

THE IMPACT OF GREEN INNOVATION ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANISMIC INTEGRATION THEORY: A STUDY OF THE BANKING SECTORS IN PAKISTAN.

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ABSTRACT:

Green HRM denotes human resource practices that incorporate environmental considerations into conventional HR functions, including recruitment, training, and performance management. A total of 200 questionnaires were distributed to the target population using a simple random sampling technique, of which 80 were deemed suitable for analysis and interpretation. Data analyzed and interpreted using SPSS to assess the survey response rate, demographic profile of respondents, and Cronbach's alpha (CBA). Data analysis and interpretation revealed that all relationships, including external motivation, identified motivation, intrinsic motivation, interjected motivation, organizational performance, the adoption of green HRM practices, and green innovation, were positive and significant. Nonetheless, the scope of current research was limited and could be broadened to encompass additional banking sectors in Pakistan.

Keywords : green innovation, HRM practices, intrinsic motivation, interjected motivation, external motivation, SPSS, organizational performance

INTRODUCTION

Currently, concerns related to environmental and sustainable development are gaining prominence, especially in industrialised nations (Rana & Arya, 2024). The pressure to embrace sustainable methods in reaction to environmental damage has increased dramatically since the Industrial Revolution (Ulhaq et al., 2020) habitat loss, and increasing pollution levels have garnered considerable attention. In response, the global private banking sector has begun to advocate for rules designed to mitigate the adverse environmental effects of banking activities (Razzaq & Yang, 2023). This increasing acknowledgement highlights the necessity for firms to synchronize their economic goals with environmental sustainability through responsible practices.

In light of the detrimental impacts of banking sector operations on the environment, enterprises are progressively implementing rules to alleviate the depletion of natural resources and diminish their ecological footprint (Amrutha, et al, 2020).

In the context of Sindh, a province rich in culture, economically significant, and endowed with natural resources, the green culture among the populace is progressively advancing, particularly within the banking sector. Owing to numerous substantial problems, including the detrimental environmental impacts of banking operations. In a developing country such as Pakistan, limited study has been undertaken on the critical aspects influencing the practice and adoption of Green HRM in the private banking industry, particularly regarding the acceptance of environmentally sustainable practices (Rahman, et al, 2024; Sony et al, 2023). The banking sector plays a crucial role in fostering environmental sustainability and tackling urgent environmental concerns that have substantial implications for the private banking sector in Pakistan. The adoption of Green Human Resource Management (GHRM)

techniques has emerged as a prominent strategy for integrating environmentally sustainable solutions into Human Resource Management, encompassing training and reward management (Narith & Thavan, 2024)

RESEARCH GAP

The investigation of the relationship between the adoption of Green HRM practices and Organismic Integration Theory, with Green Innovation serving as a moderator, is compelling. Empirical study on this subject is insufficient; nonetheless, the influence of contextual factors such as organizational culture and leadership styles on the relationship has not been well investigated. Dealing with these shortcomings will help to clarify the link between Green HRM practices adoption, OIT theory, and Green Innovation as well as offer specific benefits for companies which support environmental sustainability. The study investigates the moderating effect of Green Innovation (GI) on the adoption of Green Human Resource Management practices and motivation theory, specifically Organizational Integration Theories (OIT), in four selected private banks in Sindh, Pakistan.

RESEARCH OBJECTIVES

In light of the identified study need, the researcher has delineated the following objectives:

1. To investigate the impact on Green HRM Practices on the organizational Performance of the banking sectors in Pakistan.
2. To find the link between Green HRM Practice, Green Innovation and Organizational Integration Theories by the Green Innovation.

LITERATURE REVIEW:

Rasheed Proposed that green HRM actions enhance favorable environmental effects. Organizations with robust green HRM initiatives achieve favorable outcomes (Rasheed et al,2024). Employees act as representatives of the firm and implement its environmental strategies; therefore, it is essential to modify employee behavior regarding sustainability objectives within the banking sector in Pakistan.

Green human resource management is anticipated to impact employees' environmentally friendly actions for several reasons. Initially, when a firm effectively conveys its preferences for environmentally sustainable conduct throughout the hiring process, it is anticipated to enhance green behavior and comprehension among employees. Secondly, involving staff members in the implementation of environmental programs and providing them with sustainable education will likely enhance their understanding, talents, and skills, so better preparing them cognitively for environmentally responsible conduct. The third green human resource management paradigm posits that green HRM practices and adoptions are essential for effecting behavior among staff members.

