

A SEM OVERVIEW AT EXAMINING THE IMPACT OF GREEN RECRUITMENT & SELECTION AND PERFORMANCE MANAGEMENT ON TASK-RELATED GREEN BEHAVIOR IN BANKS

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Abstract

The purpose of this paper is to assess the mediating role of Task-Related Green Behavior on Green Recruitment & Selection, Green Performance Management in banks employing Structural Equation Modeling (SEM). Therefore, the paper sought to establish how these GHRM practices impact on employees' environmentally sustainable behavior.

The hypothesis that Green Recruitment & Selection influences Task-Related Green Behavior was partially supported; this finding underscores that, simply recruiting environmentally friendly employees does not improve Task-Related Organisational Green Behaviour. On the other hand, a significant support for the hypothesis that, Green Performance Management has a significant relationship with Task-Related Green Behavior was established. This implies that implementation of performance management systems that are based on sustainable aspects leads to change of employee behaviour to green practices.

Thus, the current research stresses on timeliness of environment criteria in performance management rather than giving emphasis to recruitment only. The findings showed that integrating green objectives with performance assessments will increase green culture within banks and improve their environmental performance and thus, banks' sustainability initiatives. The future research must address the research gaps examining the GHRM's consequences in a range of sectors to get insights into its efficiency for enhancing performance and improving the GHRM practices.

Introduction

In the light of Climate change and environmental pollution that is currently a major concern in the world major industries are incorporating green measures in their operation. It was for a long time regarded as a low-risk industry however the banking industry has emerged a very key actor in the provision of funding for sustainable initiatives for sustainable development. One of the trends that has recently attend its attention is including environmentalism into HRM, also referred to as Green Human Resource Management (GHRM).

Demonstrating sustainability features in the recruitment and selection process are some of the tenets of GHRM, and entail the hiring of people with environmental friendly attitude towards the working environment. The method fosters a green culture in the organisation and enhances

the green behaviours in tasks and development, thus aiding the company's greening agenda. Another important factor of GHRM which is of significant importance for maintaining green behavior is performance management. Some of the ways that the Green metrics can be used include: incorporating the Green metrics into the performance appraisals that are done within organizations in order to monitor and in the process encourage the employees to adopt environmentally friendly procedures. It also ensures that the intended level of performance is achieved through incentives that also remind employees about the company's sustainable development goals. Eco-personal behavior involves organizational practices that are embraced by the employees in the course of performing their duties, therefore the green behavior at the workplace relates to task accomplished with an emphasis on environmental conservation efforts including the use of energy and production of waste.

However, there has been limited empirical studies that examine the role of green recruitment, selection and performance management in facilitating task related green behaviour in the banking industry. It will be relevant to understand these HRM practices since the sector is driving the green finance and sustainable development initiative. In order to understand how these factors are related with the organisational structure and how it affects employee behaviours, a systems perspective is required.

Literature Review

Green Human Resource Management (GHRM)

GHRM integrates environmentalism into recruitment, training, and performance appraisal, influencing employees to adopt eco-friendly practices. It enhances organizational accountability, reduces environmental impact, and promotes a sustainable workplace culture, crucial for attracting environmentally conscious employees and consumers while fostering a positive organizational image. Matejun et al. (2024). ; Tirno et al. (2023).; Joshi et al. (2023).

Though not major physical capital consumers, banks play a crucial role in sustainability by financing green initiatives and supporting eco-friendly policies. They leverage funds for environmental projects and implement internal green practices, thus contributing significantly to global sustainability goals. Rahman et al. (2023) ; Park & Kim (2020).

Banks are players in the green finance value chain since they help to provide funding to environmentally sustainable activities including renewable energy, clean technologies, and efficient green structures Agrawal et al. (2024). Thus, as financial intermediaries, they facilitate the allocation of funds toward projects that promotes climate change and SD. Yet, if banks are to provide financing for green projects, then they need to come up with sustainable measures from within too. Some of these are personal carbon footprint reduction, green human resource management and encouraging green behavior among employees Segbenya et al. (2024); Ercantan & Eyupoglu (2022) ; Jain & Sharma (2023). In other words, high levels of sustainability integration within banks indicate that the firms can act as role-models indeed, they can coordinate proper internal management and support external environmental ISM measures.

