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STUDY OF MODERATING EFFECT OF INCOME IN FORESEEING GREEN BEHAVIOR IMPACTING PERFORMANCE MANAGEMENT

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ABSTRACT

Researchers in the field of organizational science have paid a lot of attention to the impact that "green behavior," or concern for the environment, has on performance management. In order to further understand this connection, our research will focus on the moderating effect of financial status. This study tests the fundamental premise that the effect of environmentally responsible behavior on performance management outcomes changes with income level.

Organizations increasingly prioritize "green" behavior, which includes things like recycling, conserving energy, and other eco-friendly practices, in an effort to better the environment. Concurrently, the success of an organization depends heavily on performance management, which entails evaluating and improving workers' output on the job. The relationship between these two concepts is yet ripe for exploration.

Because of the ways in which one's financial situation might affect their drive, objectives, and opportunities, income appears as a potentially moderating influence. The green lifestyle may be seen as a status symbol by the wealthy, who may choose to participate for reasons other than concern for the environment. The correlation between environmentally friendly actions and positive results may be weaker for those of lower socioeconomic status due to the barriers they may experience in taking them up.

Surveys method was primarily used as part of strategy to delve further into these dynamics. Employees from banks and income brackets shared their experiences with and perspectives on performance management's impact on their green behavior involvement, income, and perceptions of effectiveness. Regression methods were used in the quantitative study, which looked at the connection between environmentally conscious actions and performance management as well as their interaction with financial status.

These results provided partial confirmation of the mediating function of money in the green behavior-performance management nexus. A possible "greenwashing" tendency motivated by worries about one's social standing may explain why there was a reduced correlation between green behavior and performance results among high-income people. However, there was a higher positive link among those with lower incomes, which may indicate that their green behavior is motivated by real environmental concerns and the desire to succeed in performance management as a compensating strategy.

These tendencies were repeated in qualitative data, which provided insight into how different income levels affect the perception and implementation of green behavior in the context of performance management. The intrinsic value of green behavior was underlined more by low-income individuals, whereas the performative features were emphasized more by high-income ones.

Results of this study show that green behavior impacts performance management and income does have a moderating effect on performance management.

Keywords: *Green behavior, Performance management, Income moderation, Environmental consciousness, Socio-economic factors*

Introduction

In the contemporary and dynamic business environment, there is a growing acknowledgement among organisations of the significant influence that environmentally conscious behaviour has on the management of performance. The concept of "green behaviour" comprises a broad spectrum of environmentally sensitive practises, including the sustainable use of resources, the production of eco-friendly products, and the responsible management of trash. In light of the urgent environmental issues faced by the international community, such as climate change and resource depletion, the incorporation of environmentally friendly practises into performance management methods has become a crucial need.

Historically, performance management has been centred on the evaluation and monitoring of key performance indicators (KPIs) like as profitability, productivity, and market share. Nevertheless, there is a noticeable change in the paradigm as sustainability emerges as a crucial component of business strategy. Green behaviour extends beyond just adhering to environmental standards; it encompasses a proactive dedication to diminishing ecological footprints and cultivating a culture of sustainability within an organisation.

The incorporation of environmentally conscious practises into performance management systems is indicative of a more widespread recognition in society about the interdependence between company operations and ecological welfare. Organisations that adopt sustainable practises not only avoid risks related to environmental rules but also attain significant advantages in terms of cost reduction, greater brand recognition, and improved staff morale.

This study aims to examine the interconnectedness between environmentally conscious behaviour and performance management, exploring the many dimensions of this association. This study aims to analyse the integration of environmentally aware efforts into the performance measures of organisations. It will explore the obstacles encountered during this process and the possible benefits that may be obtained by effectively aligning sustainable practises with strategic goals. In addition, our study will examine case studies, exemplary approaches, and developing patterns that provide insights into the significant impact of incorporating sustainability into performance management frameworks. In a contemporary period characterised by the need rather than the choice of environmental responsibility, comprehending the significant influence of environmentally conscious actions on the management of performance is not just crucial, but also confers a competitive edge.

