

Mediating role of employee engagement on the relationship between Green HRM and employee job performance: a study of banking sector

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Abstract

The goal of this research is to bridge the population gap that has been found. The highlighted gap is that there is no empirical evidence of employee engagement mediating the link between Green HRM and employee job performance in Sri Lankan Public Listed banks. In management circles, the term “employee engagement” has become a buzzword. The reason for this is that employee engagement has a direct impact on employee job performance as well as organisational financial performance. Another important component of green human resource management is that it caters to the eco-friendliness of the Human

Resource Management side. The sample size is 58, and the unit of analysis is the individual, i.e. public listed bank managerial employees. Sri Lanka is a South Asian nation. This is a cross-sectional study conducted in a non-contrived context with minimum researcher influence. Employee engagement was revealed to be a mediating link between Green Human Resource Management practises and employee job performance in this study. Practically, this research has a lot of significance.

Key words

Employee engagement, Green Human Resource Management, Employee Job Performance, Population gap, banking sector

Introduction

Green human resource management (GHRM) is a new idea in today's corporate world. Green HRM is a method of incorporating environmental management principles into company activities. HR tasks like recruiting, induction, training and development, performing performance appraisals, and deciding employee remuneration may benefit from green HRM. Green Human Resource Management is critical to resolving environmental issues. Green HRM comprises two key elements: environmentally friendly HR practices and knowledge capital preservation. Employee engagement is a component of human resource management. According to Keppetiola and Iddagoda [2021], every CEO's ambition is to engage a workforce. Employee engagement directly impacts employee work performance and organisational financial performance. According to Bowen [2000], organisational performance is a result of the performance of its individual members, i.e. employee job performance. As a result, having a thorough grasp of individual, group, organisational, and social factors on employee work performance is critical. Because better levels of job performance help businesses achieve their goals and objectives in a competitive business environment, they are more likely to succeed.

Iddagoda et al. [2020b] performed a study in public listed firms in Sri Lanka to evaluate a nomological network/conceptual framework using components such as green HRM, empowerment, job satisfaction, employee job performance and perceived financial success. This study intends to fill a population gap; namely, there is no empirical evidence of employee engagement mediating the link between Green HRM and employee job performance in Sri Lanka's public listed banks. This study aims to determine if employee engagement has a mediating influence on the link between Green HRM and employee job performance.

1. Literature review

1.1. Employee engagement

Every organisation works with human resources, the most unique and important resource. As a result, it contributes to accomplishing organisational goals and improving corporate performance. Employee engagement is critical to the organisation's long-term success. Employees that are engaged are active, loyal, psychologically robust, and like demanding work, according to Bakker [2010]. According to Schaufeli and Bakker [2004], job engagement is a positive, rewarding, work-related mentality characterised by devotion, energy, and absorption. According to AON [2012], engaged workers demonstrate three major behaviours: talk (good employee word of mouth about the company), stay (want to be a part of the company), and strive (employees give substantial effort regarding the contribution to business success). According to Robinson et al. [2004], employee engagement is a condition that is one step ahead of commitment. Employee engagement refers to an employee's level of dedication and involvement in the organisation and its principles. Employee engagement, they believe, is inextricably linked to organisational commitment. According to Harter et al. [2002] research, employee engagement is an individual's involvement, contentment, and excitement for work. Employee engagement, in their opinion, is linked to job participation, work involvement, and job happiness. According to Iddagoda et al. [2016], employee engagement has characteristics with job satisfaction, organisational commitment, organisational citizenship behaviour, and employee job and work involvement. On the other hand, employee engagement is closely linked to employment and work involvement. Employee Engagement is the extent to which an employee gets involved in the job and the organization cognitively, emotionally and behaviorally [Iddagoda et al., 2016]. This is the study's working definition.

Many studies have discovered a correlation between employee engagement and some key characteristics affecting individuals and organisations. According to Baumark [2004] and Richman [2006], employee engagement impacts employee outcomes, organisational success, and financial performance. Employee work performance is one of the consequences of employee engagement, according to Anitha [2014]. Organisational financial performance is another result of employee engagement, according to De Silva and Iddagoda [2021]; Iddagoda and Gunawardana [2017]; Tower [2006].