We shall attempt to understand the antecedents of GHRM adoption from two theoretical perspectives: The Resource-Based View (RBV) and the Institutional Theory.

Cointegrated with Resource-Based View (RBV), it is asserted that organisations can obtain sustainable competitive advantage through use of valuable, rare, inimitable, and non-substitutable resources and capabilities Progoulaki & Theotokas (2010) ; Lubis (2022). When considering GHRM, concepts such as green recruitment and performance management are viewed as forms of intangible assets that would open up a company to more positive feedback from the public, boost the morale of its workers and make operations much more efficient Ahmad (2015) ; Adu et al. (2024). Sustainability in the context of human resource has been identified as a way through which organizations can create competitive advantage whereby self-selected organizations can attract both employee and customers with a conscience while at the same time enhancing long term organisational profits Mohiuddin et al. (2022) ; Lashari et al. (2022).

Whereas, Institutional Theory postulates that the adoption of GHRM is as a result of the pressures in the institutional environment Pinto (2017) ; Shrum (2001) ; Greve et al. (2015). There are several reasons why organisations take up green procurement, primarily because of the carrots and sticks or in other words coercive pressures promoted by Government, regulatory agencies, and international bodies and normative pressures facilitated by industry players and society in general Patil et al (2022) ; Huq & Stevenson (2020). Mimetic pressures also push organisations into deploying GHRM practices, in an effort to stay relevant and portray organisational legitimacy especially when other organisational sector counterparts are already practicing the same practices Dawkins et al (2019).

Combined, these theories stress the notion that GHRM is not only a tool for regulatory compliance or fulfilling corporate and/or ethical obligation, but it is a strategic capability that can be leveraged to gain competitive and institutional gains Montalvo-Falcón et al. (2023).

Green Recruitment and Selection

Green recruitment and selection is a technique under Green Human Resource Management (GHRM) that involves selection of people, who have environmental conservation attitude Pham & Paillé (2019). This process will involve the following steps to effectively match an organisation's workforce with its greens ethos thus targeting environmentally conscious individuals in their personal and working lives.

Green recruitment means selection of applicants who possess a positive attitude toward environmental conservation, who have work experience in the green sector, and possess sustainability values. In green selection the level of understanding in sustainable practices, commitment to the organizational goals and outcomes and the potential the candidate brings into improving the environmental standards. They also said that recruitment of staff that is environmentally conscious ensures that sustainable practices like saving energy and recycling is done. Filimonau et al. (2023) ; Galván-Mendoza et al. (2022) ; Pham & Paillé (2019) ; Appiah et al. (2024) ; Jamil et al. (2023) ; Adjei-Bamfo et al. (2020) ; Barclay & Barker (2020) ; Cheng et al. (2022). Also, attitude can change the rest of the employees and hence bring about a cultural change in the organization in terms of sustainability.

Recruitment and selection for environmental purposes benefits the company's environmental sustainability objectives as well as boosts its image in society as the latter views it as an organization that cares for the environment Das & Dash (2023) ; Malik et al. (2021).

This in turn brings in talent that appreciates sustainability efforts and at the same time may afford benefits to industries that are likely to be most affected by environmental laws. Last but

not the least, green recruitment guarantees harmony between human capital and the organization's long-term sustainable vision Kuo et al. (2022) ; Jamil et al. (2023).

Green recruitment influences organizational behavior and fosters environmental responsibility by attracting employees who respect and support sustainability. This approach ensures a qualified, motivated workforce aligned with the organization's green culture and practices. Tirno et al (2023). ; Tsymbaliuk et al. (2023); Khattak & Khalid (2022). ; Malik et al. (2021) ; Maheshwari et al. (2024).