A study of firms in developing nations discovered a favorable correlation between GHRM. Scholars have highlighted the benefits of GHRM on workers' green behavior and discovered a substantial link between GHRM and organizations (Ryan and Deci 2020; Islam et al ,2024).The essay examines the impact of motivation on employee performance and engagement within Pakistan's private banking industry, utilizing Self-Determination Theory as a basic framework (Van et al., 2021). It distinguishes between intrinsic and extrinsic motivation, where intrinsic motivation stems from inherent satisfaction, while extrinsic motivation is driven by external incentives or pressures (Xia et al.,2022).

Moreover, this facilitates the comprehension of motivation levels inside businesses. In developing competitive private banking sector, a blend of intrinsic and extrinsic motivators is vital for enhancing worker performance and achieving organizational success.

The role of Green Innovation effect on organization practice as a moderator:

Green Innovation is essential for enhancing organizational performance by equipping firms with knowledge, skills, and adaptability, hence promoting robustness and environmental sustainability (Afum et al., 2023; Pham et al., 2020). It fosters cooperation, information dissemination, and enhanced decision-making, enabling firms to withstand disturbances and demonstrate resilience. It promotes enhanced decision-making and new methodologies. Green human resource management practices and adoption promote corporate sustainability via the use of proactive measures. This facilitates adaptability, creativity, and economic advancement while conforming to sustainable development principles (Geeta et al., 2020; Sing et al., 2020). Policies and procedures assist firms in surmounting operational challenges, facilitating sustainable growth without stagnation. Green innovation is a crucial moderating variable that connects Green Human Resource Management practices and adoption, organizational performance, creativity, and economic efficiency.

The Green HRM practices and Adoption Banking Sectors in developing countries

Green human resource management reinforces the sustainability of organizations by encouraging flexible and sustainable practices. It cultivates an inventive, sustainable culture among employees, equipping them to address environmental challenges and fluctuations in markets (Ryan et al., 2022). Additionally, This strengthens the corporation's capacity to adjust and thrive in evolving conditions. GHRM enhances workforce dedication and involvement by aligning corporate aims with environmental principles, so promoting a feeling of purpose and engagement. GHRM enhances staff robustness and adaptability.

GHRM prioritizes risk management and sustainability over time by integrating sustainability factors into company actions in order to anticipate risks and mitigate susceptibility. By implementing a proactive strategy for environmental sustainability firms may maintain operations even under adverse conditions. Promoting an innovative, adaptable, and engaged workforce enhances a company's resilience to environmental and economic obstacles.

Intrinsic Motivation:

The discourse on intrinsic vs extrinsic motivation started in the 1970s, focusing on investigations into the nature of both motivational types. Deci 2020 study is considered a pioneering exploration of intrinsic and extrinsic motivation, linking both forms with motivational theories (Deci et al., 2020). Deci and Ryan's 2020 research differentiated between these motivations based on the varying goals that trigger actions (Ryan et al., 2020). Intrinsic motivation involves actions for enjoyment or fun, while extrinsic motivation is driven by economic outcomes. Studies have demonstrated that performance can vary significantly when individuals act for either type of motivation. Individuals must be driven by things other than work, yet this alone is insufficient to get the greatest outcomes since it frequently causes individuals to focus on their employment for the benefits rather than the work itself.

Introjected Motivation:

Employees are compelled to participate in particular banking activities or exhibit certain behaviors to evade shame or attain recognition (Ojo, 2022). An employee may implement a new financial system not due to a conviction of its significance, but rather to alleviate pressure from managers or to evade emotions of inadequacy or failure.

Identified Motivation:

Employees participate in assignments due to their perception of personal significance or alignment with their individual objectives (Jamil et al., 2023). An employee may accept a certain methodology or system in banking due to its potential to enhance their career progression, refine their abilities, or contribute to the bank's sustained success.

Integrated (Intrinsic) Motivation:

Intrinsic Motivation: Employees exhibit intrinsic motivation when their tasks or behaviors correspond with their values, ambitions, or interests, leading them to engage in these activities for their inherent enjoyment (Gera et al., 2022). Employees may embrace certain sustainable banking methods or technology due to their own commitment to environmental sustainability and the creativity or professional development it fosters.

Comprehending these motivating factors may assist the private banking sector in formulating policies, improving staff engagement, and fostering the implementation of new methods.

RESEARCH HYPOTHESIS OF THE STUDY

Following a comprehensive literature assessment, the subsequent hypotheses have been formulated to be empirically investigated in this study to achieve the research aim and address the research question:

H1: Intrinsic motivation positively impacts the adoption of Green HRM practices.