1.2. Green HRM

Over the last decade, sustainability has become increasingly important and visible in the corporate sector. Sustainability is defined as development that meets present needs without jeopardising the ability of future generations to fulfil their own. Going green is eco-friendliness is the view of Iddagoda et al. [2020]. Green relates to environmental friendliness, according to Iddagoda et al. [2020b]. Because Human Resource Management (HRM) is such an important part of any business, it's crucial to include the concept of sustainability within the organisation. People must be motivated, enabled, and environmentally sensitive, according to Callenbach, in order to implement green management in an organisation [1993]. He also stated that implementing effective green projects demands a higher level of managerial and technical expertise. Green HRM refers to efforts involving the use of workers to promote sustainable applications and enhance employee responsiveness and commitment to sustainability. According to Zoogah [2011], Green HRM is the application of HRM policies, philosophies, and practices to encourage sustainable resource use and reduce environmental harm caused by organisations. According to Zoogah [2011], Green HRM supports lowering carbon footprint through fewer paper printing, video conferencing, and interviews, among other things. All personnel in the organisation must be involved and committed in order for the organisation to become green.

Green HRM, according to Shaikh [2010], plays a significant role in organisations that support environmental issues by embracing and administering HR policies and practises, training workers, and enforcing standards connected to environmental preservation. More significantly, according to Shaikh [2010], if an employee is aware of environmentally friendly activities and practises and is devoted to resolving environmental challenges, that employee will adopt those green habits in both his or her personal and professional life. Green HRM efforts, according to Rani and Mishra [2014], improve environmental safety, redesign HR tools and procedures, lower costs, and increase efficiency, as a result of electronic filing, teleconferencing and virtual interviews, ride-sharing, job sharing, recycling, telecommuting, online training, and the development of more energy-efficient office spaces. Furthermore, Rani and Mishra [2014] recommend that Green HRM practises be improved in areas like training and development and the performance rating system. Greening is environmental consciousness [Iddagoda et al. 2020a, Bulińska-Stangrecka and Bagińska 2021] and in the HRM field there is a trend of going green Iddagoda et al. [2020b]. The working definition of GHRM used by the researchers in this study is provided by Iddagoda et al. [2020b]. Iddagoda et al. [2020b] define Green HRM as integrating HRM practices within organisational environmental sustainability goals. This is the working definition of GHRM for this study.

1.3. Employee job performance

Employee job performance is a key factor in determining organisational results and success. Employee job performance refers to how well an employee does his or her job. Employee job performance is defined by Viseswaran and Ones [2000] as scalable activities, behaviours, and results that workers engage in that are related to and contribute to the organisation's goals and objectives. Employee job performance influences both organisational and individual results. Quality of work, amount of work, accuracy and speed of work, and employee effectiveness concerning his job are all measures of job performance. Employee job performance determines promotions, cash prizes, increased tasks, and termination from employment. Leadership and motivation have a considerable beneficial influence on employee happiness and performance, according to Paais and Pattiruhu [2020].

Organisations utilise qualities such as incentives and penalties, rules and processes to attain a higher degree of employee work performance. When employees are adequately compensated for their work performance, it leads to job satisfaction. Borman and Motowidlo [1993] divide performance into two categories: task and contextual. The efficacy of a job incumbent's actions that contribute to the organisation's technical core is referred to as task performance. Contextual performance was described as non-job-related performance that helps to influence the organisation's social and psychological setting.

Employees may only make meaningful contributions if they have the knowledge, abilities, and drive to accomplish their jobs, according to Iddagoda et al. [2022]. Employees think of extra-role activities as things like offering to do things that aren't part of their job description and protecting the company. Employee's contribution to fulfilling the tasks and jobs in order to make a positive work environment while eliminating negative or harmful acts is the definition given by Iddagoda et al. [2021] for the construct of employee job performance. This is the working definition of this study.