Green recruitment enhances CSR, positively impacts organizational behavior, and fosters a culture of sustainability. It reduces waste, energy use, and encourages innovation in eco-friendly products and practices. González-De-la-Rosa et al. (2023) ; practices Liu et al. (2020). Osei et al. (2023) ; Menon & Ravi (2021)

Green recruitment enhances organizational culture and reputation by appealing to employees' and customers' environmental values. This leads to increased productivity, lower turnover, and a stronger public image, offering a strategic advantage and long-term competitiveness in a socially conscious market Cherian & Jacob (2012) ; Zhenjing et al. (2022). Tandon et al. (2023) ; Pham & Paillé (2019).

Green Performance Management

Environmental sustainability Performance management can be defined as the incorporative of structure environmental sustainability component into the regular performance management systems Rizvi & Garg (2022). ; Kantabutra (2024). It is a top to bottom approach of examining an organization's environmental objectives in order to analyze its performance against the plan Elshaer et al. (2023). GPM is also aimed at assessing the performance of employees and departments not only through the traditional approach that may include productivity, profitability and efficiency but also the efficiency of an organization's impact on the environment Alavi et al. (2022). ; Tirno et al. (2023). ; Zhenjing et al. (2022).

Some of the processes that fall under GPM are to formulate ecological goals like the efficient use of energy and reduction in wastes as well as adoption of environment friendly policies. Like in any other company, employees are taught, motivated and advised to embrace sustainable practices both at the workplace and at their homes. The performance appraisals tactics are intended to capture not only the individual and the team contributions toward those environmental goals Gupta & Jangra (2024). ; Govindarajulu & Daily (2004).

GPM is one of the critical concepts that can be viewed as a relatively small component of Green Human Resource Management (GHRM) that is aimed at raising awareness of environmental concerns. As seen when there is integration of sustainability in performance measures, corporates can achieve both environmental objectives and also stimulate the drive of employees towards the achievement of strategic goals that would help increase the competitive edge of the firm Marrucci et al. (2024). Besides enhancing the corporate environmental impact, it also strengthens the company's image and credibility, cuts operation costs, and satisfies the increasing demands from customers, investors, and the general public on the corporate social responsibilities and sustainability Muhammad & Alhamzah (2024). ; Kinnunen et al. (2022) ; Oertwig et al. (2017).

Task-Related Green Behavior

Organizational green behavior on the other hand can be defined as the demonstrative behaviors individuals display at workplace in as much as they are carrying out their responsibilities in

their places of work with the view of enhancing environmental stewardship. These behaviors are evidently linked with the performance of job activities in a more environmentally sustainable way. Some of them are resource and energy saving, waste reduction, material recycling, use of eco-friendly products, and making attempts to reduce carbon footprint in operative processes Liaquat et al. (2024). ; Aboramadan et al. (2022). Subsequently, incorporating green practices into the workplace can ultimately empower the employees to be environmentally conscious since they are significant part of the organization's ecological impact on daily operations. Organizational green behavior germane to tasks is fundamental to attaining corporate environmental goals as well as a sustainability agenda at work Tirno et al. (2023).

Day-to-day green behavior is defined here as the precise behaviors exhibited at the workplace by an employee in performing a given task in a way that helps an organization to minimize its effect on the environment Francoeur et al. (2021).. Such behaviors, which include using less light and electricity, saving water, avoiding wastage and promoting sustainability agendas within organizations, are very useful in enhancing organizational sustainability initiatives Sabbir & Taufique, (2022).

When people engage in green behavior at the workplace, this lowers the impact that an organisation has on the environment Yuriev et al. (2018).. For instance, improving energy usage through the shutdown of equipment when not in use or use of environmentally friendly products can reduce on costs as well as green gas emissions. In the same manner, introduction of recycling measures and minimization of wastes in manufacturing processes would not only reduce the use of raw materials but also foster circular economy thereby being strategic towards sustaining the chain Ye et al. (2022).

Task-related green behavior also makes an individual green contribution fit into the overall firm's green objective Ercantan & Eyupoglu (2022). It enables employees to be responsible for environmental practices within their workplaces thus promoting sustainable practices among employees. Altogether, these small positive changes contribute to the further growth of environmental performance of the organization, fulfill its legal obligations, obtain necessary environmental certifications, and work on the organization's image. Thus, encouraging task-specific green behavior, a company can approach its sustainable development while achieving enhanced organizational efficiency and improved stakeholders' relations Mi et al. (2020)..

