Green HRM: A strategic tool to Promote Green Behaviors among Nurses

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Abstract

The current study analyzes the impacts of green health and safety management and green employee relationship and discipline management on the employee green behavior along with the mediation of green self-efficacy. The researcher focused on the healthcare industry of Pakistan and following quantitative research design, a sample of 300 nursing participants has been selected by the researcher with the help of purposive sampling technique. The data collection tool was a structured questionnaire, having close-ended questions, the data is collected by the researcher with the help of self-administered questionnaire-based survey. The collected data is analyzed with the application of SPSS. The impacts of both green health and safety management and green employee relationship and discipline management on employee green behavior are positive and significant. Furthermore, the mediation of green self-efficacy has been found to be significant as well, in both cases. The study will help the organizations devising the policies according to the green and sustainable practices and they can increase the marketability of their organization. Consumers are becoming more environmentally concerned and implementing adjustments according to the green behavior will help organizations build a better goodwill and brand name.

Keywords

Green Health Safety Management, Green Self-Efficacy, Green Employee Behavior

Introduction

The natural ecosystem in Pakistan has obliterated to the extreme state and thus devastation is increasing with every passing day, thus, the problem of environmental pollution is getting worse and more alarming (Zhang, Luo, Zhang, & Zhao, 2019). Therefore, it is an urgency that both governmental and non-governmental organizations should form ways, introduce laws and policies and create strategies that would be helpful in eradication of the negative effects from the environment especially on the natural resources and human society (Wiradirja et al., 2020). The negative factors result enforces more demand for organizations to take actions to recover the environmental performance in Pakistan. The past studies (Riwati, Supriadi, & Firdiansjah; Shen, Dumont, & Deng, 2018) elaborated that organizations need to contemplate how to manage and harmonize the connection between economic and environmental objectives and goals to accomplish a win-win situation to have a more protective and sustainable environment in Pakistan. The employees' behavior is certain to affect the execution of the organization's green practices. It has also been stated in the previous research Kim, Kim, Han, and Holland (2016) that it is essential to convey the awareness on environment and encourage individuals to follow out the practices for smooth functioning.

However, employee green behavior is always linked to green health and safety management. Some activities are intimidating, threatening and demeaning many life-sustaining systems that include refinement of atmosphere, constructing and furnishing the hospitals, etc. (Atiku, 2019; Fields & Atiku, 2017). According to (Atiku & Lawal, 2022) production of energy, distribution and production of food, expansion of land and chemicals should be re-evaluated if individuals have to stay alive and build communities strong and tough to new evolving health hazards. If these activities are continued to carry out, then it will make the survival of human beings difficult. However, it's been argued that it brings unprecedented effects to society and the environment (Atiku & Lawal, 2022). Therefore, A better health care system must be attained that delivers good quality care and work to enhanced public health without damaging natural resources or causing serious harm to the environment.

In the literature (Norton, Zacher, Parker, & Ashkanasy, 2017; Pham, Tučková, & Jabbour, 2019), it has also been discussed that the green employee relationship increases green employee workplace performance. Along with that, by forming a green employee relationship employee work performance goes further than green behavior.

This research paper has discussed the mediating role of self-efficacy. Self-

efficacy is the self-awareness of an individual's proficiency and accomplishments to achieve a particular task and job expectations. Self-efficacy has been greatly considered a key factor of numerous aspects of behaviors that includes task determination and perseverance, aspiration, optimistic thinking and emotion, and task presentation. The social cognitive theory explicitly explains that employees who have a greater level of self-efficacy have more chances to have advanced levels of performance and more commitment to engage in tasks and endure work failure.

Following are the research objectives

- To analyze the effect of green health and safety management on employee green behavior

- To scrutinize the impact of green employee relationship and discipline management on employee green behavior

- To see the mediating effect of self-efficacy between green health and safety management, green employee relationship and discipline management and employee green behavior.

