Nexus of Green Human Resource Practices on Organizational Citizenship Behavior towards Environment

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ABSTRACT: Green practices are a vital factor for every business industry all over the world. Due to many kinds of environmental pollutions and issues may arise for green practices in the world. On the other hand, there are many challenges for a business entity to protect the environment with its operational activities and to control its operational cost to enhance profitability. As per this study, the main objective is to identify the factors that affect determining green HR practices on OCBE(Organization Citizenship behavior towards Environment). Under the specific objectives, effects of environmental performance, training and recruitment on OCBE were considered. As per the research methodology, this study can be categorized under the positivism research philosophy, deductive research approach and survey strategy. The researcher has also identified data validity and data reliability of this study by focusing on KMO & Bartlett's test and Cronbach Alpha Test. The researcher has also used statistical analysis of correlation and Multiple regression analysis by using SPSS tool to find a proper solution for the research questions. As per the research findings, the researcher has identified a balance gender base, a young age group of sample members, and dissatisfied green HRM practices under the demographic factors. However, the researcher has found positive feedback for green recruitments; hence, the organization uses green recruitment practices under their green HRM activities. As per the correlation, analysis shows the significant impact of independent variables on the dependent variable. The researcher has identified a negative correlation between environmental performance and OCBE with a significant level, and there were negative correlations between green recruitments with OCBE. Also, the researcher has identified a positive correlation between green training and OCBE. Therefore, the researcher can accept the entire alternative hypothesis with the impact of green HRM factors on OCBE. According to the recommendations, the researcher has identified better waste management activities, develop protect and supply green activities, reduce the purchase of non-renewable resources with proper guidance on environmental activities.
Keywords: environmental performance, recruitments, training, OCBE

I.   INTRODUCTION

Green practices are a vital factor for every business industry all over the world. Due to many kinds of environmental pollutions and issues may arise for green practices in the world. On the other hand, there are many challenges for a business entity to protect the environment with its operational activities and to control its operational cost to enhance profitability. However, as per Green, Congalton, and Tukman (2017) suggestedthat every business activities need to focus on the triple bottom line framework to gain sustainability of the business. As per the triple bottom line, the framework shows that organization needs to focus on profit, people, and planet in order to achieve strategic objectives under sustainability. (McGee, Thomas and Wilson, 2006) Under the planet of this model, every business needs to focus on environmental responsibility to treat for this element under the triple bottom line. When moving into the tourism industry in Sri Lanka, it has great potential to grow, and most of the organization has suggested that Sri Lankan is the best destination to visit. As per the statistics as per the Sri Lanka Tourist Board (SLTB) shows that there was a 4.7% - 7% increment of tourists' arrival than 2018 in February and March; (Srilanka.travel, 2019). However, due to the uncertainties of political and terrorism risk, this has currently been dropped. However, Sri Lanka security has confirmed that Sri Lanka is again secure for tourists. As a result of that again, Sri Lanka can perform tourist attraction furthermore; In addition, the hotel industry needs to focus on environmental protection due to achieve the above strategical sustainable objectives and operate their businesses. Because the hotel industry is mainly determined because of the beauty and pleasant environment of surrounding and destination. Therefor Hotel industry has a vital role for green practices to achieve both objectives.

According to Organ (1988) mentioned that employee performance can be categorised under the main three parts as job task, extra role and contra productive behavior. Under the job task is important for analysis the job role and job productivity at the end. As per Millmore (2007) mentioned that job task is important factor under the employee performance. In this stage most of the time organisation is using job task analysis the measure job performance for particular employee of an organisation. On the other hand extra role is different roles are needed to do by the employees apart of their require activities. In this study researcher has mainly focus about organisational citizenship behavior environment (OCBE) which is important role under the extra role. OCBE is mainly link with extra roles within the organisationation. On the other hand, OCBE can be measured as the voluntary influence of existing employees for particular extra curriculum activities, which are highly link with green activities. According to Britt &Jex (2008) mentioned that counter-productive behavior is productive behavior of employees within the organisation. This is also another important factor under the measurement of employee performance. However, in this mainly focus on analysis of OCBE factors under the HR. In this stage, extra role is the key factor in this approach for measurement performance level of employees. Performance management is most important factor for human resource management under the employee appraisal level. Under the employee appraisal method the company needs to identify above three variables to identify employee performance level.

Organisational citizenship behavior environment (OCBE) can be defined as things employees can do within their job role voluntary. According to Organ (1988) has suggested that employee engagement and disengagement already decide by the voluntary behavior of employees   . In addition Paillé &Boiral (2012) has described that there are main three elements under the OCBE can be summarised as eco-initiatives, eco-helping and eco civics engagement. In addition researchers explained that the level of success of OCBE activity mainly depends on organisational activities and how organisation can forward their employees to take their support for OCBE activities because organisational citizenship behaver for environment activities are controlled by employee engagement(Janadari, Subramaniam, ChuahChin,2018).Hence, HR practices are important factor in this stage to forward their employees from different dimension of HR practices and HR department should take control to convert employee mindset and set their behavior with the engagement of voluntarily activities of OCBE.