The influence of revenue as a moderating factor on the relationship between green behaviour and performance management is a subject of considerable scholarly interest within the contemporary business environment. The importance of comprehending the effect of individual income levels on workers' involvement in green behaviours and its subsequent impact on performance management cannot be overstated, particularly as organisations continue to embrace ecologically friendly practises. The subject matter of this discussion explores the complex relationship between economic variables and environmentally conscious behaviours in the context of the workplace.

The investigation of this moderating impact entails an exploration of whether increased earnings are associated with increased engagement in environmentally friendly efforts, or whether they instead motivate people to prioritise financial gains above sustainable practises. Moreover, it is important to examine the impact of income level on the extent to which green behaviours have a beneficial effect on performance management measures, including productivity, work satisfaction, and organisational commitment.

Through the exploration of these intricacies, scholars and professionals can cultivate sophisticated approaches to cultivate environmental awareness among workers from diverse socioeconomic backgrounds and enhance the congruence between environmentally-friendly initiatives and systems for managing employee performance. These insights possess the capacity to propel organisational sustainability initiatives while fostering fair results for workers, irrespective of their pay brackets. Hence, this particular field of study resides at the convergence of environmental sustainability, human resource management, and organisational success, presenting a prospective pathway for both scholarly investigation and pragmatic application.

Literature Review

Hoffman, A. J. (2001). traces how market, social, and political pressures drive corporations to respond to environmental issues, analyzes the cultural frames that organizations use to come to terms with these external influences, and describes the resulting changes in organizational culture and structure. An article by Montiel, I. (2008). compares and contrasts several definitions of corporate social responsibility (CSR) and corporate sustainability (CS) across time to highlight areas of both distinction and similarity. There is no apparent difference between CSR and CS in the management literature; both phrases are used to refer to social and environmental management challenges. To begin, the author provides a quantitative analysis of the number of CSR and CS-related publications appearing in both broad-ranging and niche management periodicals. Second, to distinguish between CSR and CS, the author provides a summary of relevant terminology. Finally, the author suggests ways to improve cooperation between researchers who investigate CSR and CS concerns in order to redefine a field that is undergoing fast change. We hypothesized, using the resource-based perspective of the company, that environmental performance leads to improved economic performance, and that this connection is moderated by industry growth, with greater returns to environmental performance in fast-growing sectors. Using independently produced environmental evaluations, we analyzed 243 organizations over the course of two years to explore these predictions. According to the data, "going green" is profitable, and this correlation grows as industries expand Russo, M. V., & Fouts, P. A. (1997). Christmann, P. (2000). Stated that environmentally Responsible Manufacturing (ERM) refers to a proactive management strategy that involves the incorporation of environmental practises into a company's decision-making processes. This study aims to conduct a comprehensive analysis of existing scholarly works in order to discover the first significant aspects of the taxonomy and thereafter explore the evolution of these dimensions through time. The primary advantage of this technique is in its ability to facilitate scholars in cultivating a comprehensive understanding of the principal themes encompassing a substantial body of information that spans over many decades. Bansal, P., & Roth, K. (2000). Found out the 3 drivers: competition, legitimacy, and environmental responsibility. Field coherence, problem relevance, and personal concern were three contextual elements that affected these motives. impact of a company's environmental strategy selection on the performance of the environment and the economy. The data reveals a greater favourable correlation between environmental sustainability and many measures of economic success for companies that prioritise shareholder value Wagner, Marcus & Schaltegger, Stefan. (2004).

