



IMPACT OF GREEN HRM PRACTICES ON GREEN VOLUNTEER BEHAVIOR: MEDIATION OF PSYCHOLOGICAL OWNERSHIP

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ABSTRACT

As the world embraces sustainability and environmental thinking, organizations are increasingly recognizing the importance of integrating green practices into their human resource management (HRM) processes. This study examines the complex dynamics between green HRM practices, green volunteer behavior (GVB), and the mediating role of intellectual ownership (PO) in the banking sector. The findings indicate that organizations in this category have adopted moderate levels of green HRM practices. Importantly, research reveals that GHRM practices positively influence employee psychological ownership, which in turn encourages green volunteer practices. The mediation analysis shows the significant effect of psychological ownership on the relationship between Green HRM and volunteer green practices. This suggests that fostering a sense of intellectual ownership among employees is important for meaningful communication in sustainability initiatives. These results highlight the importance of implementing green HRM practices as well as enhancing employees' psychological connections with these practices to enhance their engagement in sustainability initiatives in the 1990s. Organizations seeking to improve their sustainability efforts can leverage their employees' commitment and passion for environmental goals through the intermediary role of mind ownership relies on considering human resources in green.

KEYWORDS: Green HRM Practices, Green Volunteer Behavior, Psychological Ownership

1. INTRODUCTION

As concerns about the environment grow and there is a push for sustainability, businesses around the world recognize the role they play in building a greener and more sustainable tomorrow (Amrutha & Geetha, 2021). And this cultural transition toward sustainability is not stopping in the boardroom; it's sweeping through all dimensions of the company, from its employees to its supply chain. Organizations are dependent on their lifeblood employees to spearhead and actualize sustainable actions within their workspace (Renwick et al 2016). As a result, the concept of "green human resource management" (green HRM) emerged as a strategic initiative that embeds sustainability throughout all HRM practices, policies, and processes (Memon & Ghani, 2018).

Green HRM practices comprise a variety of strategies that are geared toward integrating the environmental aspirations of an organization with the goals and behaviors of its employees (Harvey, et al 2013). These projects include training and development programs in sustainability and environmentally focused employee engagement activities, to name a few. One notable dimension among various dimensions of green HRM is how such practices affect employees' spontaneous participation in green activity at the workplace as well as at home (Norton, 2015; Ali et al., 2023). This involvement is known as "Green Volunteer Behavior," where employees voluntarily participate in ecologically friendly activities, take responsibility for a company's sustainable objectives, and actively contribute towards its green initiatives.

Inside organizations Green HRM practices have emerged as a strategic approach to environmental challenges. Although adopted green HRM practices aim to foster sustainability practices among employees, there is a significant gap in our understanding of the underlying mechanisms these practices take does influence the green behavior of volunteers requires further research along with bridging the role of psychological ownership as a mediator in this regard (Saeed et al, 2019).

To address this gap, it is important to examine the multidimensional dynamics between green HR practices, green volunteer practices, and the mediating effects of psychological ownership in an organizational setting (Miao et al, 2019). The purpose of this study is to reveal the complexity of these relationships It can provide valuable insights into how you

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can effectively implement HRM practices. In doing so, the study addresses important concerns in the contemporary HRM and sustainability literature and provides actionable knowledge for organizations seeking to transmit through their employees positive environmental changes have occurred (Zhang et al., 2019; Audi & Ali, 2023).

This paper's most interesting question deals with exploring the mechanisms between green HRM practices and green volunteer behavior at their intersection. One such construct worth examination is the notion of "psychological ownership," which describes the degree to which someone perceives themselves as connected to and invested in an organization's resources, objectives, and successes, i.e., theoretically psychological ownership might act as a mediator for the linkage between green HRM practices and green volunteer behavior in the scope of sustainability (Wang et al., 2019). This article embarks on a journey to uncover the intricate dynamics between Green HRM practices, Green Volunteer Behavior, and the mediating role of psychological ownership. We delve into the notion that when organizations embrace Green HRM practices, employees are not only encouraged but also inspired to take personal ownership of sustainability initiatives. Through this exploration, we aim to contribute to the growing body of knowledge on the intersection of HRM, sustainability, and organizational behavior.

2. LITERATURE REVIEW

2.1. GREEN HUMAN RESOURCE MANAGEMENT

Green HRM is an important part of modern HR practices that focuses on integrating sustainability and environmental considerations in HR policies and procedures that exist (Chaudhary, 2019). Green HRM practices involve the implementation of policies and initiatives aimed at creating a culture of sustainable development in organizations. These practices include activities such as green training, environmentally friendly hiring, and promoting environmentally conscious practices among employees. Renwick et al., (2016) highlighted the role of these practices in providing knowledge and skills to employees to raise awareness of environmental issues.