The previous studies (Atiku & Lawal, 2022; Dumont, Shen, & Deng, 2017; Norton, Parker, Zacher, & Ashkanasy, 2015) have provided various evidence that how green employee relationship and health and safety management could help enhance employee green behavior. But this study has explicitly showed how self-efficacy plays a major role in this regard. This study helps the society and government to build a strong green employee relationship to eradicate many life-threatening activities. It enforces both governmental and non-governmental organizations should form ways, introduce laws and policies and create strategies that would be helpful in eradication of the negative effects from the environment especially on the natural resources and human society. The next parts of this paper contain a literature review, methodology, data analysis, discussion, conclusion and future research indications.

2. Literature review and theoretical framework

2.1. Impact of green health and safety management on employee green behavior

Every employee dreams to work in an environment that ensures a safe and accidents free atmosphere and thus management has a significant role in the development of such an environment (Nisar, Akbar, et al., 2022; Pham et al., 2019). Safety management is the primary concern of employees who have to be taught situations like accident avoidance, accident comeback, to prepare for emergencies, and to use protective clothing and tools. However, it is argued (Unsworth, Dmitrieva, & Adriasola, 2013) that despite having safety management policies. Some uncertain accidents can still occur. According to (ul Mateen, Nisar, & Nasir, 2022; Unsworth et al., 2013) who argued if there is proper green health and safety management then it positively affects employee green behavior and

thus is fruitful to eradicate negative effects from the environment.

H1: Impact of green health and safety management has a significant impact on employee green behavior

2.2. Impact of green employee relationship and discipline management on green employee behavior

A lot of research scholars (Naz, Jamshed, Nisar, & Nasir, 2022; Pham et al., 2019) have devoted significant consideration toward the role of promoting green practices and encouraging green activities and actions in the workplace (Emel & Caliskan, 2019; Longoni, Luzzini, & Guerci, 2018). Specifically, the direct relationship between green employee relationship and discipline management and green employee behavior has been investigated (Roscoe, Subramanian, Jabbour, & Chong, 2019). This study encourages employees to acquire greater environmental sustainability and enforces that green discipline management is important to achieve the goals and objectives of the organization and to evoke green behavior in employees.

H2: Green employee relationship and discipline management has a significant impact on green employee behavior

2.3. Mediation of Green Self-efficacy between Green Health and Safety Management and Employee Green Behavior

It's not just the leaf that could really turn green; organizations can as well. The phrase "green management" was coined to describe this concept of caring for both the environment and society. as well as looking after the employee green behavior (Tuan, 2021). Efficacy perception is the core of people 's ambition; it is a trust in one's ability to control circumstances that will happen to them ultimately have an impact on their lives (Unsworth, Davis, Russell, & Bretter, 2021).

Numerous climate concerns urge organizations throughout the world to accept ecological obstacles in order to implement green economic expansion methods. As a result, firms are planning to respond to environmental marketplace demands by developing green goods (Wood, Eid, & Agag, 2021). Individuals' green self-efficacy (managers, personnel, and business owners) must be high in order to believe in the development of green products (Nisar et al., 2021).

It explains that the employee green behavior can be developed by awareness about the benefits of green health and safety management (Unsworth et al., 2021). Because of its expanding significance in the global manufacturing industry, environmental concerns have become very widespread among organizations that emphasis on green product creation (Tuan, 2021)

The researchers devised research hypotheses to investigate the mediation relationships between green health and safety management and employee green behavior (Nisar et al., 2021).

H3: The mediating role of Green self-efficacy between green health and safety

management and employee green behavior is significant.

2.4. Mediation of Green Self-efficacy between Green Employee Relationship and Discipline Management and Employee Green Behavior

Green management entails the greening of each sector of a company, including activities, HR, finance and accounting, commerce, and marketing, with personnel falling under each singular heading in these organizational functions (Nisar, Haider, Ali, Gill, & Waqas, 2022; Nisar et al., 2021). Many topics relevant to green employee relationship and discipline management practices remain ignored, according to studies there are gaps in prior research findings (Haldorai, Kim, & Garcia, 2022).