1.2 Practical issue with related OCBE and Green Behavior

Human resource management (HRM) is key role in an organisation to achieve strategic objectives; Millmore (2007) because HRM also helps to recruitment and selection, orientation, managing employees, maintaining good working environment and training development in order to enhance human capital. Hence HRM plays vital role for the organisation productivity. As per the Millmore (2007) shows that most of the practices can be introduced and controlled by using HRM activities of an organisation; therefore HRM green practices are really important for organisations to achieve their strategic direction and goals. According to Dumont, Shen and Deng (2016) suggest that Green HRM practices are all the activities done by HR department should in line with environmental responsibilities. On the other hand when organisation follows green HRM practices by using eco-friendly and using environmental protection activities; hence this study has focused on the factors affecting Green HR activities based on Hotel industry in Sri Lanka. In many part of the country, researcher has found many activities are done by Sri Lankan hotels against this Green HR practices and the environment. In some cases government needs to take actions and control with rules and regulations. As per the Dumont, Shen and Deng (2016) suggested that if company follows their environmental values it may easy task for the government to control the parties with taking supports each other's. On the other hand OCBE activities mainly depend with voluntary employee engagement for OBCE activities   . In addition employee behavior mainly depend on the HR activities of organisations follows . (Paillé &Boiral, 2012) has suggested that company follow better organisational activities to change their employee physiological aspect and their attitudes towards OCBE factors, employee are getting engage with OCBE activities voluntary. Hence under this study researcher has identified research issue related to the factors of Green HR practices and how efficiency use Green HR practices in order to gain values for the organisational and the society. In this study researcher has selected Colombo and Galle as geographical areas because under the tourism industry researcher can find many different category hotels in Colombo and Galle and also as per the Sri Lanka travel (2019) both cities are very important for the tourism.

In this study mainly identified the factors on green HR practices as per the concept of OCBE, in this study mainly link with HR practices of recruitment, training and performance. Therefor during this study researcher has identified HR practices as independent variables and OCBE as dependent variables. Therefor researcher will identify about green HR practices under the green recruitment, green training and green performance.

As per this study, researcher has mainly identified the extra role of OCBE factors under the green practices. Green practices are important aspect for the each individuals and organisations to protect their

environment. As per the initial observation, researcher has found that hotel industry has taken different benefits and advantages from natural resources as competitive advantages. However, they have focused on lack of contribution for the environmental protection as major task under their activities. On the other hand, researcher has identified lack of articles related to the different roles related to the OCBE practices under the Green Focus. Therefore, this study supports them to fulfill the entire practical and theoretical gap through the better study of extra roles of OCBE based on hotel industry.

1.3 Problem Statement

In this report mainly concern about identify the factors that effect on green HR practices under the hotel industries in Sri Lanka. According to the many theories suggested that Green HR practices are supported for organisational sustainability. (Dumont, Shen and Deng, 2016) On the other hand, Hotel industry needs essential concern about environment than other business entities. However when considering hotel industry activities researcher can't understand and find any satisfactory level for control soil erosion, environmental pollution, prevent sea and natural resources. When considering hotel industry in Sri Lanka, Sri Lanka has many environmental difference advantages within short travels; based on this advantage Sri Lanka have beach hotels, hill hotels, jungle hotels and many adventure focus hotels. (Srilanka.travel, 2019) Hence each and every hotel based on natural resources and traditional resources, so hotel has responsibility to protect natural resources and invest for develop natural resources under the green concept. In order to develop Green HR practices organisation needs deal with OCBE activities with their employees. Boiral and Paille (2012) suggested that OCBE activities mainly depend on employee engagement for these activities and no one couldn't force into that activities. Employees need to voluntary engage with OCBE activities effectively. In this stage organisation can change their employees behavior patter by using HR practices and HR strategies. However, in practically researcher has found lack of knowledge about factors of Green HR practices, practical application of Green HR practices and actual performance under the Green HR practices in Sri Lankan Hotel industry. These factors are highly impact for employee engagement for OCBE factors in order to achieve organisational objectives under the OCBE. In many part of the country, researcher has found many activities are done by Sri Lankan hotels against this Green HR practices and the environment. In some cases government needs to take actions and control with rules and regulations. As per the Dumont, Shen and Deng (2016) suggested that if company follow their environmental values it may easy task for the government to control the parties with taking supports each other's. However, it is hard to find out related researchers with related to Sri Lankan context. Therefor due to the aforesaid practical theoretical and empirical gaps this study mainly focuses to identify the effect of Green HR practices on extra role behavior.

1.4 Research Questions

The researcher has identified the following questions as research question under this study,

- Is there any impact of environment performance on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka?
- Is there any impact of green training on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka?
- Is there any impact of green recruitment on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka?

