LINKAGE BETWEEN GREEN HRM PRACTICES AND GREEN CREATIVITY AMONG EMPLOYEES IN CORPORATES AT TAMILNADU

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Abstract
The implementation of Green HRM Practices is the need of the present era in order to safeguard the nature resources in the locale for the future generation. It is essential to generate and enrich the green creativity among the employees of the organization. The present study examines the impact of green HRM practices on the green creativity among the employees in the organization. The implementation of green HRM practices in the organizations is analyzed by the implementation of green job analysis and design, recruitment, performance appraisal, training and development, compensation and employee relation. The significantly influencing important components of green HRM practices on the green creativity among the employees are green performance appraisal and green job analysis and design.

Keywords: Green HRM, Green Creativity, Green Performance Appraisal, Green Compensation.

Introduction
The preservation of eco-system and its resources for future generation is a significant issue of policy makers and managers today (Howard-Grenville, et al., 2014). The industrial development or economic development of the Nation should not be at the social cost of the Nation (Prasad, 2013). Whatever may be the development, the sustainable development is the need of the era (Chen, 2011). The environmental management has been included in some departments namely operation, finance, marketing and others (Mittal and Sangwan, 2014). Lately, the human resource management has engaged in the green movement (Prathima and Misra, 2013). In achieving sustainable development in the organizations, the alignment of human resource management with environment management is needed (Mandip, 2012). It is also essential for a firm to make it's human resources green for the interest of people, business, society and natural environment (Mathapati, 2013).

Green Creativity
Green creativity is a spirit of innovation is essential for every employee in an organization to safeguard the stakeholders of the organization (Ahmad, et al., 2019). The green creativity may be related to the green product, green procedures, green strategies, green processes and green services which have pro-environmental alignment (Chen, et al., 2015). Nowadays, the organizations are facing serious challenges regarding the environmental outcomes because of their commercial activities (Rubel, et al., 2021). It is essential to develop green creativity among the employees in order to protect the natural resources in and around the organization (Song and Yu, 2018).

Linkage between Green HRM and Green Creativity
The employees' green creativity is closely associated with the implementation of green HRM practices in the organization (Al-Ghazali and Afsar, 2021). The organization having awareness of environmental challenges must motivate green creativity among their employees. The green recruitment is highly beneficial for creative behaviours (Pham, et al., 2019). The fundamental activity of the organization is to

generate the awareness and level of participation in protecting the environment by the organization (Jia, et al., 2018).

The green HRM practices namely recruitment, training, appraisals, rewards, promotion can also promote green bahaviours among the employees (Khare and Pandey, 2017). It is essential to communicate the greening programs to their employees to make them responsible towards the environment (He, et al., 2020). In this juncture, the present study focuses on the impact of green HRM practices on the green creativity among the employees.