2. Method

A quantitative survey design was used to collect data from the employees. A cost-effective and time-efficient survey method was chosen to collect large numbers of responses from the targeted population [De Leeuw, 2008]. In this study, Babie (2015) recommends using a survey design because it allows researchers to measure respondents' attitudes and opinions.

The sample size is 58. Researchers adhered to the rule laid down by Roscoe [1975] as cited in Sekaran [2003]; that the sample size should be larger than 30 and less than 500. Data were collected through a self-administered questionnaire with a 5-point Likert scale. Sekaran has identified six components of research design. The purpose of the study is hypothesis testing. The extent of the researcher's interference with the study is minimal. The type of investigation is correlational, unit of analysis is individual, the study setting is non-contrive, and the time horizon is cross-sectional.

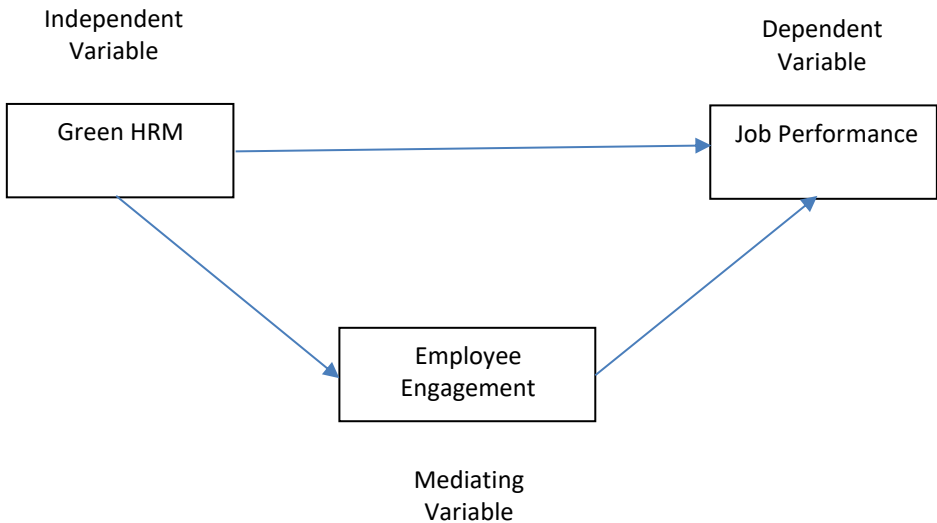


Fig. 1. Conceptual Framework

Source: own elaboration.

This study adopted the questionnaire to measure the construct of Green HRM (GHRM) by Iddagoda et al. [2020b], Employee Engagement (EE) by Iddagoda et al. [2016] and Job Performance (EJP) by Iddagoda et al. (2021). The questionnaire is attached in Appendix 1.

2.1. Hypothesis

The independent variable of the study is Green HRM, Dependent variable is Job performance and the mediating variable is Employee engagement, which links the

dependent variable and independent variable and supports the relationship. According to Wright and Snell [1991] general systems theory which consists of input, process and output. Green HRM is the input since further states that skills and abilities are treated as inputs from the environment. For instance, Green HRM consists of Green Training and Development. Through Green Training and Development employees get skills and abilities. Therefore GHRM has become an input. Iddagoda et al. [2016] states that employee engagement is a combination of attitude and behaviour. So there are actions in a behaviour. Employee engagement is the process. Employee job performance which is a main consequence of employee engagement, according to Anitha [2014], becomes the output. By considering the theoretical assertions derived from general systems theory below, the hypothesis is derived.

H1: There is a mediating effect of employee engagement on the relationship between Green HRM and employee job performance.

3. Research results

3.1. Demographic and Descriptive Analysis

The frequency analysis revealed that 60% of the survey participants were men, and 40% of them were women. 15.52% of the bank employees in this study had a master’s degree and 36.21% have completed degree. This study's participants were primarily drawn from banking and finance sector.

Tab. 1. Descriptive Analysis

| Variable | Mean | Std. Deviation |
|-------------------------------|-------|----------------|
| Employee Engagement (EE) | 4.100 | 0.803 |
| Employee Job Performance(EJP) | 4.560 | 1.249 |
| Green HRM(GHRM) | 4.270 | 4.937 |

Source: own elaboration.

