

Impact Of Green HRM On Employee Green Behavior: An Analysis Of Workplace Sustainability Initiatives

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ABSTRACT

Examining how green human resource management (GHRM) practices affect employees' green behaviors (EGBs) was the primary goal of this research study, specifically focusing on task-related and voluntary actions. Furthermore, the potential moderating effects of employee gender, personal environmental values, and the mediating role of organizational identity were explored. A sample of 252 participants from diverse organizations was included in the study. The results reveal a significant association between GHRM and task-related and voluntary employee green behaviors. However, no moderating effects were observed for gender and environmental values in the relationship between GHRM and employee green actions. In contrast, organizational identity emerged as a substantial mediator. These findings emphasize the importance of integrating sustainability considerations into HR systems to promote environmental sustainability and achieve sustainable development goals effectively.

1 | INTRODUCTION

Taking care of the environment is a growing concern everywhere, and it is now crucial for both wealthy and developing nations (Khan & Muktar, 2020). Businesses must also find a balance between making money, being good to society, and taking care of the environment. For organizations, this is particularly significant that face competition and follow the rules. It can be not easy, but it is crucial to figure out ways to balance all these things

sustainably and positively (Inthavong et al., 2023). Companies of different sizes, like small, medium, and large, are expected to adopt environmentally friendly practices to address environmental issues and minimize operational waste effectively. Organizations need to take appropriate measures. People interested in businesses, such as customers, future employees, and governments, pay attention to this. Today's businesses must incorporate green practices into their overall strategy and policies (Chaudhary, 2021). One of the significant challenges is to survive and develop gradually in a world of hyper-competition and global connectivity. Businesses must make their goods or services stand out and be distinctive their competitors (Khaliq Ur Rehman Cheema, 2012). Sustainability is a hot topic today. Businesses have realized that the continued availability of natural resources is essential for survival. If natural resources are depleted, businesses will not only be ecologically unsustainable but also financially unviable (Siddique et al., 2013). Business leaders have realized that it is essential to consider their company's economic, social, and environmental aspect together to stay ahead of their competitors (Wirtenberg et al., 2018). Companies are working to be more environmentally friendly in all aspects of their business, including manufacturing, supply chain management (AHMAD et al., 2022; Raza et al., 2022), accounting & finance (Owen et al., 1997), marketing and branding (Cheema et al., 2013), and the HR (Renwick et al., 2013). The emerging concept of green human resource management (GHRM) is centered around mitigating the ecological footprint resulting from employee activities, including travel, energy consumption, and waste generation. Incorporating GHRM practices enables organizations to achieve cost savings, enhance their public perception, and contribute to environmental preservation.

GHRM is a fresh area of research that looks at how managing people at work (HRM) can help protect the environment. GHRM experts want to find out how HRM can be used to make companies more environmentally friendly. They hire eco-friendly employees, train them on environmental issues, and reward those who help the environment (Haldorai et al., 2022). Any organization's HRM system and environmental management system are connected through GHRM (Renwick et al., 2013). Human resources (HR) have a significant part in implementing corporate strategy and achieving organizational goals. In simple terms, human resources (HR) is responsible for helping a company achieve its goals. One way they can do this is by ensuring the company is environmentally friendly. This means including environmental

factors in hiring, training, and paying employees. By doing this, HR can help create a sustainable workplace and support the company's overall sustainability goals (Ren et al., 2018). Studies show that HR may affect employees' behavior and attitudes, which contributes to long-term organizational performance (Becker & Huselid, 2006). It is unclear how GHRM affects employees' willingness to participate in actions that assist the environment (Renwick et al., 2013). The connection between the environmental performance of the organization and the GHRM practices is not fully understood. This is a crucial area of study that requires more investigation (Renwick et al., 2013) and (Dumont et al., 2017). The aim and purpose of this study is to comprehend how specific practices related to taking care of the environment at work can encourage employees to act responsibly towards the environment. The study focuses on how these practices influence employees' behavior in terms of their job tasks and voluntary actions, with the concept that how the employees have feelings connected to their organization plays a role, as well as their values related to the environment. This paper suggests new ways to connect GHRM practices with how employees behave in environmentally friendly ways, both in their assigned tasks and on their initiative. Along with that, it confirms that GHRM practices do influence how employees act in environment friendly ways. Also, it explores how employees' sense of belonging to their organization plays a role in explaining why GHRM affects their environment friendly behavior.