Proposed Research Model
The proposed research model of the study is given below:
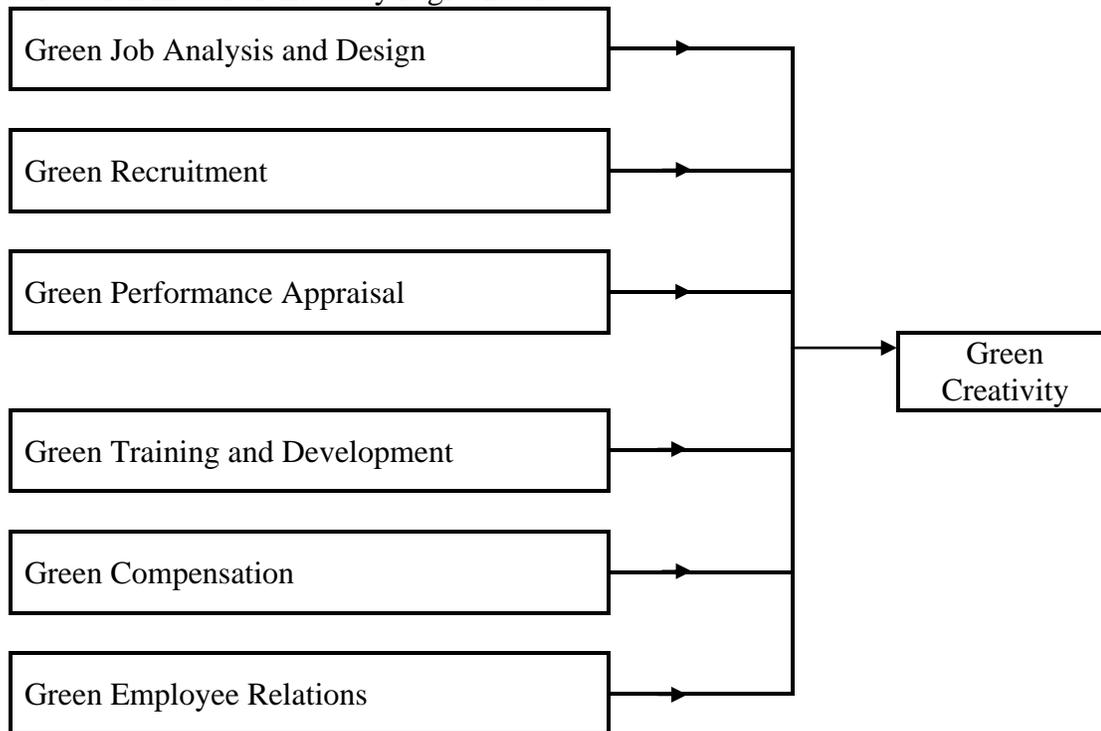
Operationalisiation of the Constructs
The constructs developed for the study are: (i) Green Human Resource Management (GHRM) and (ii) Green creativity. The green GHRM consists of Green Job analysis and design, green recruitment, green performance appraisal, green training and development, green compensation practices, and green employee relations (Cheema and Javad, 2017).

Green Human Resource Management
The Green HRM are the initiatives taken by the organizations to increase positive impact on environment and reduce negative impacts on it (Arulrajah, et al., 2016). The GHRM practices provide the training to their employees to adopt pro-environmental behaviours towards the environmentally sustainable development of the organization (Kim, et al., 2019). It is mere recruiting applicants with green attitudes, training, green empowerment, and reward (Irani, et al., 2020). In the present study, it is measured by six components (Ren, et al., 2018).

Green Job Analysis and Design (GJAD)

Revill (2000) advocated for including environmental, social, personal and technical requirements of the organizations in job description and job specifications. It is observed as a team work and cross-functional teams that can be used as job designing techniques to manage the environmental issues of the company in a successful manner (Beard and Rees, 2000). Renwick et al., (2013) noticed that the GJAD is the environmental protection related tasks, duties and responsibilities should be incorporated in each job and put into effect.

Green Recruitment (GR)

It shows the recruitment process should be based on the environmental cognizance of the employees (Jabhar and Abid, 2015). The green recruitment practices covers the environmental reporting role of the employees, their health and safety tasks, exposure to the harmful substances / potential emissions and matching personal attributes to needed environmental competencies (Oates, 1996).

Green Performance Appraisal (GPA)

The GPA is the measurement of the green performance of the employees (Hanna, et al., 2000). It is executed by the on-site use, waste management, environmental protection and reduction of waste (Jabbour, 2011). The green information system and audits are to be established to gain useful data on managerial environmental performance (Kanapala and Battu, 2018).

Green Training and Development (GT&D)

It represents the provision of training programmes to minimize the wastes in the organization (Douglas, et al., 2012). This training incorporates the aspects of environmental legislation, environmental management system, discussion of environmental issues like waste management, transport and air omissions, discussions of treating waste and grand water, communications, awareness raising and risk management (Grovindarajulu, and Daily, 2004).

Green Compensation Practices (GCP)

The reward practices based on the rate of waste reduction done by the employees is called as GCP (May and Flanney, 1995). The GCP recognizes the employee environmental achievements through the introduction of environmental respect award program (Fernandez, et al., 2003). It is mere linking the contingent rewards and higher performance produced in environmental management. The forms of GCP implemented in the organizations are paid vacation, time off, favoured parking and gift certificates (Miliman and Clair, 1996).

