modifications to employee green behavior ensuing from the implementation of green HRM practices.
- Third, the green HRM literature recommends that green HRM practices influences employee green behavior at workplace (Renwick et al., 2013, Norton et al, 2014; Dumont, 2016; Rayner, 2017). However, it remained not possible for this study to explore every green HRM practices as predictor, moderator or mediator that could affect the green behavior– green HRM relationship. Future researches that explore the

alternative variables, for example, from HR practices (recruitment and selection, organizational culture & climate) perspectives, would be valued to this relation of investigation.

- Fourth, multiple level modeling is now getting growing admiration in green HRM research (Aggrwal, 2015). It is because, observations of HRM practices have a tendency to be comparable between employees in the same industry and different among dissimilar organizations, and accordingly, employee green behavior of green HRM practices are matter to organizational relative effects (Aggrwal, 2015). For instance, it may be essential to search the relationship green HRM–employee green behavior at higher levels, e.g the governmental level. In line for limited number of units in present sample, this research was not able to implement the multilevel tactic. This study suggests that future researcher consider the multilevel tactic to take into account managerial perspective effect in green behavior research.
- Fifth, it is essential to take the variances into concern as giving to the respondents' different cultural choices. Employee green behavior might concern in differences in line for cultural differences.
- Sixth, in present research, the sample size of employees related to CEOs employees was too minor to enlighten the results.
- Seventh, there exists a chance that present research might comprise common method preference issue.
- Eighth, this examination suggested that Train your employees about business natural issues is fundamental to finish work environment consistence and encourages them evaluate potential ecological wellbeing and green conduct issues. Associations can discover reasonable assets, including DVDs and programming, for on location training.

- Ecological Expert.com offers a rundown of organizations that give training on business condition issues. Ecological/green training would be directed through courses for different enterprises.
- To conclude it, this examination just found Employees green behavior at working environment as the objective variable. In persuasive point of view, green HR the board practices can prompt a few employee results at work environment (Renwick et al., 2012). Therefore, it is likely that the impact of green HR the board may go past Employees green conduct. Even so, the overarching green HR the board writing has just estimated the linkage between green training, reward, and worker inclusion and Employees green conduct results. The impact of previously mentioned green HR rehearses on non-green worker work conduct and frames of mind has been generally ignored. Along these lines, this investigation calls for further research to look at worker non-green social outcomes/results.

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## Appendix 1: Questionnaire

### QUESTIONNAIRE

Dear Respondent,

I am students of Management Sciences at National University of Modern Languages, Islamabad, in Multan Campus. I am conducting a research on *“The antecedence of Green behavior at workplace” An Empirical Study of employee green behavior in Pakistan.* You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Indicate answer by putting a tick (✓) in the box:

<b>1. Gender:</b>	<b>2. Organization</b>	<b>4. Designation</b>	<b>5. Age Group:</b>	<b>6. Education:</b>	<b>7. Experience:</b>
a) Male <input type="checkbox"/>	a) HBL <input type="checkbox"/>	a) CEO <input type="checkbox"/>	a) 18-27 years <input type="checkbox"/>	a) Bachelors <input type="checkbox"/>	a) 1-5 years <input type="checkbox"/>
b) Female <input type="checkbox"/>	b) UBL <input type="checkbox"/>	b) Manager <input type="checkbox"/>	b) 28- 37 years <input type="checkbox"/>	b) Masters <input type="checkbox"/>	b) 6- 10 years <input type="checkbox"/>
	c) ABL <input type="checkbox"/>	c) OG-II <input type="checkbox"/>	c) 38- 47 years <input type="checkbox"/>	c) MS/MPhil <input type="checkbox"/>	c) 11- 15 years <input type="checkbox"/>
	d) MCB <input type="checkbox"/>	d) OG-III <input type="checkbox"/>	d) 47- 57 years <input type="checkbox"/>	d) Ph.D. <input type="checkbox"/>	d) more than 15 years <input type="checkbox"/>
	e) Bank Al Habib <input type="checkbox"/>				

Please respond on the basis of “to what extent do you think the following statement is characteristic?” On a scale of 1-5 where; 1=never, 2=a little bit, 3=neutral, 4=characteristic, 5=always.

Indicate (✓) level of agreement with the following statements.