1.5 Research Objectives

1.5.1 General Objective

To identify the impact of green HR practices on organizational Citizenship behaviour towards environment

1.5.2 Specific Objectives

- To investigate the impact of environment performance on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka
- To Identify the impact of green training on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka
- To assess the impact of green recruitment on organizational Citizenship behaviour towards environment in Hotel industry in Sri Lanka

1.6 Significance of this study

This study mainly related with Green HR practices and how effectively organisation can engage their employee on OCBE activities. In addition, this research work mainly helps for the parties who are working in Human resource management activities in an organisation. In this report shows the factors of green HR practices under the hotel industry in Sri Lanka. Most of the hotel management needs to understand the Green HR practices in order to achieve strategic objective in an organisation. Hence all the top level management should concern about Green HR practices, therefore in this report helps them to understand green HR practices. On the

other hand, in this report helps future research developers under the HRM and green policy producers. In addition, this report also helps for the organisation strategy developers to make their best objectives under the Strategic Human Resource Management (SHRM) in line with Green HR practices. In this stage, these activities mainly affect to the environment and this report mainly help to the society to develop good environment and good surrounding with environmental pollution inside in Sri Lanka. In addition, these OBCE activities mainly help to the Sri Lankan economy to minimise their additional cost to maintain environment and managing wastage unnecessarily. Finally researcher has found that this report also help for politics to making policies effectively and do more with engaging society and other external factors.

II.   LITERATURE REVIEW

2.1 Green Human Resource Management (Green HRM)

Green HRM can be defined as all the activities that help to environment and eco-friendly which are controlled by the human resource management(Chaudhary, 2018) On the other hand Green HR describes about the promotion of human resource activities related to the environment and to line with sustainability of the business. Most of the HRM suggested that managing people and organisational resources are important factor for many organisations to create their organisational values and norms. Organisational strategic objectives are clearly important for organization direction and in order to achieve organisational mission and vision. According to Darwish (2014) describes that Green HRM is all the HR activities that can perform through the objectives of environment protection and eco- friendly background. On the other hand Brunel (2019) has described that Green HR is policies, practices and systems are simulated with environmental factors, green behaviors with environmental approaches. According to Yadav (2017) argued that Green HRM can be used as a weapon for gain competitive advantages to face competition in the market; Green HRM focus different perspective and it has been driven into strategic direction of the company. Human resource management plays vital role for the company when taking actions and controls of requirements and selection, training and development, rewarding systems and employee performance appraisal. Green HRM has focused to facilitate their HR practices and action with environmental focus (Dubey &Verma, 2018) According to Dumont, Shen & Deng (2016) describes that green recruiting and hiring, green training and development, green rewards and green incentives are important roles under the Green HRM. As per the Dumont, Shen & Deng (2016) observed that green HR activities are supported with HRM practices that improve employee environmental adoption of green workplace performance, well performed green HR practices and policies are important for organisational competitive advantages, green HR practices helps to develop employee green awareness, skills and performance.

2.2.1 Environmental Performance

According to Winkler, König&Kleinmann (2013) describes that successful environment management is needed successful policies and principles under the better human resource management system. In addition Kumar Singh (2010) describes that effective organisation Green HRM systems may help to support the whole execution and preservation of environmental management systems in the organisations. In additionAlZgool (2019) described that green recruitments, green management, green training and development, green performance appraisal, green compensation and reward systems are main functions under the Green HRM function in an organisation. Green HRM mainly helps to develop green objectives in an organisation. On the other hand,Kurapatskie&Darnall (2012) suggested that planet is main factor and environment is important task when taking decisions and actions related to sustainability of the business. Sustainability is long term direction for all the business activities and this concept can be derived for decide long term and concreate background for the business activities. On the other hand human capital is main concept and principle for organisational productivity. Hence Green HRM plays important role to enhance human capital of organisational staff members by using different kinds of environmental and eco-friendly activities.

2.1.2 Green Training

In addition ArianiWulansari, SetyoWitiastuti&Ridloah (2018) described that Green employee may help to develop employee motivations and engagements, create competitive advantage for competition, reduce labour turnover and improve health of workforce. In this stage, the researcher has identified that green trainings plays important role under the green HRM. Also he has further described that Green HRM needs to focus on organisation performance and management system, training and development, employee involvement, pay and rewards system and performance. On the other hand Shaban (2019) has describes that challenges for Green HRM. This is important to understand all the challenges and barriers of Green HRM practices and Green HRM concept. Environmental issues and aware of environmental based on the level of activities that performed by the organisation, the lack of awareness of environmental factor is main challenge for Green HRM. In this stage organisation needs both employee attention and management attention on Green HR activities and practices.