Factors influencing task-related green behavior:

Finding the role of environmental sustainability in the case, there are certain factors that affect the green behavior of the employees regarding their tasks. These factors include:

Organizational Culture: A supportive work environment and leadership commitment to sustainability foster a culture where green behavior becomes the expected norm. Li (2024). ; Hasebrook et al. (2022).

Employee Awareness and Education: An individual's environmental knowledge enhances their ability to perform green tasks, leading employees to integrate sustainable practices into their work.

Bashirun et al. (2022). ; Zhang et al. (2024)

Incentives and Recognition: Offering better pay for performing green practices, writing testimonials and success stories, and ensuring promotion for a similar practice push employees towards the green practices. Li (2024). ; Hasebrook et al. (2022)

Resources and Infrastructure: Providing with means that support green behavior like bins for recycling, energy saver equipment's or devices, access to digital platforms to minimize paper work makes it easier for employees to practice sustainability.

Leadership Support: Employees who work with managers that support and demonstrate environmental consciousness receive the same message about what is appropriate behavior. Management commitment ensures sound practices in organizational sustainability through providing encouragement or enforcing its implementation throughout the firm's operation Bashirun et al. (2022). ; Li (2024). ; et al. (2021).

These factors put together contribute to increased task related green behaviour, accomplishment of organizational sustainability.

Integration of Green Recruitment, Selection, and Performance Management with Task-Related Green Behavior

To embed environmental activity into the organisation, green recruitment, selection, and performance management need to integrate with green behaviour related to the job. The integration also guarantees that the aspects of environmentally-conscious work are implemented in each phase of employment at the company to foster corporate sustainability as well as responsible behavior among employees Adriana et al. (2020),

Green Recruitment and Selection: Selection procedure can focus on the employees that have high regard for sustainable environmental practice and have favorable attitude towards the issue. Including concerns for environmental issues in job descriptions and specification of the personnel, organizations will be certain to hire individuals that have inherent tendencies of green behavior Ababneh (2021).. Regarding the evaluation ideas within the selection process, evaluating candidates' sensitization to ecological questions or their prior occupational exposure to ecological practices guarantees the appropriate integration of new members into the firm's environmental policy Ahshanul Mamun (2023). Such alignment also ensures that green behaviors pertinent to the tasks are performed right from the beginning since all the employees concerned have embraced environmentally friendly behaviors Sampene et al. (2024).

Green Performance Management: That is why the inclusion of the green goal into the PMS fosters the task-related green behaviour. Taking advantage of targets regarding environmental sustainability or any other theme of interest that the organization embraces, it is easier to gauge the impact of employee behavior to the environment or state of sustainability Ones & Dilchert (2012).. Often accompanied by feedbacks and coaching, these goals provide incentives and summons to promote environmental sustainability in the daily operations of the employees Woo et al. (2021).. The positive effects of performance appraisals are the last of the key strategies, since the recognition process plus the use of incentives go hand in hand in emphasizing on sustainable behavior Wang et al. (2022).

All together contribute to build a workforce which is committed to the idea of sustainability. Staffing the organization with environmentally aware individuals and appraising performance with an eye to matters green guarantees continual advocacy of green behaviour pertinent to tasks, or organizational sustainability.

Research Gap in Literature Research Area	Gaps
Theory Wise	<p>Gap 1: There are few studies which investigate green recruitment practices like hiring for environmental attitudes and subsequent employee work related environmental behavior in the workplace especially in banking industries</p> <p>Gap 2: Prior literature mostly addresses the overall outcomes of recruitment practices (e. g., employee organizational commitment, job satisfaction) rather than environmental behavior at the task level</p> <p>Gap 3: There are a limited number of longitudinal researches that assess the impact of GR&S on long-term TRGB change.</p> <p>Gap 4: Research has not substantially investigated how green performance management systems affect specific task-related green behaviors with limited evidence to indicate environmentally-related behaviour alterations at the organizational level or at the policy level.</p> <p>Gap 5: A research that discussion how criteria of performance evaluation concerning environmental goals is incorporated in the task related performance is scarce.</p> <p>Gap 6: Published manuscripts on how actual green performance incentives or feedback mechanism influence the TRGB of employees in organisation are scanty particularly in service industries such as the banking industry.</p>

Table 1: Gap in literature

Based on these gaps the Objective of the study is

Objective To investigate impact of Green Recruitment & Selection and Green Performance Management on Task- Related Green behavior of bank employees.