As part of the descriptive analysis, mean and standard deviation values for the three study constructs were calculated. Agreement levels of five or more are considered high, while those of one or less indicate low. For all three variables, the mean and standard deviation results were in line with expectations. Table 1 lists the variables in the research and their descriptive statistics.

3.2. Measurement Model Assessment

The main model of this study was analyzed using partial least squares structural equation modelling (PLS-SEM). First, we looked at the measurement model to see whether factor loadings were greater than 0.6. Ten items, EE1, EE 3, EE 6, EE 7, EE 8, EE 9, EE 11, GHRM 1, EJP 1, and EJP 2 with factors loading less than 0.6 were deleted. Table 1 shows that the variables' Cronbach's alpha values exceeded the 0.7 thresholds for internal consistency [Hair et al., 2019]. It is also worth noting that a composite reliability value of 0.70 or higher is considered satisfactory [Nunnally and Bernstein, 1994]. Measures of convergent validity (AVE), which is the degree to which an indicator positively correlates with other indicators in the same construct, were analyzed using AVE values [Hair et al., 2019]. Convergent validity between a construct's indicators is indicated by AVE values of 0.50 or higher, according to Fornell and Larcker (1981). Table 1 shows that the AVE values of the constructs in this study were higher than the threshold value of 0.50, proving their convergent validity.

Tab. 2. Measurement Model Results

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------|------------------|-------|-----------------------|----------------------------------|
| EE | 0.836 | 0.838 | 0.877 | 0.505 |
| EJP | 0.774 | 0.911 | 0.84 | 0.579 |
| GHRM | 0.921 | 0.93 | 0.935 | 0.593 |

Source: own elaboration.

The researchers of the study then used the Fornell-Larcker criterion and the Heterotrait-Monotrait correlation ratio (HTMT) criterion to examine discriminant validity. There was a significant difference in correlations between the constructs' square roots of AVE for the Fornell-Larcker assessment compared to other constructs, as shown in Table 2. Because the variables were distinct, they had a high degree of discriminant validity. If two concepts are distinct from each other, HTMT recommends that the HTMT inference score should fall within the range of 0.85 to 0.85. [Henseler, Ringle and Sarstedt, 2015]. Discriminant validity was confirmed by the results of Table 3, which show that the study's constructs are within the recommended range.

Tab. 3. Discriminant Validity-Fornell Larcker Criterion

| | EE | EJP | GHRM |
|------|-------|-------|-------|
| EE | 0.711 | | |
| EJP | 0.366 | 0.761 | |
| GHRM | 0.546 | 0.056 | 0.743 |

Source: own elaboration.

Tab. 4. Discriminant Validity-HTMT Ratio

| | EE | EJP |
|------|-------|-------|
| EE | | |
| EJP | 0.449 | |
| GHRM | 0.612 | 0.157 |

Source: own elaboration.

Next, the structural model was evaluated to see if the direct hypotheses could be tested by valid and reliable measures. The model had to be checked for issues with collinearity first. Table 4 shows that all of the constructs' variance inflation factors (VIFs) were lower than 5.0, indicating that this model did not suffer from collinearity issues [Hair et al., 2019].

Tab. 5. Collinearity Assessment

| | EE | EJP |
|------|----|-------|
| EE | | 1.426 |
| GHRM | 1 | 1.426 |

Source: own elaboration.

There were three hypothesized direct relationships that were tested using the bootstrapping function in SmartPLS 3.0: Path coefficients were found to be significant at the 95% confidence level, with p-values less than 0.05 and t-values greater than 1.96, as shown in Table 5. While Employee Engagement had a positive impact on employee job performance, Green Human Resource management was found to impact employee engagement (0.546, p-value =0.000), but green human resource management was found to have a no impact on employee job performance.

Tab. 6. Results of Strucural Model

| Structural Path | Path Coefficient | T Statistics | P Values | Results |
|-----------------|------------------|--------------|----------|---------------|
| EE -> EJP | 0.478 | 2.966 | 0.003 | Supported |
| GHRM -> EE | 0.546 | 5.803 | 0 | Supported |
| GHRM -> EJP | 0.056 | 0.304 | 0.761 | Not Supported |

Source: own elaboration.