2.1.3 Green Recruitments

On the other hand Santos, Lannelongue& Gonzalez-Benito (2019) describe that Green HR objectives and activities are not directly link with business operational activities and it has indirect impact for organisational objectives and sustainability in long run. Hence both parties fail to pay their full attention on Green HRM due to busy work schedule with operational activities and practices. In a competitive business world every organisation needs to concern earning profits and maximized profits by increasing sales volume. Hence every organisation needs to focus on their practices and activities to achieve fundamental and primary objective of an organisation under the green recruitments. In this stage Green HRM activities has less focus and attention with other primary objectives. In order to prevent these challenges about Green HRM can be minimized and avoid through the activities of the management and activities of Green HRM practices (Santos, Lannelongue& Gonzalez-Benito, 2019) In this stage organisation needs to focus on Green HRM practices and focus on green work life balance. Better monitoring system, good standards of environment, environmental protection policies and rules are highly impact for minimized challenges of Green HRM. These activities are much needed and important for organizational development and in order to achieve long run sustainability. On the other hand Yadav (2017) suggested that management should be aware of importance of Green HRM and they should direct their employees by allocating enough resources on Green HRM activities and management should provide targets and standards under the Green HRM.

2.2 Organizational Citizenship Behaviors Environment (OCBE)

OCBE is main framework and aspect to control green HRM and greening to the organisation, many articles have been described about OCB is main tool for control organisation and employee performance (Bishop, Govindarajulu& Daily, 2017) OCB can be defined in many ways and many perspectives that help to control employee voluntary. OCB mainly discuss with the ability of voluntary activities from organisational employees. On the other hand Tuan (2019) has mentioned that OCBE can lead employee green performance OCBE mainly measure the employee engagement for green activities by organisational employees, according to Ramus and Killmer (2007), corporate greening behavior denoted as unrewarded and general scarification of existing employees for corporate welfare and other environment related activities. He has also mentioned that as results of main commitment in an organisation employee don't give any priority for these kinds of green activities under due to high pressure for operational activities with organisational objectives. As an solution of that Min, Ha & Kim (2015) mentioned that green responsibilities should documentation with employee job descriptions as a compulsory activities since green activities are highly impact for the long term organisational sustainability. On the other hand Connolly &O'shea (2015) OCBE activities and operational results neither has impact for direct reward system and motivational benefits by organisational management. These factors are highly impact for the lack of contributions for voluntary activities. According to Salanova, Lorente, Chambel&Martínez (2011) has identified that OCBE factors and activities are highly affected to the organisational performance as well as employee performance of the company.

2.2.1 Strategic focus of Green Activities

On the other hand (Boiral&Paillé, 2012) has described that organisational values, vision mission and organisational objectives are highly impact to the organisational performance and OCBE. According to Garcia (2017) identified that personality traits and leadership styles also has positive impact with OBCE. Also Gladisa&Susanty (2018) has described that OCBE factors and activities highly affect for the organizational long term objectives and also OCBE can perform and develop employee skills, attitudes and employee performance. OCBE mainly in line with the voluntary support of the employee and how they voluntary engage with OCBE activities, there is a positive correlation between physiologically ownership of individuals and propensity to engage in OCBE. He has further described that there no any evidence for the relationship between physiological aspect and the engagement in OCBE. Most of the time social exchange theory and physiological ownership theory will be used for the analysis in employee engagement in OCBE (Popli& Rizvi, 2017) The following figure shows the relationship between associated theories with OCBE
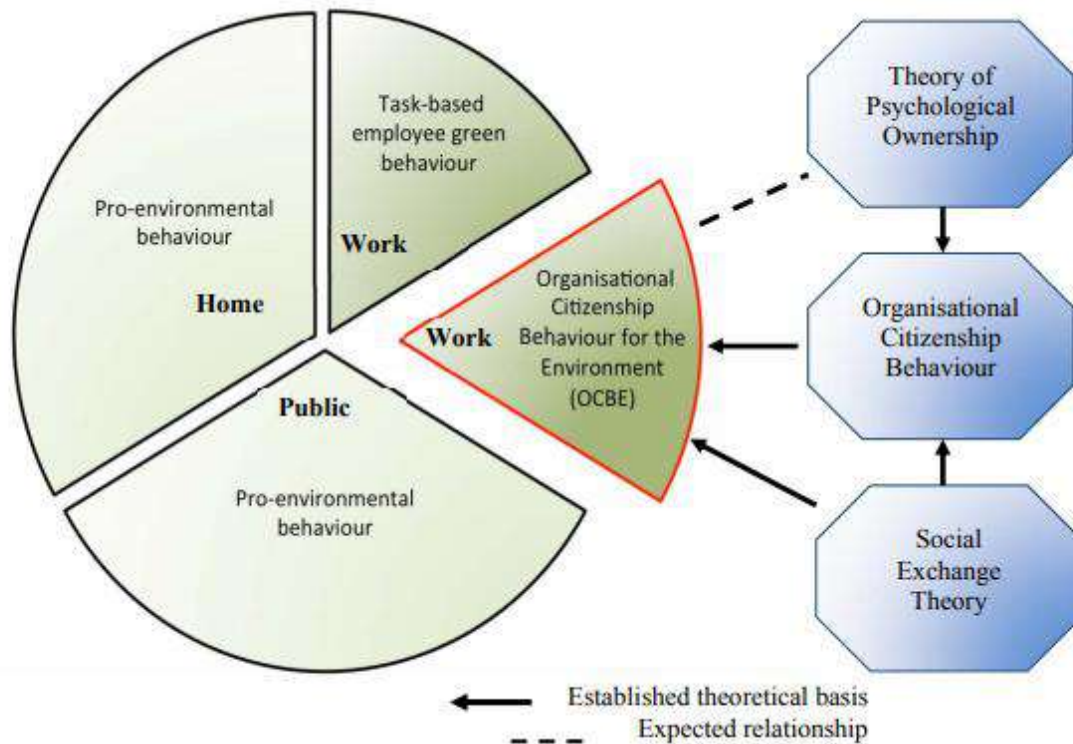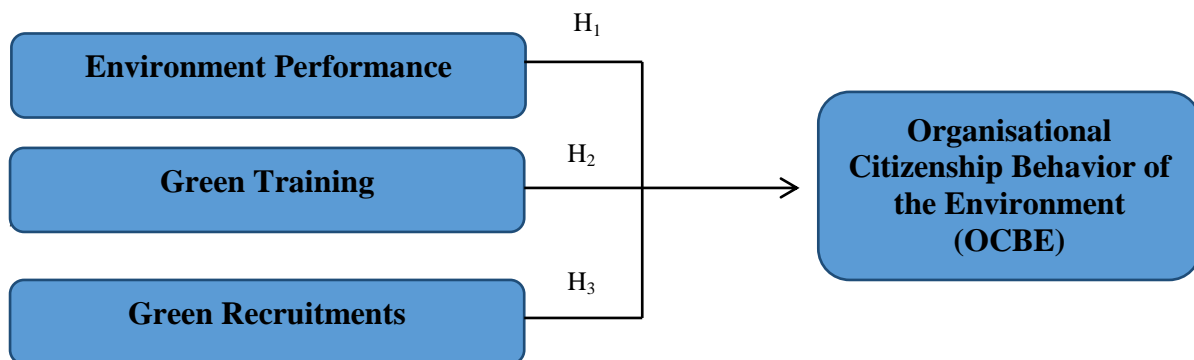.