To establish this objective the following hypothesis has been proposed

H5: Green Recruitment and Selection impacts Task Related Green Behavior

H9: Green Performance Management and Selection impacts Task Related Green Behavior

The proposed model for study is

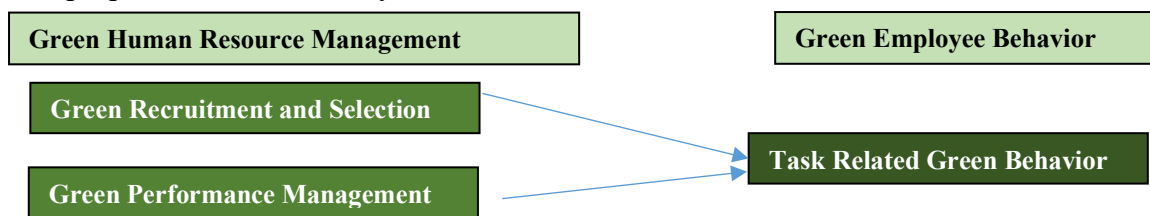


Fig 1: Model of Study

Methodology

Research Design

This study used a cross-sectional survey to examine how green recruitment and performance management affect task-related green behavior in banks, using quantitative analysis for precise comparisons.

Population and Sample

Population: The target population will comprise of employees in banking institutions since these organizations have adopted green HRM practices in their branches or they are still in the course of implementing them.

Sample area: Lucknow

Sampling Method: Population Sampling: The random sample method will be used to make sure that the sampling of students in the population is accomplished.

Sample Size: Meaning, by identifying and selecting a sample of 484 bank employees, the results arrived at will be quite generalizable. For research with infinite populations, it is recommended to utilize it to find the appropriate sample size for a specified degree of precision Cochran (1977).

$$n_0 = z^2 \cdot p \cdot (1-p) / e^2$$

e: desired level of precision, the margin of error

p: the fraction of the population (as percentage) that displays the attribute

z: the z-value, extracted from a z-table

with a precision level of 5%, confidence level of 96%, Estimated Proportion of .5 the calculated sample size was 471. A total of 490 responses were collected. Removing inconspicuous, incomplete and missing data total usable data was 484.

Data Collection Instrument: A structured questionnaire was utilized, with items adopted from the study of **Zhu J, Tang W, Wang H, Chen Y. (2021)**.

The researcher began the first part of data analysis by immersing in the fascinating world of respondent demographics.

Demographic Variable	Values	Frequency	Percent
Gender	Male	266	55.0
	Female	218	45.0
Age	20-25	59	12.2
	26-30	96	19.8
	31-45	213	44.0
	Above 45	116	24.0
Education	high school	68	14.0
	intermediate	79	16.3
	graduation	152	31.4
	post graduation	131	27.1
	doctorate	54	11.2
Income	less than 1 lakh	74	15.3
	1-3 lakhs	111	22.9
	4-6 lakhs	83	17.1
	7-10 lakhs	121	25.0
	greater than 10 lakhs	95	19.6
Designation	lower level	111	22.9
	middle level	223	46.1
	upper level	150	31.0
Tenure	less than 3yrs	101	20.9

	3-6 yrs	162	33.5
	7-10 yrs	105	21.7
	greater than 10 yrs	116	24.0
	Total	484	100.0

Table 2: Demographic Profile of Respondents

Validity and Reliability Test

In order to guarantee that the study's results are accurate, trustworthy, and credible, it is essential to check the data's validity and reliability before analysis

Validity and reliability of scales and constructs were checked using **Cronbach's Alpha test** and **Fronell-Larcker Criterion**.

Cronbach's Alpha assesses a scale's internal consistency by measuring component correlations. The **Fornell-Larcker Criterion** evaluates convergent and discriminant validity, ensuring a scale uniquely measures its intended construct without overlapping with other variables, thus confirming its validity..

