

THE ROLE OF GREEN HUMAN RESOURCE PRACTICES IN PROMOTING GREEN SERVICE BEHAVIOUR

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Abstract: *This study explores the role of green human resource (HR) practices in promoting green service behavior within organizations. As sustainability becomes a critical concern, organizations are increasingly recognizing the need to align their HR practices with environmental goals. Green HR practices encompass strategies and initiatives aimed at fostering environmentally friendly behaviors among employees, ultimately leading to the delivery of green services. They are grounded by the Resource-Based View (RBV) theory. Furthermore, this study discusses the significance of integrating green HR practices with other organizational systems and processes, such as green operations and green marketing, to create a coherent and consistent approach to sustainability. This alignment ensures that green service behavior is not just an isolated practice but a holistic organizational effort. By understanding the role of green HR practices in promoting green service behavior, organizations can develop strategies to create a sustainable work environment, enhance employee commitment, and meet the growing demand for environmentally conscious services. This study also provides a concise overview of the topic, setting the stage for further exploration of the underpinning theories and findings related to the role of green HR practices in promoting green service behavior. This paper makes a valuable contribution to the existing body of knowledge by enhancing conceptual understanding of human resource practices in promoting green service behavior.*

Keywords: *Green Human Resource Practices, Green Service Behaviour, Recruitment and Selection, Training and Development*

Introduction

The role of green human resource practices in promoting green service behavior has gained increasing attention in recent years. As organizations strive to become more environmentally sustainable, they recognize the importance of aligning their Human Resource (HR) practices with their sustainability goals. Green HR practices encompass various strategies and initiatives aimed at fostering environmentally friendly behaviors among employees, ultimately leading to the delivery of green services. This research will provide an overview of the key aspects and significance of green human resource practices in promoting green service behavior. It will discuss the impact of recruitment and selection, training, and development on green service behavior. By understanding the role of green human resource practices in promoting green service behavior, organizations can develop strategies to create a sustainable work environment, enhance employee commitment, and meet the growing demand for environmentally conscious services. This exploration will shed light on the underpinning theories and findings that support the integration of green HR practices into organizational strategies, ultimately contributing to a greener and more sustainable future. Hence, this area presents an opportunity for further research and the gap identified in green human resource practices in promoting green service behavior

Literature Review

Green Service Behaviour

Green Service Behaviour refers to behavior undertaken by individuals or organizations to reduce their environmental impact and promote sustainability. These behaviors are characterized by a commitment to environmental responsibility and the adoption of practices that are more eco-friendly (Tang, Chen, & Jiang, 2008). According to Ciocirlan (2016), green service behavior is often seen as a response to growing environmental concerns and the need to address sustainability issues. It can also be a way to attract environmentally conscious consumers meet regulatory requirements related to environmental impact and contribute to a more sustainable future. According to Yong, Yusliza & Fawehinm (2019), green service behavior typically refers to actions, practices, or behaviors that are environmentally responsible or sustainable in the context of providing services. These behaviors are characterized by a commitment to reducing the environmental impact of service delivery and promoting eco-friendly practices. Green service behavior can apply to a wide range of industries and service providers, including businesses, government agencies, and non-profit organizations.

Green service behavior is not only beneficial for the environment but can also be a selling point for businesses and organizations as consumers increasingly value sustainability and eco-conscious practices. By adopting and promoting green service behaviors, companies, and service providers can demonstrate their commitment to environmental responsibility and attract environmentally conscious customers (Cho & Yoo, 2021). According to Khuwaja et al., 2020 green service behavior typically refers to actions and behaviors that prioritize environmental sustainability and responsibility within the service industry. This concept is closely related to the broader idea of Corporate Social Responsibility (CSR) and sustainability practices, but it specifically focuses on how businesses in the service sector can incorporate environmentally friendly practices into their operations and customer interactions. Green service behavior is not only beneficial for the environment but can also attract environmentally conscious consumers and enhance a company's reputation. It aligns with the growing awareness and demand for sustainable and eco-friendly products and services (Yong, Yusliza, & Fawehinmi, 2019).

Green Recruitment and Selection and Green Service Behaviour

Green recruitment and selection refers to the process of hiring employees who are environmentally conscious and have a commitment to sustainability (Ba, 2023). It involves incorporating environmental considerations into the recruitment and selection process to ensure that candidates align with an organization's green initiatives and values (Yusoff, 2020). By incorporating green recruitment and selection practices, organizations can attract and retain employees who are passionate about sustainability, leading to a more environmentally conscious and responsible workforce, as stated (Yong, 2020).

The relationship between green recruitment and selection and green service behavior is interconnected and mutually reinforcing. Several studies have found a positive relationship between green recruitment and selection and green service behavior (Obeidat, al Bakri, & Elbanna, 2018). Additionally, green recruitment and selection can help an organization comply with environmental effects regulations, draw in eco-aware customers, and build a more sustainable future. In the context of providing services, "green service behavior" usually refers to acts, practices, or behaviors that are sustainable or ecologically responsible (Yong, Yusliza, & Fawehinmi, 2019). When employees are aligned with the organization's green initiatives from the start, they are more likely to exhibit green service behavior in their interactions with customers.