Despite the fact that there has been significant progress in the Green self-efficacy and green employee behavior over the last two decades, the discipline is still very much in immaturity, with many prospects for research and studies to enhance the field (Tuan, 2021). Self-efficacy mediation effect on employee relationship is investigated as it includes participation, appreciation, management support, and corporate culture support (Unsworth et al., 2021). All these elements create the environment of green self-efficacy that eventually effects the employee green behavior (Haldorai et al., 2022). An organization and the relationship of their employees and discipline management makes a collaborative culture to enhance employee's green behavior (Tuan, 2021).

Employees are information reservoirs, and environmental problems by neglecting green climate necessitate employees' technological and managerial expertise (Wood et al., 2021). They are also agents of change with substantial managerial ramifications, thus they must be empowered (Nisar et al., 2021).
H4: The mediating role of Green self-efficacy between green employee relationship and discipline management and employee green behavior is significant.
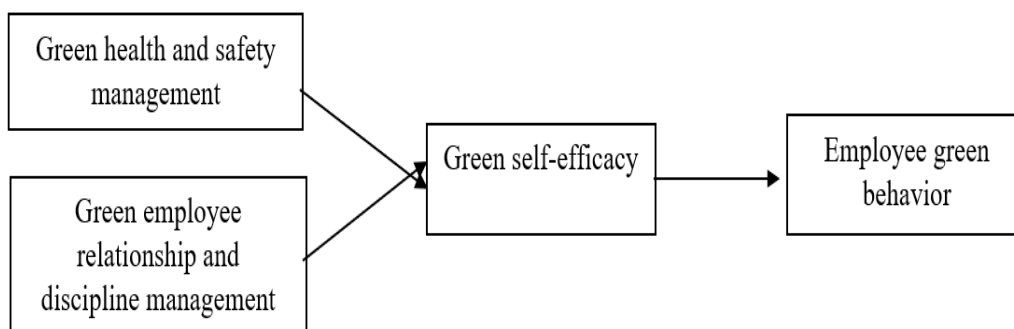
2.5. Theoretical framework

Figure 1: Theoretical Framework

3. Research method

The current research has adopted quantitative research method, so quantitative

data and quantitative data collection and analysis tools and techniques are adopted in the study. The researcher has adopted positivism research philosophy, deductive research approach and cross-sectional time horizon for the current study (Kim et al., 2016; Lin & Hsu, 2015; Luu, 2021). The targeted population of this research is the Healthcare sector of Pakistan. Whereas a sample of 300 Nurse participants has been selected by the rsearcher with the help of purposive sampling technique.

The data collection tool is a structured pre-defined questionnaire, having close-ended questions, the data is collected by the researcher with the help of self-administered questionnaire-based survey (Nisar et al., 2021). The collected data is analyzed with the application of SPSS, involving the techniques of demographical analysis, descriptive analysis, confirmatory factor analysis, KMO and Bartlett's Test, rotated component matrix, correlation analysis and regression analysis (Zoogah, 2011). For green health and safety management 5 measures are adopted from the study of Zhang and Mohandes (2020) and for green employee relationship and discipline management 5 measures are adopted from the study of (Opatha & Arulrajah, 2014). For green self-efficacy, 3 measures are adopted from the study of Chen, Chang, and Lin (2014) and for Employee green behavior 4 measures are adopted from the study of (Norton et al., 2015).

4. Findings and interpretation

This section provides the results for the demographical analysis, descriptive analysis, confirmatory factor analysis, KMO and Bartlett's Test, rotated component matrix, correlation analysis and regression analysis.

The presented results show that there were 300 total participants, including highest age range of 31-35 years and highest experience of 2 years or less. Whereas, there were 46.7% males and 53.3% of females included in the study (Micheels & Nolan, 2016).