Research in the field has examined how Green HRM practices influence employee engagement and commitment to sustainability. A study by Cop et al., (2020) found that employees who received green training and were encouraged to participate in sustainability initiatives tended to show greater commitment to environmental goals and increase participation in green initiatives.

Green HRM is the improvement of organizational performance in terms of sustainability and corporate social responsibility. Organizations adopting green HRM practices are more likely to achieve environmental goals, reduce their carbon footprint, and increase their reputation as environmentally sustainable organizations (Paille, Boiral, & Jin, 2014). The literature also acknowledges the various challenges and barriers associated with the implementation of green HRM practices, including resistance to change, lack of resources, and the need for leadership commitment to be measured carefully and develop strategic plans to overcome these challenges (Paillé, Chen, & Boiral, 2013).

2.2. GREEN VOLUNTEER BEHAVIOR

It includes voluntarily participating in environmentally friendly activities inside and outside the workplace, is a critical concept in the context of sustainability routine and organizational behavior. Research in this area seeks to uncover the causes, motivations, and antecedents of green volunteer behavior (Jabbour et al., 2008).

One of the most important contributors to green volunteer behavior is the genuine motivation of employees to participate in environmentally friendly activities. Research has shown that when individuals are personally committed to environmental values and causes, they are more likely to voluntarily engage in green initiatives (Amrutha & Geetha, 2021). This intrinsic motivation is consistent with the assumption that individuals who feel a strong connection between environmental sustainability are more likely to take ownership of related goals and initiatives. Again also, organizational support and green human resource management (green HRM) practices have been identified in order to significantly influence volunteers' green practices. Organizations that invest in eco-friendly training, sustainability programs, and green initiatives need to foster a culture where employees don't appear to be environmentally aware not only are they encouraged to actively participate in managing it (Fawehinmi et al., 2020; Ashiq et al., 2023). Such actions align with the organization's broader sustainability goals and enable employees to voluntarily participate in green activities both at work and in their personal lives. Despite these insights, further research is needed in order to explore the complexities of green volunteer practices, including institutional sustainability, the role of leadership support, and barrier types that can prevent employees from participating in green initiatives. Understanding the dynamics behind the green practices of volunteers is important for organizations that want to improve their sustainability efforts and leverage their employees' commitment and passion for environmental goals in the reach of the (Bauer, Erdogan & Taylor, 2012).

2.3. PSYCHOLOGICAL OWNERSHIP

The psychological phenomenon of an individual feeling ownership and emotional attachment to a particular object, has received considerable attention in organizational practice and management. This concept has been used to understand employee behavior and aspects of their behavior down in organizations. Research shows that individuals who experience high levels of psychological ownership are more likely to exhibit proactive behaviors, participate in organizational initiatives, and take on additional responsibilities (Adams & Turner 2022). In addition, psychological ownership has been associated with higher levels of job satisfaction, commitment, and sense of responsibility among employees (Van Dyne &

Pierce, 2004). This means that when employees take ownership of their business, they are more motivated to put in their efforts and contribute better to the organization.

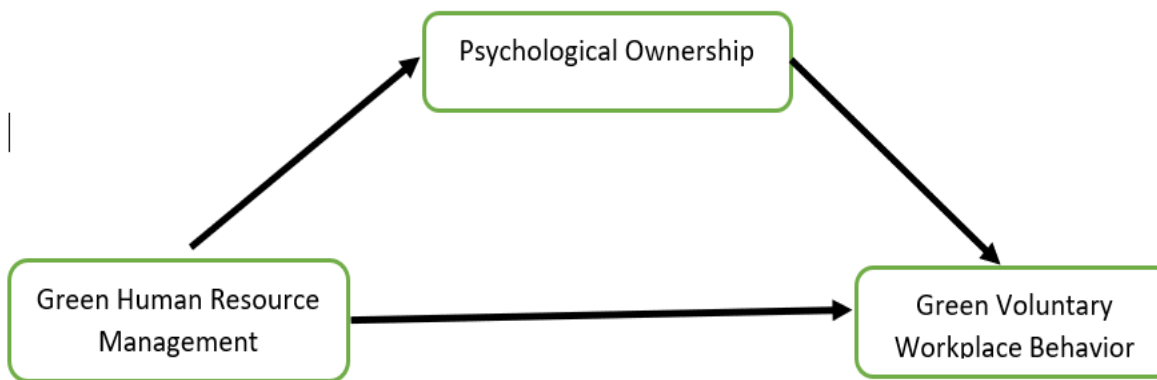
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2.4. THEORETICAL FRAMEWORK

Psychological ownership theory, which focuses on individual feelings of emotional involvement and ownership over organizational resources and goals. Furthermore, social change theory can be used to understand coalitions between organizations and employees on green policies and voluntary actions. Psychological ownership theory suggests that individuals develop a sense of ownership over certain issues, ideas, or goals, leading to a higher sense of responsibility, commitment and involvement in those organizations. This theory is more apt to them because it explains how employees themselves have the psychological attachment to the sustainability goals and initiatives in their organizations and can be improved. It helps individuals voluntarily understand why they participate in green activities beyond their job description. The theory can be used to examine how Green HRM practices influence the development of psychological ownership among employees, and ultimately influence their green volunteering practices.