Green recruitment and selection focus on assessing candidates' knowledge and skills related to sustainability. By hiring individuals with a strong understanding of environmental issues and green practices, organizations can ensure that employees have the necessary knowledge to deliver green services. This knowledge can be applied to provide eco-friendly solutions, educate customers about sustainable options, and implement green practices in service delivery (Arulrajah, Opatha, & Nawaratne, 2015). Green recruitment and selection help in selecting candidates who are genuinely interested in sustainability. When passionate about environmental issues, employees are more likely to be engaged and motivated to exhibit green service behavior. They will actively seek opportunities to incorporate sustainable practices into their service delivery and go the extra mile to provide environmentally friendly solutions to customers (Ren, Tang, & Jackson, 2020).

Green recruitment and selection contribute to building a culture of sustainability within the organization. When employees are hired based on their alignment with green values, it creates a collective mindset and shared commitment to environmental responsibility. This culture of sustainability encourages employees to exhibit green service behavior as they feel supported and valued for their efforts in promoting sustainability (Pham, Tučková, & Jabbour, 2019). Green service behavior positively impacts the organization's reputation and customer perception. When customers experience eco-friendly and sustainable services, it enhances their trust and loyalty towards the organization (Anwar, et al., 2020). Green recruitment and selection ensure that employees are capable of delivering such services, further strengthening the organization's reputation as an environmentally conscious business.

Overall, green recruitment and selection lay the foundation for green service behavior by hiring individuals who are passionate about sustainability, possess the necessary knowledge and skills, and are motivated to exhibit environmentally friendly practices. This relationship creates a positive cycle where employees' green service behavior reinforces the organization's them with the necessary tools to contribute to a sustainable workplace (Pham, Hoang, & Phan, 2019). Some key points to consider: First, Assessing Training Needs: Conduct a thorough assessment

to identify the specific training needs related to sustainability within the organization (Shafaei, 2020; Ba, 2023). This can include areas such as energy conservation, waste management, renewable energy, or sustainable procurement. Secondly, Designing Green Training Programs: Develop training programs that address the identified needs. These programs can include workshops, seminars, online courses, or on-the-job training. Ensure that the content is relevant, engaging, and practical for employees to apply in their roles (Shafaei, 2020).

Thirdly, Incorporating Sustainability into Existing Training: Integrate sustainability topics into existing training programs to create awareness and foster a culture of sustainability throughout the organization (Shafaei, 2020; Anwar, et al., 2020). This can be done by including modules or sessions on environmental responsibility, sustainable practices, or green technologies. Next, Providing Resources and Tools: Offer employees access to resources, tools, and guidelines that support sustainable practices (Shafaei, 2020; Yong, 2020). This can include manuals, handbooks, online platforms, or software that assist in measuring and monitoring environmental impact. Finally, Monitoring and Evaluation: Regularly assess the effectiveness of green training programs through feedback, surveys, or performance indicators (Shafaei, 2020). This allows for continuous improvement and ensures that the training aligns with the organization's sustainability goals. By investing in green training and development, organizations can empower their employees to become champions of sustainability, leading to a more environmentally conscious workforce and a positive impact on the organization's environmental footprint.

The relationship between green training and development and green service behavior is crucial in fostering environmentally conscious practices within an organization. Green training and development programs equip employees with the knowledge and skills necessary to understand and implement sustainable practices. By providing training on topics such as energy conservation, waste management, or eco-friendly product alternatives, employees gain the expertise needed to exhibit green service behavior (Arulrajah, 2016). They become aware of the environmental impact of their actions and learn how to incorporate sustainability into their service delivery.

Green training and development programs aim to change employees' behaviors and attitudes towards sustainability. By raising awareness about environmental issues and providing practical guidance on sustainable practices, employees are encouraged to adopt green service behavior. They learn to prioritize eco-friendly options, reduce waste, and make environmentally conscious decisions when interacting with customers (Rajput, 2018). Green training and development programs promote a culture of continuous improvement in terms of sustainability. Employees are encouraged to stay updated on the latest green practices and technologies through ongoing training and development opportunities. This enables them to continuously enhance their green service behavior and adapt to evolving environmental standards (Roscoe, Subramanian, Jabbour, & Chong, 2019).

Green training and development programs foster employee engagement by involving them in sustainability initiatives. When employees feel empowered and knowledgeable about sustainable practices, they are more likely to actively participate in implementing green service behavior (Shen & Benson, 2016). They become advocates for sustainability, driving positive change within the organization and inspiring others to adopt environmentally friendly practices. Green service behavior resulting from effective training and development programs enhances customer satisfaction. Customers appreciate and value businesses that prioritize sustainability

and provide eco-friendly services. By delivering green services, employees contribute to a positive customer experience, leading to increased customer loyalty and positive word-of-mouth recommendations. Green service behavior influenced by training and development programs contributes to the organization's reputation as an environmentally responsible business. When employees consistently exhibit green practices, it strengthens the organization's image as a leader in sustainability. This reputation attracts environmentally conscious customers and stakeholders, further enhancing the organization's brand value.