For Cronbach's Validity a value of more than .7 is considered to be fairly reliable Taber (2018).

Scale	Items	Cronbach Alpha
Green Recruitment and Selection	GRS1	0.852
	GRS2	
	GRS3	
Green Performance Management	GPM1	0.858
	GPM2	
	GPM3	
	GPM4	
Green Performance Appraisal and Rewards	GPR1	0.797
	GPR2	
	GPR3	
	GPR4	
Task Related Employee Green Behavior	TRGB1	0.845
	TRGB2	
	TRGB3	

Table 3 Cronbach Alpha

To measure discriminant validity, **Fornell-Lacker Criteria** (Table 4,5) was used. This approach compares the square root of **Average Variance Extracted** (AVE) to the correlation of latent constructs Hair et al. (1998). A latent concept should explain more of the variation of its own indicator than the Variance among different latent constructs. As a result, the square root of each construct's AVE must have more importance than correlations with other latent factors. The correlation between constructs in the correlation matrix should be greater than the correlation between latent factor correlation score.

	Factor Loading	Square of Factor Loading	AVE	SQRT_AVE
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GRS1	.788	0.6300		
GRS2	.789	0.6300		
GRS3	.764	0.5900	.780	0.8833
GPM1	.738	0.5500		
GPM2	.755	0.5800		
GPM3	.715	0.5200		
GPM4	.788	0.6300	.749	0.8655
GPR1	.709	0.5100		
GPR2	.786	0.6200		
GPR3	.724	0.5300		
GPR4	.740	0.5500	.739	0.8598
TRGB1	.741	0.5500		
TRGB2	.807	0.6600		
TRGB3	.809	0.6600	.786	0.8864

Table 4 AVE and SQRT of AVE

Latent Constructs		GRSL	GPML	TRGB L	GPRL
GRSL	Pearson Correlation	0.8833	.502**	-.215**	.372**
GPML	Pearson Correlation	.502**	0.8655	-.241**	.433**
TRGB L	Pearson Correlation	-.215**	-.241**	0.8864	-.210**
GPRL	Pearson Correlation	.372**	.433**	-.210**	0.8598

Table 5 Correlation of Latent variable Score

Measurement Model

Confirmatory factor analysis (CFA) is used to determine the relationship between measured variables and the construct number and the simple structure as well. The analysis of absolute fit indices revealed that Chi-Squared was 55.776, $df = 190$, $p < 0.05$, RMSEA = 0.045, GFI = 0.90, AGFI = 0.88, RMR = 0.040 and SRMR = 0.040 all of which confirmed the model's acceptable fit to the data accordingly.