Table 1: Demographical details

Dimensions		Frequency	Percent
Age	20-25	55	18.3
	26-30	55	18.3
	31-35	90	30.0
	36-40	49	16.3
	40+	51	17.0
	Total	300	100
Experience	2 years or less	180	60.0
	Above 2 years	65	21.7
	Above 4 years	55	18.3
	Total	300	100
Gender	Male	140	46.7
	Female	160	53.3
	Total	300	100

The descriptive analysis is presenting the summary of the collected data,

the data presented below shows that the mean values lie in between 1 to 5, which is the range for minimum and maximum statistic. Furthermore the maximum value for standard deviation is 1.21108, representing that the data has low level of dispersion and is normally distributed (Saint Ville, Hickey, Locher, & Phillip, 2016).

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
GHSM	305	1	5	3.7397	1.10268	-0.787	0.136
GERDM	305	1	5	3.8781	1.21108	-0.623	0.136
GSE	305	1	5	3.0048	1.17301	-0.787	0.136
EGB	305	1	5	3.7312	1.11237	-0.732	0.136

Significant value for Kaiser-Meyer-Olkin Measure of Sampling Adequacy is close to or more than 0.8, in this case the value is 0.948. The significant value for Bartlett's Test of Sphericity is lower than 0.05 and in this case the value is 0.000. So, the data is significant and good to go for further testing (Wossen, Berger, & Di Falco, 2015).

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.948
Bartlett's Test of Sphericity	Approx. Chi-Square	11464.4
	df	1071
	Sig.	0.000

Values of Rotated Component Matrix should be equal to or more than 0.7, and in this case all the values are equal to or more than 0.7. So, the data and model are significant to go for further testing and analysis (Chen, Wang, & Huang, 2014).

Table 4: Rotated Component Matrix

	1	2	3	4
GHSM1				0.651
GHSM2				0.706
GHSM3				0.692
GHSM4				0.722
GHSM5				0.768
GERDM1			0.729	
GERDM2			0.745	
GERDM3			0.683	
GERDM4			0.752	
GERDM5			0.7622	
GSE1		0.775		
GSE2		0.785		
GSE3		0.834		
EGB1	0.698			
EGB2	0.736			
EGB3	0.709			
EGB4	0.834			

Values for CR should be more than 0.8, whereas the values for AVE should be more than 0.5. In this case, these values can be observed to be complying with the standards. Furthermore, the values of MSV are also less than AVE, according to the standard, which means that the data is reliable and valid (Hassan & Birungi, 2011).

Table 5: Convergent Validity and Reliability

	CR	AVE	MSV
GHSM	0.921	0.563	0.354
GERDM	0.921	0.517	0.227
GSE	0.954	0.566	0.263
EGB	0.934	0.574	0.356

The correlation values in this case, can be observed to be significant, moreover, the values of Cronbach Alpha are also complying with the standard of being more than 0.9. So, the data is good to go for further testing and analysis (Hunecke, Engler, Jara-Rojas, & Poortvliet, 2017).

Table 6: Correlations

		GHSM	GERDM	GSE	EGB	Cronbach Alpha
GHSM	Pearson Correlation	1				0.912
	Sig. (2-tailed)					
	N	323				
GERDM	Pearson Correlation	.371**	1			0.917
	Sig. (2-tailed)	0				
	N	323	323			
GSE	Pearson Correlation	.433**	.609**	1		0.936
	Sig. (2-tailed)	0	0			
	N	323	323	323		
EGB	Pearson Correlation	.346**	.468**	.481**	1	0.944
	Sig. (2-tailed)	0	0	0		
	N	323	323	323	323	
**. Correlation is significant at the 0.01 level (2-tailed).						

The model fit indices are provided with the threshold and observed values, the value of CMIN complies with the standard value, being equal to 1.934, the values of GFI and IFI are significant as well. Furthermore, the values for CFI and RMSEA are 0.926 and 0.054, which also comply with the threshold values (Koutsou, Partalidou, & Ragkos, 2014).

Table 7: Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	1.934	0.823	0.927	0.926	0.054

The impact of green health and safety management on employee green

behavior is significant and positive and equals to 23.6%, which means that with every 1% increase in GHSM, EGB will increase by 23.6%. Green employee relationship and discipline management has a significant and positive impact on green employee behavior, which is equal to 21.7%. The mediating role of Green self-efficacy between green health and safety management and employee green behavior is significant and the mediating role of Green self-efficacy between green employee relationship and discipline management and employee green behavior is significant and positive as well (Willy & Holm-Müller, 2013).