Wang etal (2021). In their research examined how the perspectives of stakeholders influence the implementation of green innovation (GI) practises, and how this in turn affects both environmental and organisational performance (OP). Additionally, the study intends to explore the potential moderating role of innovation orientation in this relationship. The results of the study demonstrated a statistically significant and favourable correlation between the perspectives of stakeholders and their perceptions of Green Infrastructure (GI) practises. A significant correlation has been observed between gastrointestinal (GI) practises and environmental and occupational health outcomes. The study revealed a statistically significant negative moderating impact. Delmas, Magali & Toffel, Michael. (2008). In their study propose that various corporate divisions have varying levels of power, which causes its facilities to prioritise different external demands and, as a result, adopt distinct management practises. They postulate that the choices made by facility managers are more likely to be influenced by external constituencies, such as consumers, regulators, lawmakers, local communities, and environmental activist organisations, who engage with powerful corporate departments. Consequently, managers overseeing facilities that face similar institutional constraints tend to develop unique management practises that satisfy diverse external stakeholders. Study by Ambec, Stefan & Lanoie, Paul. (2008). aimed to provide a comprehensive analysis of the mechanisms associated with various channels that have the potential to enhance income or reduce costs via the adoption of improved environmental practices. There are many factors that might impact a company's competitiveness in the market. These include: (a) improved market access to certain markets; (b) product differentiation strategies; (c) the sale of pollution-control technologies; (d) effective risk management and maintaining positive relationships with external stakeholders; (e) the cost of materials, energy, and services; (f) the cost of capital; and (g) the cost of labour. In every instance, our objective is to discern the conditions that are most likely to result in a mutually beneficial outcome, whereby both environmental and financial performance are enhanced. Ramus, C. A. (2001). looked at how companies that want to do better for the environment can get their employees more interested in eco-innovation. A poll of employees shows that line managers' actions that show support make it much more likely that workers will try environmental projects. Even if a company has a policy for sustainable growth, line managers are less helpful when it comes to environmental problems than when it comes to other business issues. Environmental laws may not have much of an effect on how willing workers are to come up with green ideas.

Hart, S. L., & Ahuja, G. (1996). Pointed out that Either the idea that reducing pollution is expensive and hurts firms' ability to compete or the idea that reducing emissions makes firms more efficient and saves money, giving them a cost edge, can be backed up with evidence. In an attempt to explain this apparent contradiction, data show that efforts to avoid pollution and lower emissions drop to the "bottom line" within one to two years of starting, and that firms with the highest emission levels have the most to gain. Further Aragón-Correa, J. A., & Sharma, S. (2003). integrated perspectives from the literature on contingency, dynamic capabilities, and the natural resource-based view of the firm to show how the general competitive environment of a business will affect the development of a dynamic, proactive corporate strategy for managing the business-natural environment interface. We also explain how some aspects of the general business environment, such as uncertainty, complexity, and generosity, affect the link between a proactive environmental strategy's dynamic ability and its competitive edge. In the end, we talk about what this means for study and practice.

Aravind, D., & Christmann, P. (2011). Were of the view that. Certified firms may not fully execute standard standards to achieve desired performance results, despite the legitimacy advantages. Decoupling implementation from certification may hinder the effectiveness of certifiable standards as governance mechanisms for firms' environmental conduct, as it may not accurately communicate superior performance to external stakeholders. ISO 14001 standard implementation quality impacts facility environmental performance, with certified and non-certified facilities performing similarly. High-quality implementers have better environmental performance than non-certified counterparts. We suggest ways to improve certifiable governance mechanisms for company behavior.

In a research by Clausen, J., & Rasmussen, J. (2010). showed that most sustainability performance and company performance research has examined this link in industrialized nations. The consequence varies by culture and economy, and this connection has no general direction. Research has also seen increase in recent years. Financial performance is a proxy for corporate performance in most studies. The research gaps may be used for further research. It also suggests further empirical study on business sustainability and company success in emerging nations.

Bansal, P., & Clelland, I. (2004). Were of the opinion that companies with poor environmental legitimacy might lessen this impact by exhibiting devotion to the natural environment. Jabbour, C. J. C., & Santos, F. C. A. (2008). Were of the opinion that the interplay between human resources and organizational sustainability, predicated upon economic, social, and environmental performance, encompasses several salient dimensions pertaining to management, including innovation, cultural diversity, and the environment. The incorporation of elements derived from the triple bottom line framework culminates in the formulation of a conceptual framework that is predicated upon a strategic and pivotal stance of human resource management.