Figure 01: Theories with OCBE
Source: (Makhdoom& Hussain, 2016)

According to Anjum, Sabir, Makhdoom& Hussain (2016) suggested that organizational citizenship behavior environment kind of extra role behaviors for current employees in an organisation; as per the roles and responsibilities can be summarised and assigned from employee job description as per the HR practices. In this stage OCBE plays with indirect role and responsibility at work (Janadari, Subramaniam, ChuahChin,2018). Hence OCBE can be categorised as extra role behavior of employees. In additionHericher, Raineri, Mejia &Paillé (2017) has suggested that organisation needs to set proper HR practices and other strategic objective and direction to perform well established OCBE activities and in order to achieve long term objectives under the OCBE. Hence the researcher has found many challenges for OCBE due to not a direct responsibility of employees and it is very difficult engage employees with their other operational work. According to Andreas Boes& Tobias Kämpf (2010) has mentioned that every organisation has bulk of work and they have many kinds of pressure to gain more profits, compete with their competitors, gain competitive advantages and most of the every employee are working with numbers to increase profitability of this organisation. In this stage organisation has real challenge to take employee commitments for OCBE. Howeverorganisation needs OCBE as mentioned beginning of this study, then organisation needs to focus on better solution on actions to promote OCBE activities within the organisation. In this stage Khoreva&Wechtler (2018) mentioned that Green HR practices are highly important and value for take engagement of their employees in OCBE; furthermore he has suggested that OCBE can be used as motivational technique, performance evaluation techniques and employee satisfaction techniques in a strategical way by giving targets and facilities, promotion through the green employee performance. OCBE effectiveness and efficiency mainly determine by organisational management support systems and the propensity of employee engagements in OCBE. In order to develop OCBE within the organisation, they can assign OCBE tasks on employee job descriptions and their job performance appraisal. Ongoing training and development programs, employee engagement programs, reward systems and performance evaluation, proper recruitment and selection process may already help for the better planning of OCBE within the organisation.("Increasing Employee Engagement in Organizational Citizenship Behaviors Within Continuous Improvement Programs in Manufacturing: The HR Link", 2018) In this stage both organisation and employee should have better commitments and time consume for extra role behaviors, Shafiq (2009) suggested that extra time allocation may also depend with employee engagement and relationship with each employee with management and their rewarding systems.Roberto Lozano & Franco (2015) mentioned that most of the time organisation should take focus and management should direct for OCBE, Wable (2017) argue that welfare society and employee union are helpful for the OCBE and on the other hand organisation needs to

give support for their activities and should take controls within the organisational internal environment to avoid disadvantages through the welfare societies and employee unions.