Green Employee Relations (GER)

It shows the establishment of employee relation through employee involvement and participation through the eco-friendly work force (Reed, 2002). The eco-initiatives should come from creative ideas of all employees who are subjected to avail independence to create solutions to solve eco-problems (Ren, et al., 2017). It can be established by direct supervisory support behaviours in promoting employee – led environmental initiatives to environmental protection (Phillips, 2007).

Green Creativity (GC)

The green creativity is a spirit of innovation for generating unique, implementable, useful and new ideas for environmental protection (Amabile, 1988) among employees. The green creativity refers to the different and innovative ideas on products, procedures, strategies, processes and services that have pro-environmental alignment (Dumont, et al., 2017). The green HRM practices creates the green creativity among the employees (Ababneh, 2021).

Hypothesis Development

The present study focuses on the following hypothesis. The employees' green creativity have been significantly influenced by the Green HRM practices in their organization (Faroog, et al., 2021). Al-Ghazali and Afsar, (2021) mentioned the significant impact of green recruitment on the green creative behaviour among the employees. Kim et al., (2020) noticed the role of green training on the green creativity through the reduction of wastes and pollution. Mittal and Dhan (2016) revealed the linkage between GHRM practices and green creativity in hotel industry. It is also confirmed by Jia, et al., (2018) in medical firms and Huo et al., (2020) in various firms. Hence the present study propose the following Hypothesis based in the previous works.

H_1 : Green Human Resource Management Practices have a significant positive impact on green behavior.

Methodology and Measurement
The measurement of Constructs

The constructs developed for the study are drawn from earlier literature. The five point likert scale was used to measure the constructs. The green HRM practices involved six components along with the green creativity. The green job analysis and design is estimated with the help of five items drawn from review (Mousa and Othman, 2020). Based on the study of Yusuff et al., (2020) eight items are adopted to estimate the green recruitment whereas the green performance appraisal is estimated by six items drawn from previous study (Tang, et al., 2018). The green training and development is estimated by seven items established by Masri anad Jarron (2017) whereas five items in green compensation practices are referred from the review (Chen and Chang, 2013). Shaw et al., (2000), five items were adopted to measure the green employees relation. A seven item scale developed by Jansen et al., (2008) was adopted to measure the green creativity.

Data Collection

The required primary data are collected with the help of pre-structured and tested questionnaire. In total, there are 293 big industries (corporate) in Tamilnadu. A self-administered questionnaire was used to collect the data from that corporate. The quantitative and cross sectional technique is used to conduct the study. The general manager / CEOs of the corporate were contracted via e-mails. Only 208 responded the questionnaire at the fullest level after three successive remainders to them via e-mail. That 208 are treated as the final sample taken for further analysis.

Statistical Software

The statistical package for Social Sciences (SPSS) is used to process the data through the selection of multiple regression analysis (Paille, et al., 2014). The PLS-SEM is used to test the reliability and validity of the constructs included for the study through AMOS (Naz, et al., 2021).

Empirical Findings
Assessment of Reflective Measurement Model

The content, convergent and discriminant validity among the constructs developed for the study are measured initially along with cronbach alpha (Naz, et al., 2021). The confirmatory factor analysis is executed for this purpose. The discriminant validity is checked by Heterotrait – Monotrait Ratio (HTMT). The acceptance criterion for HTMT ratios is less than 0.90 to confirm the risk free from discriminant validity problem (Kock, 2015).

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TABLE: Assessment of Reliability and Validity in the Constructs

Sl. No.	Construct	No. of Variables in	Range of standardised factor loading	Composite reliability	Average variance extracted in %	Cronbach alpha
1.	Green job analysis and design	5	0.6899*-0.8918*	0.8544	54.47	0.7808
2.	Green recruitment	8	0.7142*-0.9023*	0.8674	55.04	0.8147
3.	Green performance appraisal	6	0.6446*-0.8843*	0.8143	52.09	0.7242
4.	Green training and developing	7	0.6737*-0.8732*	0.8546	54.93	0.7846
5.	Green compensation	5	0.6504*-0.8846*	0.8242	52.96	0.7647
6.	Green employee relation	5	0.6696*-0.8919*	0.8394	53.44	0.7809
7.	Green creativity	7	0.7117*-0.9243*	0.8696	55.06	0.8249

*significant at five per cent level.