Veerasamy et al (2023). Were of the view that there was a statistically significant three-way interaction between the genetic risk score (GRS), employee green training and development (E-GTD), and employee green participation and engagement (E-GPI) in relation to employee green behavior (EGB). The results also indicate that there was a substantial three-way interaction between the Gender Inequality Index (GII), employee green performance management appraisal (E-GPMA), employee green compensation and rewards (E-GCR), which influenced the Environmental Green Behavior (EGB).

The findings of a study by Saeed et al (2018). indicated that the implementation of green human resource management (HRM) practices had a favorable impact on employees' proenvironmental behavior. Furthermore, it was observed that this relationship was mediated by proenvironmental psychological capital. The impact of green HRM practices on proenvironmental behavior was influenced by the level of environmental awareness had by employees.

A research by Wagner, M. (2010). uses panel estimate to examine business sustainability and economic performance. Tobin's q reveals that advertising intensity moderates the relationship between company sustainability and economic success. Research and development relative to business size does not moderate the connection between corporate sustainability and economic success. Iqbal etal (2023) in their study found out that a statistically significant and positive correlation between the implementation of green creative human resource practices, the level of organizational commitment, and the performance of innovation inside the business. The mediating role of green organizational commitment and the moderating role of transformational leadership have been found to have substantial impacts. Karmoker et all (2021) unveiled that Employees' green actions, both at work and outside of it, were found to be positively and significantly influenced by green HRM practices. These results imply that employees' eco-friendly actions, both inside and outside the company, are influenced by what they've experienced and learned there. It was also shown that environmental literacy played a moderating role in the relationship between green HRM practices and employees' on-the-job and off-the-job green behavior, suggesting that the positive benefits of green HRM were more pronounced in the case of environmentally concerned workers. Moon(2021). Found that when looking at the setting of green restaurants in Korea, it became clear that perceived behavioral control was the most important factor, followed by attitude and subjective norm. The results indicate the moderating effects of gender and age and provide support for the addition of prior behavior as an additional predictor. A research by Nathaniaet al (2022). shows that green HRM significantly affects productivity in the workplace. Employee performance in relation to green HRM has been shown to be moderated by factors such as perceived organizational support and green lifestyle. Xiao et al (2022). showed that Green HRM, has a direct effect on how people act. In addition to this, the link between Green HRM and employee success and eco-friendly behavior is moderated by employee doubt. Mughal et al (2022).

The study revealed that organizational commitment serves as a moderator alone in the context of recruitment and selection (R&S) and performance appraisal (PA). This implies that these variables exhibit the highest degree of influence inside the model. This study contributes to the existing body of knowledge on human resource management (HRM) techniques and their impact on performance by incorporating commitment as a moderating factor.

Gap in Literature Review

It was found that a lot of work has been undergoing in finding the impact of Green HRM or Sustainable HR Practices in organization. But mostly it was found that these studies were in manufacturing sector and some in marketing as a function. Studies on Sustainable HRM in Banks was very rare to traced. Further the moderating role of Age, Gender, Commitment etc. has been studied to find the impact of GHRM on Performance of an employee, but no study could be identified where Income has been treated as a moderating variable.

Thus in this study the researcher aims to find the moderating effect of income in predicting green behavior which is impacting performance management in Indian banks.

Research Methods

Research Design:

The current study is a cross sectional study.

Hypothesis Formulation:

The objective of the current study is To find out the impact of Employee Green Behavior on Green Human Resource Management practices.