2.5. CONCEPTUAL FRAMEWORK

From the literature and theoretical support following is the conceptual model of the study.



3. METHODOLOGY

The current study focuses on employees of banking sector because banks represent the most educated staff who are given proper training before job. Furthermore, banking sector pay much attention toward the ethical perspective of society. Almost 8 employees work in every single branch of bank in average and in the selected district total of 45 branches were present that constituted the population of 360. Applying Krejcie & Morgan (1970) method the sample of 186 was selected. 150 useable questionnaires were received through convenient sampling technique.

3.1. INSTRUMENTATION

In order to collect data from respondents five-point Likert scale questionnaire was used. The instrument for GHRM was adopted from Tang et al. (2018) having 19 items. The construct for green volunteer behavior was adopted from Paillé et al (2021) having 10 items. For psychological ownership the instrument was adopted from Kim et al (2019) having 9 items. All the variables were tested for their reliability.

4. RESULTS AND ANALYSIS

The table 1 below examined the data normality test to analyse the central tendency, dispersion, and distribution of the data. The mean score for GHRM is approximately 1.7825, indicating the average rating of GHRM practices among the respondents. for Psychological Ownership is approximately 1.9784. or Green Volunteer Behavior is approximately 1.8586. all the values of skewness kurtosis are in the range of +3 and -3 which explains the normal distribution of the obtained results.

Table 1: Data Normality

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis		
Green human resource management	186	1.00	4.00	1.7825	.53072	1.017	.171	1.748	.340
Psychological ownership	186	1.00	3.75	1.9784	.51962	.973	.171	1.248	.340
Green volunteer behavior	186	1.00	3.13	1.8586	.40380	.954	.171	1.328	.340

The instrument was tested for its reliability to ensure the consistency of the instrument. The results depicted all the values to be greater the 0.7 which means that the instrument was reliable in the current scenario.

Table 2 Reliability of the Instrument

Variable	No of Items	ALPHA
GHRM	19	0.721
PO	09	0.785
GVB	10	0.774

Table 3 explains the mediating effect of psychological ownership in relationship between green HRM and GVB. The results were obtained from SPSS 24 and from Hayes (2013) process file. The model explains that in the first step the path shows variation of .572 on psychological ownership. Similarly in second model the mediation was tested and psychological ownership both independent variables GHRM and psychological ownership caused variation in green volunteer behavior of employees ie., 0.3288. the beta value in the third model explains change of 0.4902 which validates the mediating effect of psychological ownership.

Table 3: Mediation Analysis

D.V	I.V	R	R ²	F	B	p	Sobel	Pvalue
PO	Constant	.3259	.0572	60.89		.000		
	GHRM				.5235	.000		
GVB	Constant	.5790	.3288	285.16		.000		
	PO				0.495	.000	8.129	.000
	GHRM				.3090	.000		
GVB	Constant	.3004	.0502	62.7729		.000		
	GHRM				.4902	.000		

5. DISCUSSION

This study examines an important research area, investigating the complex relationship between human resource management (GHRM) practices, intellectual ownership (PO), and green volunteer behavior (GVB) among employees in the banking industry between

Although the center point of study was limited geographically at a small district level still the strong population predicts the strong effect of GHRM on GVB. First, the data analysis shows that GHRM practices have a mean of about 1.7825 among the respondents. This indicates that these organizations have adopted moderate levels of green HRM practices. At the same time, both the scores for psychological ownership (approximately 1.9784) and volunteer green behavior (approximately 1.8586) indicate positive attitudes toward employees' psychological participation in their organization's green initiatives and willingness having to participate in active environmental activities Makes him stronger.

The most important contribution of this study is in its mediation analysis, revealing the important role of psychological ownership in GVB related to GHRM practices. The results clearly show that GHRM practices positively influence psychological ownership, which in turn promotes green employee volunteer behavior. These mediation effects, indicated by a beta value of 0.4902, highlight the importance of not only implementing green HRM practices but also encouraging employees' psychological relationships with these practices for meaningful engagement in sustainability projects has been achieved.

5.1. CONCLUSIONS

The study concludes that organizations must invest in their green human resource practices for the enhancement of GVB. Furthermore, the employees also explained change because of GHRM influence and therefore, it gets its strength and employee explains psychological enhancement with the enhancement and strengthening of GHRM. The future researchers must consider other psychological factors that play mediating and moderating effect between the relationship of GHRM and GVB.

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