03. Conceptual Framework

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┌──────────────────────────────┐         H₁
│   Environment Performance     │
└──────────────────────────────┘
                                          ┌─────────────────────────┐
┌──────────────────────────────┐   H₂    │     Organisational       │
│       Green Training          │ ──────▶ │  Citizenship Behavior of │
└──────────────────────────────┘         │     the Environment      │
                                          │         (OCBE)           │
┌──────────────────────────────┐   H₃    └─────────────────────────┘
│      Green Recruitments       │
└──────────────────────────────┘
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3.1 Research Hypotheses

H_1: There is impact of environment performance on OCBE activities in order to achieve extra role behavior in Hotel industry in Sri Lanka

H_2: There is impact of green training on OCBE activities in order to achieve extra role behavior in Hotel industry in Sri Lanka

H_3: There is impact of green recruitment on OCBE activities in order to achieve extra role behavior in Hotel industry in Sri Lanka

III. RESEARCH METHODOLOGY

Research philosophy is the assumptions and viewpoints about the research methods and it is the basis for the research strategy (Saunders et al., 2009). Research philosophy is developed with the knowledge and it emphasizes on how data are collected, analysed and used. Where the most of the researches are based on three main research philosophies. They are positivism, realism and interpretivism. Positivism research philosophy is under the main idea that science is the only available method to solve problems as the systematic methods are followed in the research scientifically. The data collection under the positivism philosophy is highly structured and focused on the large samples. Positivism research philosophy is suitable for the study since the data collection methods and survey methods have been used in this study The main data analysis methods as quantitative measures also were used.According to Parasuraman et al., (1988), there are main two approaches where most of the researches are based on such as deductive approach and inductive approach. Deductive approach supports to identify researcher objectives and questions using existing theoretical concept like hypothesis theories. This method supports to evaluates the whether the developed hypothesis is accepted or rejected. Hence, the research is deductive in nature.Research design supposes to identify research problem in logical manner and researchers need to have a clear understanding of these research designs in order to adapt one for their studies. Exploratory, explanatory and descriptive are main three designs available in the academic field. According to Creswell, J. (2003), exploratory design method not used to statistical data for analysis research problem because they focus to develop research in future without target only this research. Explanatory research design is supporting to identify two variable and it's relationship according to this research. Independent and dependent variables are analysed conceptualizing the identify factors affect to determine green extra role behavior in hotel industry.Research strategy is an important element in the research methodology. Research strategy is the mechanism of achieving the research objectives to address the research questions (Remenyi et al., 2003). There are various research strategies available for the research studies. They are survey, case studies, action research, experiments, ethnography and grounded theory. Survey is a research strategy which allows the researcher to collect the data from large number of participants. Survey research strategy is suitable for the study since researcher has conducted a survey to gather information: the factor of Green HR practices are analysed in this study since this is in line with the deductive research approach.

Data collection is the process of fulfilling the needs of data as the inputs to include in the research process to get the expected results (Saunders et al., 2003). There are two types of data, namely, primary and secondary data and the data collection methods are also based on these two types of data. Primary data are collected in this study through questionnaire. Secondary data are also the inputs for the studies, which are previously acquired and used by others. The main data collection methods available for secondary data are

journal articles, books, magazines, newspapers and annual reports in both electronic and printed forms and the internet and websites.

4.1 Sampling Method

Population is the complete set of people or elements with similar characteristics in the research area and sample is the identified sub set of the population which share similar characteristics to represent the population (Denzin and Lincoln, 2011). Sampling can be done based on two methods such as probability sampling and non-probability sampling. Probability sampling allows all the people in the population to be selected in the sample based on equal opportunity concept. Non-probability sampling is the method of identifying the sample as per the researcher's own preferences. In this study the researcher had convenience the employees to take part in the survey 75 employees were selected as the sample by using simple random sampling method.

4.2 Reliability test

Reliability test is important test under the check and measure reliability scale in this data collection level. In this stage, Cronbach alpha value is the best estimation for measure reliability of collected data through the survey study. In this study researcher has identified mainly four variables as employee performance, green training, green recruitment and Organisational Citizenship Behavior Environment (OCBE). The following table shows Cronbach alpha value for all the variables under the reliability test. Quansah (2017) mentioned that if Cronbach alpha value is greater than 0.7, researcher can pass reliability test under the data gathering for each variable.

Table 4.1: Coefficients of Cronbach Alpha

Variable	Cronbach Alpha	Accept/Reject
Environment Performance	.715	Accepted
Green Training	.873	Accepted
Green Recruitment	.951	Accepted
Organisational Citizenship Behavior Environment (OCBE)	.788	Accepted

Source: (Research Data, 2020)

The above table mentioned about coefficient of Cronbach alpha for employee performance, green training and green recruitment as independent variables. All the coefficients were above from 0.7, which mean all the variables under the independent variables have data reliability for further analysis. In addition, OCBE has 0.788 coefficient value under the Cronbach alpha, hence it has also reliable under the reliability test.