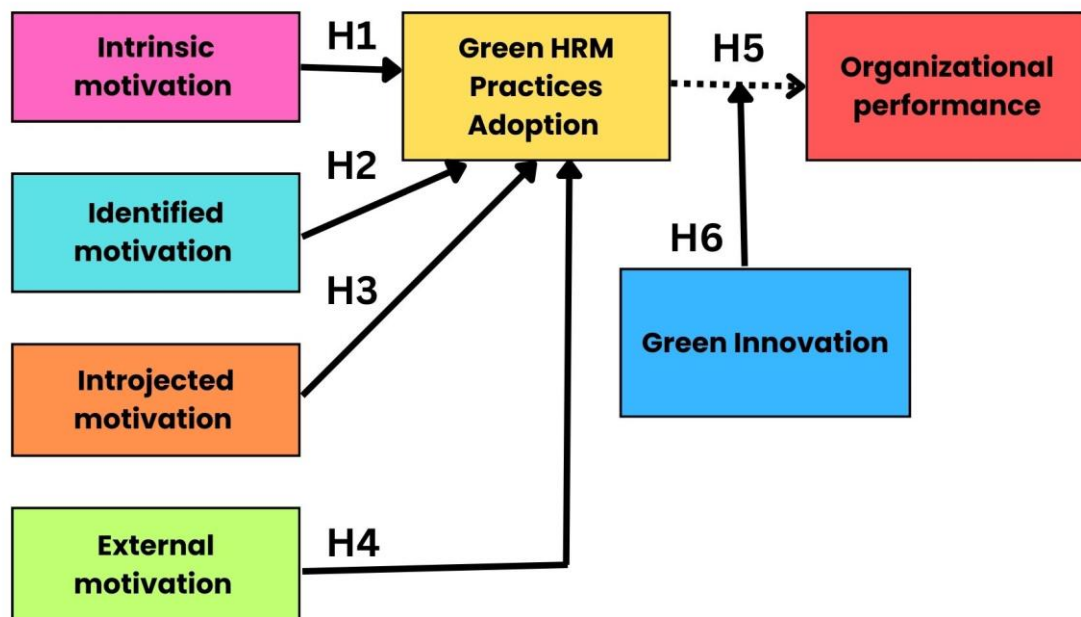
H2: Identified motivation positively impacts the implementation of Green HRM practices

H3: Introjected motivation positively impacts the adoption of Green HRM practices.

H3: External motivation positively impacts the adoption of Green HRM practices.

The implementation of Green HRM practices positively impacts organizational performance. Green Innovation moderates the impact of Green HRM Practices Adoption on organizational performance.

CONCEPTUAL MODEL OF THE STUDY:



METHODOLOGY WITH OPERATIONALIZATION

This research study used investigation methodology, as data were gathered from four distinct private banks of equivalent stature, randomly picked from the entire private banking sector. These four banks were selected to represent the whole private banking sector of Sindh, Pakistan. Specific personnel were selected for data collection.

Staff members were classified into three tiers utilizing random sampling. Questionnaires were administered to top-level, middle-level, and first-line managers. The use of non-probability

sampling for the distribution of surveys was authorized. The fundamental elements of the study, specifically the implementation of Green HRM practices, were assessed to drive results. The questionnaire designed to assess each component was derived from multiple studies and modified according to the specific context and topic.

intrinsic motivation, introjected motivation, and identifiable motivation Three items were extracted from (Gilal et al., 2020) study, along with four items related to organizational performance and five items concerning the implementation of Green HRM practices. Eight instances of green innovation were derived from (Wang et al., 2020) study. One hundred questionnaires were disseminated, and fifty were returned. The surveys were subsequently validated to confirm their accurate completion and selected for study.

Table 1: Measurements of Scale

Factor	Study	Year	Scale	Number of items
Intrinsic Motivation	Gilal	2020	5-point Likert scale	3
Introjected Motivation	Gilal	2020	5-point Likert scale	3
External Motivation	Gilal	2020	5-point Likert scale	3
Identified Motivation	Gilal	2020	5-point Likert scale	3
Organization Performance	Wang	2021	5-point Likert scale	5
GHRM Practices Adoption	Wang	2021	5-point Likert scale	4
Green Innovation	Wang	2021	5-point Likert scale	8

DEMOGRAPHIC INFORMATION:

Table 2 presents the descriptive statistics of the respondents' demographic information, including gender, age, education, and employment experience.