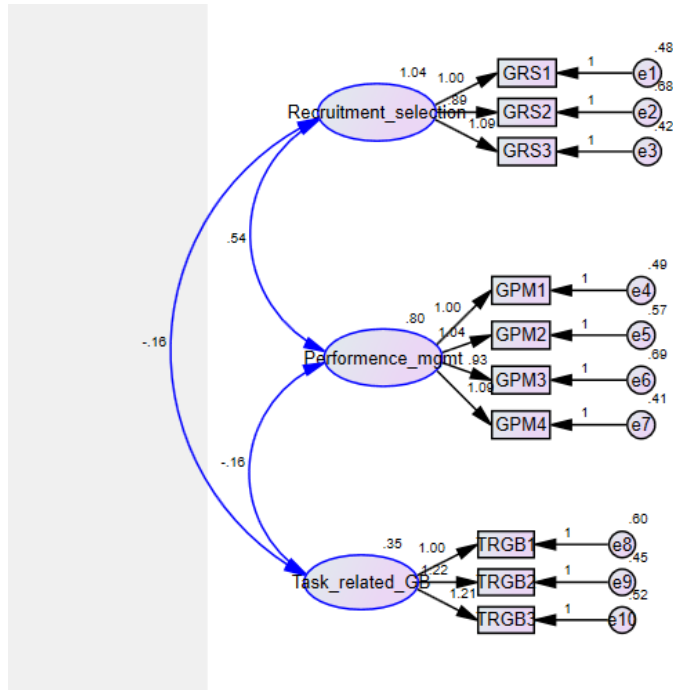


Figure2 Confirmatory Factor Analysis

Fit Indices	Results	Suggested Values	Studies
Chi-square/DF	1.334	<=5	Hair et al, (1998)
Comparative index fit (CFI)	.995	>.90	Hu and Bentler,(1999)
Goodness of fit (GFI)	.983	>= .90	Hair, Black, Babin, & Anderson, (2010)
Adjusted Goodness of fit (AGFI)	.970	>= .90	
Normated Fit Index (NFI)	.979	>= .90	Kline (2015).
Incremental Fit Index (IFI)	.961	>= .90	
Tucker Lewis Index (TLI)	.992	>=.90	Hair et al,1998
Root Mean Square Error of Approximation (RMSEA)	.026	<.08	Hair et al,2006

Table 6: Goodness of Fit Indices

To estimate the links between the model's latent variables (factors) and observable variables (indicators), confirmatory factor analysis (CFA) relies heavily on covariances. Covariances are used in CFA in the following ways:

In CFA, the covariance indicates such relation between observable variables by helping in evaluating the model fit through such indexes as RMSEA, CFI.

Structural model

CFA and SEM were used to confirm the proposed research model, yielding good fit with significant indices, including χ^2/df , CFI, GFI, NFI, TLI and RMSEA. SEM is suitable for management of multivariate models besides assessing the direct and indirect impacts of variables in a given research study;

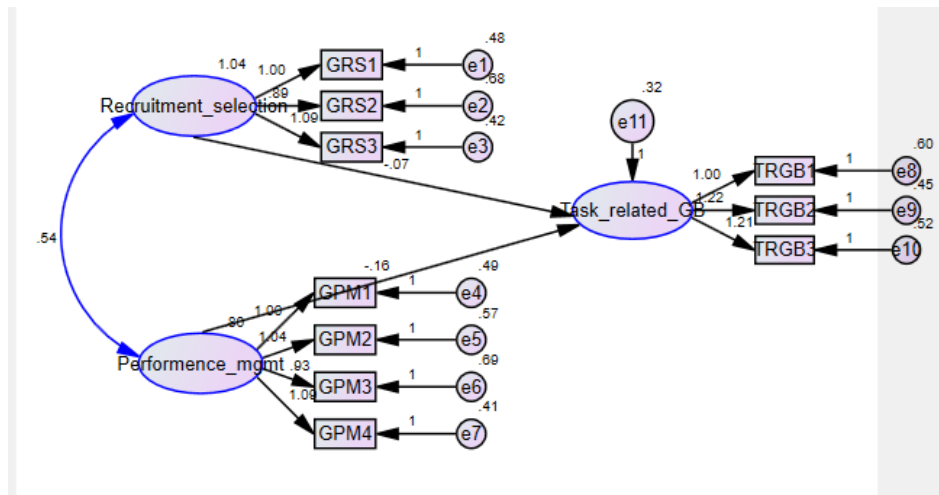


Figure 3 Path Diagram

Fit Indices	Results	Suggested Values	Studies
Chi-square/DF	1.334	≤ 5	Hair et al, (1998)
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Tucker Lewis Index (TLI)	.992	$\geq .90$	Hair et al,1998
Root Mean Square Error of Approximation (RMSEA)	.026	$< .08$	Hair et al,2006

Table 7 Goodness-of-fit indices

Hypothesis				Estimate	S.E.	C.R.	P	Accepted/Rejected
H5: Green Recruitment and Selection impacts Task Related Green Behavior	TRGB	<---	GRS	.083	.043	3.031	.009	Rejected
H9: Green Performance Management and Selection impacts Task	TRGB	<---	GPM	-.159	.050	-3.184	.001	Accepted

Hypothesis				Estimate	S.E.	C.R.	P	Accepted/Rejected
Related Green Behavior								

Table 7 Regression Weights

Discussion of Results

Green Recruitment and Selection Impact Task Related Green Behavior

Green recruitment and selection play a major role determining Task-Related Green Behavior, one of them being the selection of employees with a concern for the environment. In a similar way, the kind of recruitment noted above improves workplace sustainability, according to Ercantan and Eyupoglu (2022). Organization members with specific environmental concerns provide others examples of sustainable behaviour to follow. They provide them with a greater understanding of environmental concerns with the effects or impact of their actions toward the environment.