4.3 Validity Test

Validity test is important test for measure data validity of identified data set of this study, in this case, researcher has identified KMO and Bartlett's test for measure validity level of each variable in this study (Witkovský, 2019). The following table shows validity test coefficient under the KMO and Bartlett's test.

Table 4.2: Coefficients of KMO and Bartlett's test

Variable	Coefficient of KMO and Bartlett's test	Sig.
Environment Performance	.534	.000
Green Training	.519	.003
Green Recruitment	.509	.013
Organisational Citizenship Behavior Environment (OCBE)	.599	.002

Source: (Research Data, 2020)

According to above, table shows all the KMO and Barrett's test coefficients are more than 0.5, which mean all variables can be accepted and all the data collection and data were accurate & accepts for further analysis. This situation is very important for analysis data and uses these for further research analysis.
Correlation Analysis
Correlation analysis is important identify the correlation between variables; during this study researcher has identified main four variables as independent and dependent variables (Saraei et al., 2018). Pearson correlation analysis has been identified for identify correlation between variables.

Table 4.3: Correlation table

		Environmental Performance	Green Training	Green Recruitment	Organisational Citizenship Behavior Environment
Environmental Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	100			
Green Training	Pearson Correlation	.057	1		
	Sig. (2-tailed)	.004			
	N	100	100		
Green Recruitment	Pearson Correlation	-.030	.140	1	
	Sig. (2-tailed)	.007	.005		
	N	100	100	100	
Organisational Citizenship Behavior Environment	Pearson Correlation	-.158	.156	-.145	1
	Sig. (2-tailed)	.016	.001	.000	
	N	100	100	100	100

Source: (Research Data, 2020)

As per the above table shows there was positive correlation has been identified between green training and environment performance which was 0.057 and it has significant ($.004 < 0.05$). Green recruitment and OBCE has negative correlation with employee performance as -.030 and -.158 respectively and significant as $.007 < 0.05$ & $0.016 < 0.05$ respectively. In addition, researcher has identified positive correlation of green recruitment and OCBE with green training values were .140 & .156 respectively and significant $0.005 < 0.05$ & $.001 < 0.05$ respectively. Finally, researcher has identified negative correlation with OCBE and green recruitment was -.145 and significant as $0.000 < 0.05$.

4.4 Multiple Regression Analysis

Multiple regression analysis is the main analysis of this study. During this study researcher has identified environmental performance, green training and green recruitment as independent variables and OCBE as dependent variable. Therefore, researcher needs to use multiple regression models in order to find the relationship between independent and dependent variable. The following table 4.7 shows the relationship between the model and dependent variable.

Table 4.4: Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688[a]	.583	.054	.15945

a. Predictors: (Constant), Green Recruitment , Environmental Performance , Green Training

Source: (Research Data, 2020)

According to table 9, R value shows the relationship between model and dependent variable. As per the model summary shows R value was 0.688, shows positive impact and strong relationship of model with OCBE during this multiple regression model. In addition, R Square shows that the model explains 58.3% of variation in time.

Table 4.5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
			ANOVAᵃ			
1	Regression	.221	3	.074	2.894	.039ᵇ
	Residual	2.441	96	.025		
	Total	2.662	99			
a. Dependent Variable: Organisational Citizenship Behaviour Environment						
b. Predictors: (Constant), Green Recruitment , Environmental Performance , Green Training						

Source: (Research Data, 2020)

ANOVA table is important for identify the overall model significant level and it has mentioned that 0.039, which was less than the standard value of 0.05. Confidence level is important under the multiple regression analysis, which was 95%; therefore, significant value should less than 0.05 to accept this model as significant. Hence, this data set has significant of standing on 95% confidence level.
The following table 4.9 shows coefficient values of multiple regression analysis which shows the relationship between independent variables and dependent variable. Table 4.9 shows the relationship between environmental performance, green training and green recruitments.

Table 4.6: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	4.502	.319		14.129	.000
	Environmental Performance	-.089	.050	-.174	-1.780	.018
	Green Training	-.105	.054	-.191	-1.928	.007
	Green Recruitment	.133	.074	.177	1.789	.007
a. Dependent Variable: Organisational Citizenship Behavior Environment						

Source: (Research Data, 2020)

Multiple regression analysis always shows the liner relationship between independent variables and dependent variable. According to coefficient values shows (B values) positive or negative relationship between independent and dependent variable. The following equation is important for identify the relationship between dependent variable and independent variables.

$$Y = a + X_1 + X_2 + X_3 + \beta$$

Y = Dependent Variable (Organisational Citizenship Behavior Environment)
a = intercept
X_1 = Environmental performance
X_2 = Green training
X_3 = Green recruitment
β = error term
The following equation shows the liner relationship with green practices with OCBE,

$$Y = 4.502 -.089 X_1 -.105 X_2 + .133 X_3 + \beta$$

According to above equations shows negative and positive relationship between independent and dependent variable; there are two main variables have negative relationship between independent variables and dependent variables such as environmental performance and green training. As per the respondents shows that there was negative relationship between environmental performance and OCBE. According to B values of environmental performance shows -0.089, this was negative, impact for the OCBE. Hence hotel industry should focus on develop practices under the environmental performance. In addition, there was negative relationship between green training and OCBE. According to coefficients table shows -0.105 that was negative relationship

between green training and OCBE. In addition, researcher has found that 0.133 coefficient value for green recruitment; which mean positive relationship between green recruitment and OCBE.