Table 2: demographic information

	N	Min	Max	Mean	St.dev
Gender	50	1	2	1.32	.471
Age	50	1	4	2.80	.639
Education	50	1	3	1.80	.535
Experience	50	1	4	2.28	.991

The Descriptive Statistics All factors items are included below the tables, along with a summary of the descriptive analysis, which includes mean values and standard deviations. All items utilized a 5-Point Likert scale with extremes from strongly disagree to strongly agree. Table 3 presents the means and standard deviations for all 27 variables.

Table 3: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation

Gender	50	1	2	1.3 2	.471
Age	50	1	4	2.8 0	.639
Education	50	1	3	1.8 0	.535
Job Experience	50	1	5	2.4 4	1.091
INM1.	50	1	5	4.5 0	.789
INM2	50	1	5	4.5 0	.931
INM3	50	1	5	4.6 8	.471
IDM1	50	1	5	4.4 6	.813
IDM2	50	1	5	4.5 0	.789
IDM3	50	1	5	4.6 0	.495
IJM1	50	1	5	4.5 8	.499
IJM2	50	1	5	4.5 4	.706
IJM3	50	1	5	4.5 4	.706
EM1	50	1	5	4.5 8	.499
EM2	50	1	5	4.6 0	.495
EM3	50	1	5	4.6 0	.495
GHRMPA1	50	1	5	4.4 8	.707
GHRMPA2	50	1	5	4.5 6	.611
GHRMPA3	50	1	5	4.6 4	.485
GHRMPA4	50	1	5	4.6 6	.479
GHRM OP1	50	1	5	4.6 0	.606
GHRM OP2	50	1	5	4.6 6	.479
GHRM OP3	50	1	5	4.6 8	.471
GHRM OP4	50	1	5	4.7 2	.454
GI1	50	1	5	4.6	.471
					1796

GI 2	50	1	5	4.6	.471
GI3	50	1	5	4.6	.479
GI4	50	1	5	4.6	.471
GI5	50	1	5	4.6	.471
GI6	50	1	5	4.7	.454
GI7	50	1	5	4.7	.454
GI8	50	1	5	4.7	.443

FACTOR ANALYSIS:

Item analysis is a method employed to enhance test quality by determining whether items should be preserved, modified, or eliminated. It elucidates the concepts that examinees comprehend and those they do not. The objective of performing an item analysis is to identify things that yield the most precise and relevant elucidation of the behavior being examined. Researchers such as Kehoe and Ray recommend eliminating items with negative or item-to-total correlations below 0.19 to enhance the conceptual clarity of each construct. In this investigation, a corrected item-total score below 0.19 was employed as the threshold for item deletion. The overall dependability statistics and item-total statistics for 27 items are presented in Tables 4 and 5.

Table 4: Reliability Statistics

Table 5: Factor	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Analysis
	.914	.939	27	

	Intrinsic motivati on	Identifie d motivati on	Introject ed motivati on	External motivati on	GHRM Practic e Adopti on	Organizatio nal Performanc e	Green Innovati on
INM1.	1.000	-.042	.165	.016	.049	.049	.052
INM2	1.000	1.000	.372	.067	.069	.069	.221
INM3	1.000	.372	1.000	.339	.274	.274	.753
IDM1	.016	1.000	.339	1.000	.080	.080	.314
IDM2	.049	1.000	.274	.080	1.000	1.000	.366
IDM3	.052	1.000	.753	.314	.366	.366	1.000
IJM1	.078	.198	1.000	.235	.389	.389	.794
IJM2	.165	-.016	1.000	.376	.165	.165	.456
IJM3	.018	.109	1.000	.092	.165	.165	.456
EM1	.078	-.022	.372	1.000	.233	.233	.546
EM2	.105	0.000	.403	1.000	.209	.209	.583
EM3	0.000	-.062	.471	1.000	.073	.073	.502
GHRM P1	.127	-.072	.210	.046	1.000	.465	.216
GHRM P2	.053	-.045	.289	.118	1.000	.160	.323
GHRM P3	.027	-.069	.232	.095	1.000	.135	.276
GHRM P4	-.085	.289	.329	.132	1.000	.085	.340
GHRM OP1	-.027	-.114	.141	.043	.081	1.000	.190
GHRM OP2	0.000	-.140	.081	.019	.055	1.000	.140
GHRM OP3	0.000	-.145	-.046	.190	0.000	1.000	.127
GHRM OP4	-.055	-.186	-.103	.126	0.000	1.000	1.000
GI1	-.055	-.186	-.103	.126	0.000	0.000	1.000
GI 2	-.081	-.206	-.040	.148	-.027	-.027	1.000
GI3	-.055	-.186	-.103	.126	0.000	0.000	1.000
GI4	0.000	-.186	-.103	.126	0.000	0.000	1.000
GI5	0.000	-.145	-.046	.135	-.057	-.057	1.000
GI6	0.000	-.145	-.046	.135	-.057	-.057	1.000
GI7	.029	-.124	-.016	.225	.029	.029	1.000
GI8	.029	-.124	-.016	.225	.029	.029	1.000
a. Determinant = .000							
b. This matrix is not positive definite.							