Foe establishing the given objective following hypothesis has been proposed

H01: Employee Green Behaviour does not impact performance management in Indian banks

H02; Income has no moderation effect in impacting performance management by Employee Green Behaviour

Data Collection:

- **Sampling Frame:** A list of 10 banks (5 PSU and 5 Private) in Lucknow was compiled. Employees were contacted within the target population. This list included employees from various departments and levels to ensure representation.
- **Sampling Technique:** Random sampling method (e.g., random number generator) to select a random subset of employees from the sampling frame. It was ensured that each employee has an equal chance of being selected.
- **Sample Size:** Cochran's equation was used to calculate the sample size.

$$x = \frac{Z^2 pq}{e^2}$$

With precision level +-5%, confidence level 90%, estimated proportion .5. on calculating it was found that the ideal sample size will be 271. The researcher collected 305 out of which inconspicuous data was removed. Thus, the final sample size came out to be 300.

Measurement Instruments:

The data was collected using a structured questionnaire. The questionnaire had two sections. Section I was meant for collecting the demographic data of the respondents. Section II had questions in 5 point Likert scale to obtain data related to GHRM and GEB.

Reliability of the scale was measured using Cronbach Alpha. The scales were found to be highly reliable with Employee Green Behavior .890, Green Performance Management with .882

Variables:

The items for employee green behaviour (independent variable) are

I decided to actively participate in environmental protection at work

At work I took the initiative to behave sustainably

At work I went above and beyond what was required of me

I successfully completed the tasks I was given while being mindful of the environment

I carried out the duties outlined in my JD in an ecofriendlt manner

I carried out my responsibilities in an environmentally friendly behaviour

The items for Green Performance Management (dependent variable) are

- Does your organisation use green performance indicator in the performance management system and appraisal
- Does your organisation sets green targets goals and responsibilities for managers and employees
- In your organisation does the managers set objectives on achieving green out comes included in appraisals
- In your organisation are there disbenefits in the performance management system for noncompliance or not meeting environment goals

Moderator variable is Income which is a categorical variable with categories as less than 1 Lakhs, 1-3 lakhs, 4-6 Lakhs, 7-10 lakhs and greater than 10 Lakhs.

Data Analysis:

Regression analysis and moderation analysis was used to Assess the moderating effect of income on the relationship between green behavior and performance management by examining interaction effects.

The demographic profile of the respondents are given as

Table 1: Demographic Profile

Gender	Frequency	Percent
Male	165	55.0
Female	135	45.0
Total	300	100.0
Age	**Frequency**	**Percent**
20-25	30	10.0
26-30	77	25.7
31-45	153	51.0

Above 45	39	13.0
5.00	1	.3
Total	300	100.0
Education	**Frequency**	**Percent**
High School	18	6.0
Intermediate	38	12.7
Graduation	80	26.7
Post Graduation	131	43.7
Doctorate	33	11.0
Total	300	100.0
Designation	**Frequency**	**Percent**
lower level	91	30.3
middle level	109	36.3
upper level	93	31.0
4.00	7	2.3
Total	300	100.0
Tenure	**Frequency**	**Percent**
less than 3yrs	48	16.0
3-6 yrs	68	22.7
7-10 yrs	105	35.0
greater than 10 yrs	73	24.3
5.00	6	2.0
Total	300	100.0

H01: Employee Green Behavior does not impact performance management in Indian banks

To prove this hypothesis multiple linear regression was used. In this Performance Management is the dependent variable and Employee Green Behavior is the independent variable or predictor

For this mean of the item for performance management has been conducted. So that we can have a single variable for GPM with an average centered value.

Then multiple linear regression was conducted to check the impact of GEB on Performance management.

Table 2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.646	6	2.441	2.658	.016[b]
	Residual	269.046	293	.918		
	Total	283.692	299			

The ANOVA table (Table 1) shows that the regression model is significant, (p=.016; p<=.05).