IV. CONCLUSION

According to regression, output shows significant value for all the variables. Therefore, researcher has identified significant impact of all the independent variables with dependent variables in this study. Multiple regression analysis shows environmental performance, green training have negative relationship with OCBE. In addition, there was positive relationship between green recruitment and OCBE. This study aim is the identify the different factors to determine extra role behavior in hotel industry. As per the research objectives, the researcher has identified main three factors related to the extra roles behavior under the green focus of performance, training and recruitments. In this stage, the researcher has mainly identified main three-research hypothesis related to the main three factors associated with main three extra roles in order to find the impact on OCBE. As per the research methodology, the researcher has focused positivism research philosophy, deductive research approach, survey research strategy and qualitative research method by mix approaching with quantitative conversion by using Likert Scales. In this stage, there are 75 employees have been identified as sample selection of this study in order to collect primary data related to this study. As per the research findings, researcher has identified balance gender base, young age group of sample members, dissatisfied green HRM practices of organisation under the demographic factors. In addition, the researcher has identified data validity and data reliability of this study by focusing KMO & Bartlett's test and Cronbach Alpha Test. According to the environmental performanceparticipants have negative impression for reduced wastes and emissions from operations, reduced the environmental impacts of its products/service, reduced environmental impact by establishing partnerships, reduced purchases of non-renewable materials, chemicals, and components. As per the training activities under the green focused supports for negative impression of their target employees by using lack of training and development activities under the hotel industry. However, researcher has found positive feedback for the green recruitments; hence, organisation uses positive practices of green recruitment under their green HRM activities. In addition, the researcher has identified positive feedbacks associated with OCBE factors under the employee commitments on OCBE activities. As per the correlation, analysis shows significant impact of independent variables on dependent variable. In case, researcher has identified negative correlation between environmental performance and OCBE with significant level and there was negative correlations has been identified between green recruitments with OCBE. In addition, researcher has identified positive correlation between green training and OCBE. Therefore, researcher can accepts the entire alternative hypothesis with the impact of green HRM factors on OCBE.

On the other hand, researcher has identified objectives related to the green HRM factors and OCBE under the different activities. In case, researcher has identified relationship between green HRM factors with OCBE. As per the multiple regression outputs support that to identify negative relationship between environmental performance, green training on OCBE. In addition, there was positive relationship between green recruitments on OCBE.

V. RECOMMENDATIONS

As per the research study, researcher has identified negative relationship between environmental performance and green training on OCBE. Therefore, researcher has additional understanding and suggestion related to the environmental performance and green training activities. Hence, the following recommendations are important for study as key highlights of this study,
- Organisation should concern about waste management practices and government should take better activities for avoid waste and emissions
- Organisation develop operational activities to protect environment and apply green activities along with their service
- Reduce purchase on non –renewable materials, chemicals, and components.
- Provide proper training and development activities under the green training
- Identified performance evaluations tools related to the environmental training and activities
- Adequate evaluation of employees' performance after environmental training

VI. RESEARCH LIMITATIONS

When develop research, should have faced some limitation, which cannot be, avoid during the research. Most of the time, researcher not get enough time and resources to develop research in academic purpose. Therefore, they need to select small sample size as participant of the data collection and limited time available to gather data from participant. It is impact to reduce accuracy and effectiveness of the final output because researcher can increase effectiveness of the research output by get large sample size. Most of the researchers select questionnaire as data collection method of the research considers low cost and limited time

duration but there are several advantages. Researcher cannot find some information through questionnaire such as employee's facial expressions etc. Sometime researcher tries to distribute questionnaire through email or another communication media. Then researcher need to waiting long time for employee response because some employees are following very busy schedule and they check email within long time. Hence, researcher should remind to the participants who do not respond for questionnaires. researcher can't force participant to gather data which need to research. All participants have freedom to decide whether they can participate the study or not. Sometime researcher needs to wait long time to get participant feedback for questionnaires but researcher has not permission to force participant to get immediate action. Another limitation is employees not understand what the researcher asked. Language problems are mainly impacted to research so researcher should use mother language to develop questionnaires. The researcher cannot use large sample size to gather data due to high cost and limited time duration. And primary data mainly support qualitative data analysis but researcher need to use both qualitative and quantitative analysis to develop the research. So those limitations are impacted to analysis identify factors affect to determine green extra role behavior in hotel industry. During this study, researcher do not focused about any pilot study associated with this study, therefore it has also identified has major limitation of this study.

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