

AN EMPLOYEE PSYCHOLOGICAL GREEN CLIMATE

Green human resources management (GHRM) practices influence employee psychological green climate. Organizational GHRM practices will contribute to psychological green climate perception, which is strongly linked to sustainable behavior.

A psychological green climate, and a social and psychological system, relate to how GHRM affects employee green behavior. Employees' perceptions of their organizations' policies, as well as "individual perceptions of work environment attributes," are referred to as the psychological climate [1]. Psychological green climate perception refers to the understanding of employees about a company's environmentally friendly policies, practices, and activities, as well as its green values.

People notice and give meaning to their workplace attributes by establishing climate perception, that their firms are environmentally friendly and, as a result, they act in environmentally responsible ways the psychological green climate is likely to improve based on the organization's GHRM practices.

Therefore, employees perceive an organization as environmentally friendly when it employs GHRM practices and procedures, and they respect its contributions to environmental protection.

If green policies are not applied in HR activities, employees will perceive their business as less socially responsible to the environment. As a result, their psychological green climate perceptions would degrade.

The studies conducted by Chou [2] demonstrated that green climate also refers to corporations' implementation of pro-environmental policies to achieve sustainability goals.

Schneider, Ehrhart, and Macey [3] stated that climate perception is strongly related to employee behavior. Employees first perceive and evaluate their work environments and then respond based on that perception.

Employees should have a greater understanding of the behaviors that are appreciated and rewarded in the organization if there is a positive psychological green climate. When a company promotes environmental protection as part of its overall strategy and acts

sustainably, it sends its employees the message that they should do the same. GHRM is used by organizations that think beyond basic economic gains and that consider EM systems when making decisions. Green activities are incorporated into the work environment attributes of such firms, and each management function is designed with greening aims in mind. Employees are encouraged to participate in green behaviors as a result of the organization's environmental concern and attempts to contribute to greening [4].

Corporate environmental strategy determines diverse options that reflect the planned and unplanned phases of any organization. Generally, the managers deal with numerous consequences to follow environmental strategies. The diverse environmental strategies may perhaps be followed by considering the period and the organizational cost benefits requirements. Universally the corporate environmental strategies may encompass the corporate environmental risks and performance. The corporate environmental strategy and induces the green psychological climate among the stakeholders at workplace. As in case the corporate strategy is to support environment for which employees may exhibit behaviors that are influenced by psychological green climate. If the corporate strategy is to reward employees for innovative environmental the initiatives the green psychological climate would be reflected by the employees being motivated and stimulated to engage in environment supportive practices (Aguinis & Glavas, 2013). [5; 6; 7; 8].

With companies now changing their business strategies and efforts toward a more environmentally focused agenda, HR must adjust its mandate and expand its scope by incorporating environmental management so as to transform how it performs its core HR functions. HR has the ability to measure and influence employee sustainability-related behavior, attitudes, knowledge, and motivation. Hence, organizations can utilize HRM to effectively deliver and implement environmentally sustainable policies. Existing studies have identified a range of green HRM practices. For example, for green HRM to be an effective force in eliciting employee workplace green behavior, it should ensure that the firm has recruitment strategies aimed at attracting employees who have similar environmental values and beliefs as the organization; development, performance, and reward practices that take into account individual environmental performance; and effective training programs that develop environmental awareness, attitudes, skills, and knowledge [9].

Employee green behavior is pro-social in nature; and from a pragmatic perspective, routine workplace green behavior should

include both in-role and extra-role green behavior, as both forms of behavior contribute to organizational outcomes through value creation. How behavior is ultimately classified, such as whether such behavior is in-role or extra-role, is dependent on the organization and the expectations that the organization has of its employees. There could be instances in many jobs that require employees to behave “green,” such as jobs that require employees to ensure that toxic waste is not poured into local water systems or that hazardous material is disposed of in accordance with organizational policies and government regulations. These types of behaviors would be expected of the employee and, therefore, form part of a person’s formal job duties. However, extra-role green behavior is more cryptic in nature and could be as simple as suggestions to improve organizational environmental performance through turning off computers at the end of the day and turning off lights when not in use [9].

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СТРАТЕГІЧНЕ УПРАВЛІННЯ ПЕРСОНАЛОМ АТ «РАЙФФАЙЗЕН БАНК»

Сучасні зміни економіки ставлять перед організацією ряд задач, однією з яких є підвищення ефективності використання кадрового потенціалу. Для досягнення цього завдання необхідно вдало побудувати систему стратегічного управління персоналом, що визначає актуальність цієї теми дослідження.

Метою дослідження є аналіз особливостей системи стратегічного управління персоналом, виділення основних напрямків розвитку для покращення конкурентоспроможності на прикладі АТ «Райффайзен банк».

Суть системи стратегічного управління персоналом банку полягає у досягненні цілей та місії шляхом забезпечення його діяльності необхідними ресурсами і відповідним висококваліфікованим персоналом [1].

Стратегічне управління персоналом варто розглядати як комплексну систему, що включає у себе різноманітні елементи роботи із персоналом як у короткостроковій, так і у довгостроковій перспективі. Такі основні елементи роботи з персоналом зображені на рис. 1 [2].

Основним завданням стратегії управління персоналом є визначення можливих шляхів розвитку необхідних компетенцій всього персоналу і кожного співробітника зокрема. Це дасть можливість підвищити конкурентоспроможність банку за рахунок забезпечення безперервного процесу розвитку своїх працівників та їх