Table 2 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.430	.328		7.406	.000
	I decided to actively participate in environmental protection at work	.001	.002	.028	.483	.630
	At work I took the initiative to behave sustainably	.017	.030	.032	.567	.571
	At work I went above and beyond what was required of me	.005	.029	.009	.159	.874
	I successfully completed the tasks I was given while being mindful of the environment	.018	.022	.046	.805	.422
	I carried out the duties outlined in my JD in an ecofriendly manner	.192	.062	.186	3.105	.002
	I carried out my responsibilities in an environmentally friendly behaviour	.071	.059	.071	1.201	.231

The coefficient table (Table 2) shows that out of all 6 the items of EGB only one is significantly impacting the performance management.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.227[a]	.052	.032	.95825

The model summary table(Table 3) shows that the R^2 value is very low (.052) which means that the EGB is very weakly impacting Performance management. The reasons behind such a low prediction strength can be:-

Inadequate Model Specification: The model may not adequately capture the complexity of the relationship between the independent and dependent variables. It could be missing important predictor variables or interactions among variables that explain more variance.

Noisy Data: The dataset may contain a high level of noise or random variation that cannot be explained by the chosen independent variables. This noise can dilute the relationship, leading to a low R-squared.

Measurement Error: Errors in the measurement or reporting of variables can lead to lower R-squared values. If the data is imprecise or contains inaccuracies, it can reduce the model's ability to explain variance.

But since the model prediction is significant thus, we can conclude that Employee Green behavior is significantly predicting Performance management.

Therefore, Null hypothesis H01 is rejected accepting the alternate hypothesis as **Employee Green Behavior impacts performance management in Indian banks**

H02; Income has no moderation effect in impacting performance management by Employee Green Behaviour

For proving this hypothesis the first step is to standardized variables for the independent variable and the moderator variable has to be generated using Descriptive statistics.

This is to be followed by a computing the moderator variable by multiplying the standardized independent variable and standardized moderator variable

Running a linear regression will show if the moderator variable has any impact on dependent variable.

Table 4 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.900	2	4.450	4.810	.009[b]
	Residual	274.792	297	.925		
	Total	283.692	299			

The ANOVA table (Table 4) shows that the regression model is significant, ($p=.009$; $p<=.05$).

Table 5 Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.651	.058		63.443	.000
	moderator	-.884	.288	-.394	-3.071	.002
	Zscore(GEB)	.368	.125	.378	2.943	.004

The coefficient table (Table 5) shows that EGB and moderator both are significantly impacting the performance management.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.177[a]	.031	.025	.96189

The model summary table(Table 5) shows that the R^2 value is very low (.031) which means that the relationship between EGB and performance management is moderated by Income.

Thus H02 is rejected, accepting the alternate hypothesis that ***Income has moderation effect in impacting performance management by Employee Green Behaviour***

Conclusion

The study concludes by showing how performance management in Indian banks is greatly impacted by employee green behaviour. Employees who diligently and sustainably carry out the tasks listed in their job descriptions make a substantial contribution to improved performance outcomes. These people show a strong commitment to sustainability, which benefits both their own performance and the effectiveness of the organisation as a whole. Employers in the Indian banking industry can increase operational effectiveness, lessen their environmental impact, and cultivate a more socially responsible corporate culture by recognising and encouraging eco-friendly practises. In order to achieve long-term prosperity and ecological wellbeing, the banking industry must promote sustainable practises. This synergy between green behaviour and performance management emphasizes the significance of this. Further the research findings indicate that income serves as a moderating factor in the impact of employee green behaviour on performance management. The results indicate that there is a notable impact of income level on the magnitude and orientation of this association. Employees with different levels of income have unique patterns in the way their environmentally friendly behaviour influences their outcomes in performance management. This observation highlights the intricate characteristics of employee conduct within organisational settings. The recognition of income as a moderating element offers useful assistance in the development of focused strategies that integrate green efforts with performance management practices. This approach ensures a more effective and equitable approach to promoting sustainability and attaining organisational success.

Significance of the study

Income is introduced as a new moderating variable in the context of green behaviour and performance management, which is the main contribution of this study. By illuminating this grey area, it enriches our knowledge of the complex relationships between financial stability, job satisfaction, and productivity at work and provides novel ideas for future studies and applications.

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