Furthermore, organization promote sustainability culture among the employees thereby enhancing Task-Related Green Behavior among the employees. Another important role is played by the peer pressure in that employees are likely to emulate their colleagues' behavior. It is possible that environmentally conscious staff will use social norms to bring changes to the realization of sustainable practices. Finally, employing environmentally sensitive people ensures that organizational goals and objective of sustainability are well supported since all employees understand and are aligned with the organizational values and ethos of sustainability. Finally, Green Recruitment and Selection lessen the environmental impact of organizations' operations, promote information sharing and peer pressure towards environmentally sustainable practices.

Impact of Green Performance Management on Task Related Green Behavior

It is quite significant to note the performance management penalties for noncompliance with the environmental targets deter participants from performing task-related green behaviour. This agrees with Martins et al. (2021), in that a punitive strategy results in negative perceptions of sustainability practices and lowers the inclination of employees towards the enhancement of sustainable measures. It may be construed as punitive to some workers especially where little or no assistance or resources are availed to meet the environmental objectives. This can lead to disappointment and highlight a weakness which is lack of adequate resources, considering the goals that a company sets. Further, penalties may indicate other problems in the organizational culture, for example, low commitment to sustainability. Therefore, it is important that organisations redesign performance management with a focus on providing more support and resources and a greater preference for praising employees than penalising them. Reinforcing the eco-savvy Environmental Action Positive Stimulus Acknowledgment and cultivating a work environment that promotes green behaviour improves the distinctiveness of performance related green behaviours among employees and produces a positive consequence to environmental influence.

Conclusion

Environmentally responsible staffing and training are crucial for fostering green behavior in organizations. Hiring employees with strong environmental values promotes sustainable workplace behaviors and influences colleagues positively. Employees knowledgeable about environmental issues can enhance sustainability awareness, creating a culture aligned with green objectives. However, a punitive performance management system can be counterproductive, causing employees to feel unsupported and detached from green initiatives. Instead, a performance system that emphasizes support and incentives rather than penalties is more effective in maintaining a positive green culture and encouraging task-related green behavior.

Theoretical Implications

This research contributes to Green HRM literature, in that it establishes the relationship between green recruitment, green selection, green performance management and task-related green behaviour. Thus, it supports theory of social influence as demonstrated by the employees who are change agents for sustainability. Furthermore, it combines both the organizational behaviour and the environmental psychology with a focus on the ways that the organisational practices promote sustainable ways of thinking and acting.

Managerial Implications

Managers should focus on greening recruitment by hiring environmentally conscious individuals and developing supportive performance management systems that reward green actions. Cultivating a green organizational culture, aligning resources with environmental goals, and enhancing employee engagement through incentives and training will foster sustainable behavior and improve organizational culture.

Future Scope of Study

Future research should use longitudinal designs to assess long-term effects of Green HRM on behavior, explore sectoral differences, and examine mediating roles of HR practices, organizational culture, and leadership. Investigating employee perspectives and digital solutions for Green HRM is also recommended.

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Autobiographical Sketch of Author

Currently, I'm a PhD candidate with emphasis on Green Human Resource Management (GHRM). My work focuses on the relationship between sustainability and human resource practices, in which I try to discover how organisations can implement green concepts into their structural HR approaches to encourage environmentally appropriate behaviours.

I have delivered five papers at different conferences that helped me to add to the existing body of GHRM knowledge and its application for organizational improvements. Also, I have two papers to my credit in peer reviewed journals, which are Scopus and UGC CARE listed journals. These contributions critique my dedication into the enhancement of knowledge within the field and solving of crucial challenges on sustainability.

Because of interest in environmental concerns and an aspiration to empower organisations towards sustainability initiatives via HRM strategies. While undertaking further research and on GHRM, I will do my best and try to bring some important findings that will help organizations contribute to the creation of the green future on the planet.