In summary, green training and development programs play a vital role in shaping employees' knowledge, skills, and behaviors related to sustainability. By providing the necessary training, fostering behavior change, and promoting continuous improvement, these programs enable employees to exhibit green service behavior. This, in turn, leads to increased customer satisfaction, a positive organizational reputation, and a more sustainable business model.

Resource-Based View (RBV) Theory

Underpinning theories that explain the role of green human resource practices in promoting green service behavior is the Resource-Based View (RBV) theory. Green human resource practices can be viewed as an important resource that supports an organization's sustainability objectives and strengthens its competitive edge in the context of green service behavior (Russo, 1997). Resources and capabilities are important factors in determining a firm's competitive advantage, according to RBV. Green human resource practices can be viewed as an important resource that supports an organization's sustainability objectives and strengthens its competitive edge in the context of green service behavior. Green HR practices, such as recruitment and selection process and training and development programs help build a workforce that is knowledgeable and motivated to engage in environmentally friendly service delivery (Obeidat, al Bakri, & Elbanna, 2018). By investing in green HR practices, organizations can develop a unique resource that sets them apart from competitors. This resource, in the form of environmentally conscious employees, enables the organization to provide green services that align with customer expectations and societal demands for sustainability. Furthermore, RBV emphasizes the importance of the internal alignment of resources and capabilities.

Green HR practices need to be integrated with other organizational systems and processes, such as green operations and green marketing, to create a coherent and consistent approach to sustainability (Cho & Yoo, 2021). This alignment ensures that green service behavior is not just an isolated practice but a holistic organizational effort. In summary, the Resource-Based View theory suggests that green human resource practices can serve as a valuable resource for organizations, contributing to their competitive advantage by fostering green service behavior. By aligning recruitment, training, and other HR practices with sustainability goals, organizations can develop a workforce that is knowledgeable, motivated, and capable of delivering environmentally friendly services.

Conceptual Framework

Previous studies and literature have examined the factors that are believed to have an impact on green service behavior, with independent variables having a direct effect on dependent variables. In this study, the independent variables are green recruitment and selection and green training and development, which are used to determine green service behavior as the dependent variable. The conceptual framework proposed that the independent variables of the green recruitment and selection and green training and development variables will influence green service behavior. This study identifies green recruitment and selection and green training and

development as factors that may determine green service behavior, with previous research highlighting the importance of these factors on green service behavior. The relationships between the variables in this study are shown in Figure 1.

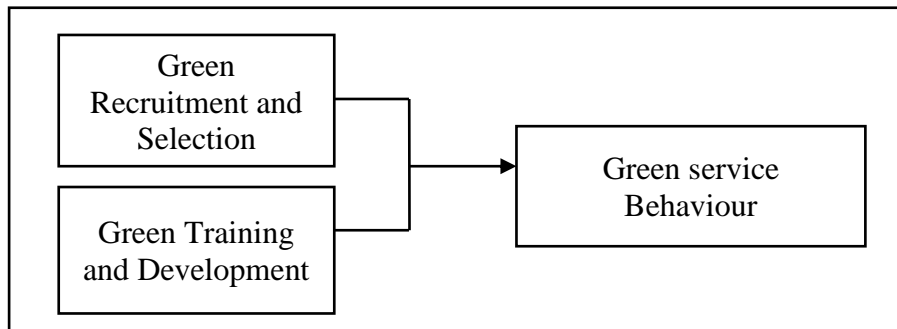


Figure 1: Conceptual Framework

Discussion and findings

The role of green human resource practices in promoting green service behavior has been a topic of research interest and has yielded several key findings. First, Recruitment and Selection: From the very beginning of the hiring and selection process, green HR practices can have an impact on green service behavior. Companies that place a high value on sustainability and environmental consciousness when hiring are more likely to draw applicants with a green mindset. The possibility that staff members will demonstrate green service conduct during their employment is increased by this early alignment of ideals. Second, Green Training and Development can influence green service behavior. It has been discovered that training and development initiatives greatly raise staff members' awareness of and expertise in sustainable practices and environmental challenges. Employees are more likely to practice green service practices and make ecologically friendly decisions when they have the knowledge and abilities needed to deal with consumers.

Conclusion

In conclusion, the findings suggest that green human resource practices play a significant role in promoting green service behavior. By aligning recruitment and selection processes, and enhancing training and development programs, organizations can effectively promote and reinforce green service behavior. These practices contribute to the organization's sustainability goals, enhance its reputation, and lead to positive outcomes for both employees and customers.

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