Sr No.	Items	Never	A little bit	Neutral	characteristic	Always
<b><u>Green Employees Behavior</u></b>						
1.	Today, I adequately completed assigned duties in environmentally-friendly ways.(T)	1	2	3	4	5
2.	Today, I fulfilled responsibilities specified in my job description in environmentally-friendly ways.(T)	1	2	3	4	5
3.	Today, I performed tasks that are expected of me in environmentally-friendly ways.(T)	1	2	3	4	5
4.	Today, I took a chance to get actively involved in environmental protection at work.(P)	1	2	3	4	5
5.	Today, I took initiative to act in environmentally-friendly ways at work.(P)	1	2	3	4	5

6.	Today, I did more for the environment at work than I was expected to.(P)	1	2	3	4	5
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**In the following questions please give Your opinion on a Scale of 1-5 (where 1=strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree)**

Sr No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
<b><u>Green Training</u></b>						
7.	In my organization employees have opportunity to discuss green practices with their seniors.	1	2	3	4	5
8.	My organization provides green training opportunities enabling to extend my range of skills and abilities.	1	2	3	4	5
9.	Training and development system in my organization is superior.	1	2	3	4	5
10.	My organization provides me sufficient training opportunities for getting appropriate knowledge about environment friendly initiatives.	1	2	3	4	5
11.	I am contented with the method of green training and the trainers.	1	2	3	4	5
12.	I learned the green skills through training program and have good impact over my green behavior.	1	2	3	4	5
13.	Employees learned the green behavioral skills through training program.	1	2	3	4	5
14.	Before green training it was difficult for me to work effectively.	1	2	3	4	5
15.	Before green training I was not concerned about environmental management.	1	2	3	4	5
16.	Before green training I was disgruntled with my job.	1	2	3	4	5
17.	Green training enabled me to be more environment protector.	1	2	3	4	5
18.	After green training I feel confident and I can handle my own work.	1	2	3	4	5

Sr No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
19.	After green training I need fewer resources to finish my work.	1	2	3	4	5
20.	After green training I am able to perform higher level task related to environmental protection.	1	2	3	4	5
21.	I liked the green training program conducted in my organization.	1	2	3	4	5
22.	I am contented with the amount of support, guidance and overall quality of green training I receive.	1	2	3	4	5
<b><u>Rewards</u></b>						
23.	Rewards in my organization are strictly linked to employee's green attitude.	1	2	3	4	5
24.	The existing reward and incentive plans motivate me for practicing green behavior in a better way.	1	2	3	4	5
25.	Reward in my organization aims at improving employee green behavior and strengthening my green skills.	1	2	3	4	5
26.	Recognition based rewards in my organization includes public recognition, awards, paid vacations, time offs and gift certificates lead me to behave green.	1	2	3	4	5
27.	Reward motivates employees to work more as a team in order to gain the desired outcomes.	1	2	3	4	5
28.	The rewards have a positive effect on the environmental initiative at workplace.	1	2	3	4	5
29.	The rewards motivate me to perform well in my job.	1	2	3	4	5
<b><u>Employees Involvement</u></b>						
30.	In my work, I weigh my actions before doing something that could affect the environment.	1	2	3	4	5
31.	I voluntarily carry out environmental actions and initiatives in my daily activities at work.	1	2	3	4	5
32.	I make suggestions to my colleagues about ways to more effectively protect the environment, even when it is not my direct responsibility.	1	2	3	4	5

Sr No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
33.	I actively participate in environmental events organized in and/or by my company.	1	2	3	4	5
34.	I stay informed about my organization's environmental initiatives.	1	2	3	4	5
35.	I undertake environmental actions that contribute positively to my organization's image.	1	2	3	4	5
36.	I volunteer for projects, endeavors or events that address environmental issues in my organization.	1	2	3	4	5
37.	I spontaneously give my time to help my colleagues take the environment into account in everything they do at work.	1	2	3	4	5
38.	I encourage my colleagues to adopt more environmentally conscious behavior.	1	2	3	4	5
39.	I encourage my colleagues to express their ideas and opinions on environmental issues.	1	2	3	4	5
<b><u>Environmental Knowledge</u></b>						
40.	I have Knowledge about Climate change and environment protection.	1	2	3	4	5
41.	I have knowledge about Clean energy	1	2	3	4	5
42.	I have knowledge about Landfill waste	1	2	3	4	5
43.	I have knowledge about Drinking water purity.	1	2	3	4	5
44.	I have knowledge about Unsustainable consumption.	1	2	3	4	5
45.	I have knowledge about Land degradation.	1	2	3	4	5