Table 8: Regression results

Regression			Estimate	S.E.	C.R.	P	Hypothesis	Decision
GHSM	→	EGB	0.236	0.055	5.557	0.000	H1	Accepted
GERDM	→	EGB	0.217	0.046	5.132	0.000	H2	Accepted
Mediation			Estimate	S.E.	C.R.	P	Hypothesis	Decision
GHSM*GSE	→	EGB	0.228	0.041	5.44	0.000	H3	Accepted
GERDM*GSE	→	EGB	0.185	0.043	4.189	0.000	H4	Accepted

5. Discussion and conclusion

5.1. Discussion

The objective of this study was to access the impacts of green health and safety management and green employee relationship and discipline management on employee green behavior. Moreover, this study accessed the mediating impact of green self- efficacy in between these dependent and independent variables as well. The first hypothesis proposed by the study was "The impact of green health and safety measurement on employee green behavior is significant". This hypothesis has been accepted as suggested by the results of the study. According to the study of (Nisar et al., 2021), the study about this variable is also the similar and it proves that this study is realistic. The second hypothesis presented by the study was, "The impact of green employee relationship and discipline management is significant on employee green behavior". The results showed that this hypothesis is accepted, and it has significant impact on employee green behavior.

According to the (Unsworth et al., 2021), studying employee green employee behavior provides for a larger evolutionary perspective on our collective human concerns, focusing on decisions made within the environmental bounds of climate science rather than the frontiers of economic benefit. The third hypothesis proposed by the study was, "The mediating impact of green self-efficacy between green health and safety management and employee green behavior is significant". According to the results, this hypothesis is accepted and has mediating impact between dependent and independent variables. The previous study of (Tubridy, 2020) has expressed concern about changes in green employee behavior and the impact of green employee relationship and discipline management that is the

independent variable but less concern about changes in our ecological communities.

The fourth hypothesis presented by study was, "The mediating impact of green self-efficacy between green employee relationship and green employee behavior is significant". The significance and existence of mediating effect green self-efficacy is analyzed by the results of this study. Second, the study includes data need as a mediator to evaluate the influence of green employee relationship and green employee behavior practices on employees' environmental-behavior performance in the workplace, adding to the knowledge on the underlying mechanisms of such effects. There are some previous studies that show the same results and prove the authenticity of this study. According to the (Tashiro, 2022), the self-efficacy has important role in these two dependent and independent variables as the study has similar results that confirms the authenticity of this study.

5.2. Conclusion

The study has analyzed the impacts of green health and safety management and green employee relationship and discipline management on Employee green behavior alongside the mediation of Green self-efficacy. The results present with the fact that the impacts of both green health and safety management and green employee relationship and discipline management on Employee green behavior are positive and significant. Furthermore, the mediation of green self-efficacy has been found to be significant as well, in both cases.

5.2.1. Implications

Employees will be more motivated and satisfied if the organization has an ecologically conscious green culture. This study will contribute in so many aspects in favor of organization, employees and overall society. (Darvishmotevali & Altinay, 2022) discovered that encouraging green practice in the workplace boosts employee engagement, resulting in improved firm profitability. If a corporation can reduce its negative environmental impact while also improving its green performance, it is a win-win situation. One of the practical contributions of this study is that it will help the organizations devising the policies according to the Green and sustainable practices and they can increase the marketability of their organization. Consumers are becoming more environmentally concerned and implementing adjustments according to the green behavior will help organizations build a better goodwill and brand name. This study also contributes theoretically and reconsider the link between the state, the society, and the ecology.

5.2.2 Limitations of the study and future research indications

The study has some limitations as well, the first limitation is the limited sample and the limited generalizability of the study, the study has only considered

a sample of 300 participants. Whereas it limits the generalizability and applicability of this study. Furthermore, the study has limited the scope of the research by only focusing on the nurses from the healthcare industry, future studies are also recommended to focus on the doctors as well.

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