The mediation analysis method of Preacher and Hayes [2008] was used to examine the relationship between GHRM and EJP. In Table 6, the indirect effect of EE between GHRM and EJP was found to be significant ($\beta= 0.261$; t -value = 2.471; and p -value = 0.000). Therefore, it was concluded that EE plays an important mediating role in the transmission of GHRM into EJP. The Structural Model is depicted in Figure 2.

Tab. 7. Results of Mediation

| Relationship | DE | IE | TE | LCL | UCL | Result |
|-------------------|--------|----------|-------|-------|-------|-----------|
| GHRM -> EE -> EJP | -0.206 | 0.261*** | 0.056 | 0.083 | 0.482 | Supported |

Source: own elaboration.

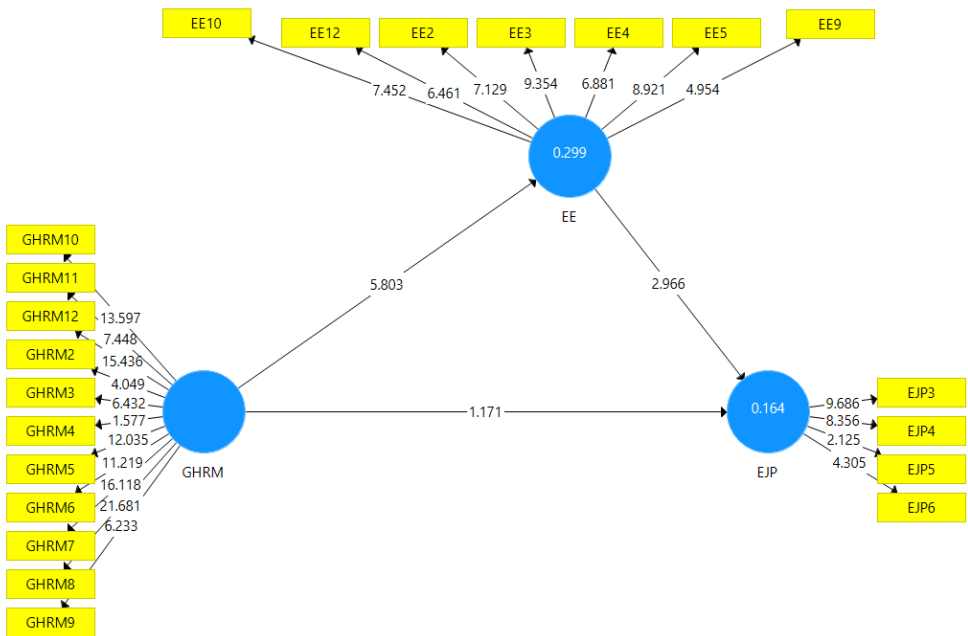


Fig. 2. Structural Model

Source: own elaboration.

4. Discussion

The first hypothesis, that employee engagement has a mediation influence on the connection between Green HRM and employee job performance, is accepted. This suggests that the banking industry should pay greater attention to employee engagement programmes. The rationale for this is that increasing employee job performance through employee engagement is a key component of developing and adopting Green Human Resource Management. It is the job of a leader to inform, persuade, and inspire their followers Sejith and Crim [2006] may boost employee engagement through good leadership actions.

Conclusions

In conclusion, this study discovered the qualities of GHRM practices that might stimulate employees to be engaged with their companies. GHRM was also revealed to be a key factor of employee engagement in the study. In addition, the study revealed that employee engagement mediates the relationship between GHRM and employee job performance, with GHRM being particularly understudied. This study steered the light in Sri Lankan studies to investigate the impact of GHRM on bank employee engagement and productivity. Employee engagement's mediation function in GHRM practises into employee job performance was further demonstrated by employee engagement's mediating role in GHRM practises into employee job performance.