The standardized factor loading of variables in all seven constructs are greater than 0.60 which confirm the content validity. The composite reliability of all constructs are greater than 0.80 and the average variances are greater than 50.00 per cent which reveal the convergent validity. The cronbach alpha of all seven constructs are greater than 0.70 which confirm the internal consistency.

The discriminant validity HTMT ratio is presented in Table.

Table: HTMT Ratios of The Constructs

Sl. No.	Constructs	GJAD	GR	GPA	GTD	GCP	GER	GC
1.	Green job analysis and design							
2.	Green recruitment	0.7514						
3.	Green performance appraisal	0.7086	0.7333					
4.	Green training and developing	0.6984	0.6547	0.7547				
5.	Green compensation	0.6542	0.6344	0.6899	0.7888			
6.	Green employee relation	0.6817	0.6514	0.6842	0.7117	0.7244		
7.	Green creativity	0.7414	0.7502	0.6809	0.7699	0.6944	0.7046	

The HTMT ratios between all possible pair of the included seven constructs are less than 0.90 which indicates the discriminant validity among the constructs.

Influence of Green HRM Practices on Green Creativity

The green HRM practices may have a different degree of influence on the level of green creativity among the employees in the organization. The multiple regression analysis is used to evaluate such degree of influence (Andtarwate, et al., 2019). The least square method is followed to estimate the regression function. The results of regression analysis is summarized in Table.

Table: Summary of Multiple Regression Analysis: Dependent Variable: Green Creativity

Sl. No.	Particulars	Unstandardized co-efficient	Standard error	't'value	'p'value	Standardized co-efficient
	Constant	23.0845	2.4541	9.4065	0.0000	----
1.	GJAD	0.3496	0.0547	6.3912	0.0000	0.3017
2.	GR	0.2904	0.0341	8.5161	0.0000	0.2643
3.	GPA	0.3736	0.0492	7.5935	0.0000	0.3414
4.	GTD	0.2175	0.0849	2.5618	0.0511	0.1842
5.	GCP	0.2949	0.0603	4.8905	0.0244	0.2617
6.	GER	0.1739	0.1408	1.2351	0.2345	0.1402
	R^2	0.8245				
	F-statistics	32.0894*				

*significant at five per cent level.

All the components of Green HRM Practices except the green employee relation practices are significantly influencing the level of green creativity among the employees since its regression co-efficients are significant at five per cent level. The highly influencing components of green HRM practices are green performance appraisal and green job analysis and design since its standardized regression co-efficients are 0.3414 and 0.3017 respectively. The changes in the included six components of green HRM practices explain the changes in the level of green creativity to an extent of 82.45 per cent since it's R^2 is 0.8245. The significant 'F' statistics reveals the statistical fitness of the estimated regression model.

Theoretical Contribution

The current study makes some theoretical contributions. Initially, this study has contributed a better realistic and validity model for green HRM practices with help of its six components which are highly essential to generate green creativity among their employees. Secondly, the findings of this paper contributes the relative importance of green performance appraisal and job analysis and design in the determination of the green creativity among the employees. Thirdly, the current study fills the research gap and gets deep knowledge about the complex occurance of human behaviour related to environmental outcomes. Hence, this study advances the literature by evaluating the significant positive role of green HRM practices in promoting green behaviour among the employees (Carter, et al., 2018).

Practical Contribution

The findings of the study provide a road map to improve green creativity of their employees in the organization. The top management should give more importance to implement green performance appraisal and green job analysis and design practices to enrich the employee's green behavior. The role of green compensation practices in the enrichment of green creativity among the employees reveals the relative importance of various compensation plans to improve green behaviour among their employees. The top management should keep the multiple role of green HRM practices as environmentally supportable performance, improving self assurance among employees and motivating all employees to initiate environmental behaviour.

Conclusion

The environmental responsiveness among the industries are becoming more important for the enrichment of the social welfare of the society. The industries /corporate can made more profit but not at the cost of the society. The only way to attain this is the implementation of green HRM practices at their organizations. It is strongly proved by the findings of the study. The results of the study show the role of green job analysis and design, green recruitment, green training and development, green performance appraisal and green compensation in the creation and enrichment of green creativity among the employees in the organization which are essential for the sustainable development of our Nation.

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