DISCUSSION

This research investigates the influence of Green Human Resource Management techniques on employee performance within the private banking industry of Sindh, Pakistan. Organizational Performance (OP) is a crucial determinant of employee performance and

career advancement. The results correspond with (Nani & Safitri, 2021), which investigated several management and leadership concepts and their influence on organizational performance. The research indicated that intrinsically driven individuals exhibit superior performance compared to those that harbor aversion towards work and evade duties. The results correspond with (Gilal et al., 2020) study on the Organismic Integration Theory, which enhances performance and outcomes, facilitating the growth and development of organizational performance.

This research investigates the influence of General Management Retention (GHRM) policies on employee performance within the private banking industry of Sindh, Pakistan. Organizational Performance (OP) is a crucial determinant of employee performance and career advancement. The results correspond with (Nani & Safitri, 2021), discovery that a seventy-year literature review indicates a substantial correlation between organizational performance and personnel performance. The study revealed that self-motivated individuals exhibit superior performance compared to those that harbor aversion towards work and evade duties. Consequently, GHRM practices are essential for improving employee performance.

CONTRIBUTION

This research significantly enhances understanding of the impact of Organismic Integration Theory and Green innovation on organizational performance in private banks in Sindh, Pakistan. The primary aim of this study was to augment the sparse literature concerning the subject of People. This study investigates the influence of Organismic Integration Theory and green innovation on organizational performance in the private banking sector of Sindh, Pakistan. This study's findings indicate that organizational success is directly and strongly correlated with Organismic Integration Theory and green innovation.

LIMITATIONS OF STUDY

This study sought to examine the correlation of GHRM practices, the implementation of Organismic Integration Theory, and Green innovation, in connection with organizational performance and Green innovation, employing a quantitative research methodology. The principal limitation of the study is its limited sample size, since the researcher focuses just on the private banking sector of Sindh instead of include the entire country.

The data was collected using a closed-ended questionnaire survey approach. A total of 150 questionnaires were disseminated, all of which were returned, with fifty considered appropriate for analysis. The study only investigates the impact of Organismic Integration Theory and Green innovation on organizational performance in the private banking sector in Sindh, Pakistan.

The principal drawback of the study is its limited sample size, since the researcher focuses just on the private banking sector of Sindh instead of include the entire country. The data was collected using a closed-ended questionnaire survey approach. Of the 150 sent questionnaires, 100 were returned, and 50 were considered appropriate for analysis. The study only investigates the impact on organizational performance in the private banking sector in Sindh, Pakistan.

FUTURE RESEARCH DIRECTIONS

Future researchers should use a variety of data collection tools, such as online forums, field experiments, in-depth interviews, quantitative research methodologies, and other approaches, in addition to looking at other aspects of organizational performance, like training, motivation, ethics, and equity. Due to the self-funded nature of this study, the major emphasis of data collection was a nation rather than a city or area. Instead of increasing the sample size at the city or provincial level, the national level may be used in the future to validate the existing findings. The validity of the results should be determined by reevaluating the scales used in this study.

RESEARCH CONCLUSION

The study's outcome indicates that all questions are effectively validated in measuring the four aspects related to the formulated hypotheses. The components included are intrinsic motivation, introjected motivation, identifiable motivation, and identified motivation. The influences of intrinsic motivation, introjected motivation, identifiable motivation, and identified motivation factors on organizational performance in the private banking sector of Sindh, Pakistan, were hypothesized based on a literature review, and the data analyzed was gathered using structured questionnaires.

Hypotheses backed by results were demonstrated and developed. The findings have addressed the central premise of this study, which is "The Impact of Organismic Integration Theory and Green Innovation on Organizational Performance in the Private Banking Sector of Sindh, Pakistan."

The study's outcome indicates that all questions are effectively validated in measuring the four aspects related to the formulated hypotheses. The factors examined are intrinsic motivation, introjected motivation, identifiable motivation, and identified motivation concerning the Organization's Performance in the private banking sector of Sindh, Pakistan. These were hypothesized based on a supported literature review, and the data analyzed was gathered using structured questionnaires.

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