The research has a number of management implications. If banks want to improve employee job performance, they must ensure that relevant predictors of employee engagement are in place. According to the report, Green HRM practices should be used by businesses to increase employee engagement. This research may be used to evaluate the most important aspects of GHRM practices and strategically implement them into an organisation's system to drive employee to be engaged. Management must consider these concerns since Green Human Resource Management indicators are crucial to creating an improved quality of work life for workers. These features allow both parties to perceive the advantages of cooperating, enhancing the partnership.

Employee welfare, empowerment, employee progress, and interpersonal interactions were recognised as employee engagement factors by Mani (2011). Employee engagement is driven by religion, personal character, work-life balance, leadership, and high-performance work practices etc. The study's researchers were confined to only one determinant of employee engagement, Green HRM.

This nomological network/conceptual framework may be examined in various industries, including tourism, health, and education.

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Appendix 1

Questionnaire for employee engagement

1. I think the most important thing that happened to me is involvement in my work/job.
2. I believe the major satisfaction in my life comes from my work/job.
3. I believe I live, eat and breathe with my work/job.
4. When my boss assigns a job/task I feel, I am really going to “get into” this job/task.
5. I feel proud of the work I do.
6. I am proud to introduce myself with my job title.
7. I always arrive at work when I am expected to arrive.
8. Generally I am not a person of absenteeism.

9. I exert high level of effort to perform duties of my job.
10. I speak positively about the organization when interacting with others.
11. I have no intention to resign from my job.
12. I strive towards achieving duties in the expected way by my organization (Iddagoda et al., 2016).

Questionnaire of employee job performance

1. I have already understood the tasks that need to be done to perform my job duties.
2. I have the information and expertise that need to have in order to carry out specific actions of my job.
3. I am volunteering for extra work when it is necessary.
4. I help my coworkers for getting their work done.
5. I am not a person who takes unauthorized breaks, intentionally works slowly and wastes company resources.
6. I do not have harmful employee actions that need to personally harm coworkers eg: showing favoritism, gossiping about coworkers and competing with others in a non-beneficial way (Iddagoda et al., 2021).

Questionnaire of Green Human Resource Management

1. My organization incorporates greening (nature or natural environment) in every job.
2. In job descriptions and job specifications of my organization there are components of Green Knowledge, skills and attitudes (GKSA).
3. My organization forecast properly the demand of employees on environmental management programs.
4. My organization properly align the recruitment principles with greening.
5. My organization selects employees who are more prone to be able to cater for organization's green goals.
6. For the newly recruited employees my organization make familiar the organizational eco-friendly culture.
7. My organization provides training for the employees of all levels to enhance the environmental awareness.
8. My organization evaluates the employee's actual environmental related performance with green oriented performance evaluation criteria.

9. Based on the green performance my organization accurately designed both financial and non-financial rewards.
10. My organization has a rational and logical disciplinary system to penalize employees who violate the green rules.
11. My organization has environmental related plans to maintain occupational health and safety.
12. My organization gives proper recognition to the union representatives as the stakeholder of the organizational green initiatives (Iddagoda et al., 2020b).

Rola zaangażowania pracowników w relacji między zielonym ZZL a wydajnością pracy pracownika: badanie w sektorze bankowym

Streszczenie

Celem artykułu jest zbadanie w sposób empiryczny związku między proekologicznym (zielonym) zarządzaniem zasobami ludzkimi (ZZL) a wydajnością pracy pracowników oraz mediującej roli zaangażowania pracowników w tej relacji. Badanie przeprowadzono wśród kierowników w bankach notowanych na giełdzie Sri Lanki. Sri Lanka to kraj południowoazjatycki. Wielkość próby wynosi 58. Zielone zarządzanie zasobami ludzkimi to dbałość o przyjazność dla środowiska. Zaangażowanie pracowników ma bezpośredni wpływ na wydajność pracy pracowników, a także wyniki finansowe organizacji. W badaniu potwierdzono, że zaangażowanie pracowników jest ogniwem pośredniczącym między praktykami ekologicznego zarządzania zasobami ludzkimi a wydajnością pracy pracowników.

Słowa kluczowe

zaangażowanie pracowników, zielone zarządzanie zasobami ludzkimi, wydajność pracowników, sektor bankowy