2 | THEORETICAL FRAMEWORK

GHRM is critical in effectively establishing and executing an environmental management system. A cohesive approach is achieved by integrating the organizational environmental goals with HRM practices like hiring, managing employee performance, development and employee training, and remuneration. GHRM ensures the alignment of human resources with sustainable goals. This strategic approach fosters a harmonious relationship between HRM and environmental management, enabling the organization to achieve its environmental targets efficiently and viability (Jabbour et al., 2013). To create viable organizations, the important thing is to include the viability of the organization in the HR framework (Nazar et al., 2022; Tabassum et al., 2021). GHRM encompasses implementing diverse HRM practices aimed at strengthening eco-friendly objectives and fostering a workforce that possesses a deep environmental consciousness and unwavering dedication to the pursuit of environmental sustainability. By adopting GHRM principles, organizations can

effectively integrate environmental concerns into their HRM strategies, promoting sustainable practices throughout their workforce and contributing to the broader environmental agenda (Masri & Jaaron, 2017). GHRM involves incorporating environmentally conscious practices throughout the employee lifecycle. This includes prioritizing recruiting and selecting environmentally aware individuals, providing training to enhance employees' environmental knowledge and skills, evaluating performance based on environmental contributions, implementing incentives for environmentally friendly behaviors, and fostering employee engagement in environmental management activities. GHRM aims to promote sustainability and align organizational goals with environmental objectives (Rehman, 2019).

2.1 | Workplace Green Behavior

Employees' expression of green behavior is uniquely adapted to align with the specific attributes of the workplace setting (Norton et al., 2015). The fostering of employee engagement in environmentally responsible behavior is considered as one strategy employed by enterprises to increase and achieve sustainability objectives in order to increase their performance in terms of the environment (DuBois et al., 2012). Employee actions that benefit the environment can be characterized as green behavior. (Unsworth et al., 2012). Previous studies have indicated that prospective employees are more inclined to affiliate themselves with organizations that demonstrate a genuine concern for societal well-being and display a positive attitude towards environmental issues (Kim et al., 2019). Furthermore, these individuals desire to work for organizations that actively promote and encourage environmentally responsible actions (Ansari et al., 2021 & Ojo et al., 2022).

Furthermore, employee green behavior (EGB) refers to the deliberate activities performed by employees to mitigate the adversarial impact of actions performed by humans on the the environment. Several different activities are encompassed by these actions, which include but are not limited to waste reduction, water conservation, efficient resource utilization, energy conservation, and reutilizing and recycling (Norton et al., 2015). Voluntary EGB encompasses environmentally conscious actions that surpass organizational requirements and arise from individual motivation (Norton et al., 2015). These discretionary behaviors create the societal, organizational, and emotional/psychological environment influencing activities

(Borman et al., 1993). By fostering such behaviors, organizations can cultivate a culture of environmental responsibility and contribute to sustainable practices.

2.2 | Green Workplace Behavior and GHRM

GHRM practices hold significant potential in fostering employee green behaviors within organizations. Remarkably, the early stages of the employee recruitment and selection process serve as a pivotal opportunity; if organizations effectively communicate their commitment to environmentally friendly practices and consider the environmental values of candidates, Employees are anticipated to show a stronger propensity to support and actively engage in environmentally-friendly initiatives. Consequently, this fosters a sense of alignment between employees' behaviors and the organization's environmental objectives (Renwick et al., 2013). Furthermore, active employee involvement in the execution of these eco-friendly activities, coupled with adequate provisions for comprehensive green training programs, their skills, knowledge, and capabilities can be significantly enhanced. Consequently, a greater willingness to actively participate in environmentally friendly behaviors is fostered.

Moreover, theories in the field of HRM emphasize that the efficiency of HR practices in eliciting desired workplace behavior depends upon employees' comprehension of the importance and urgency associated with adopting such practices (Nishii et al., 2008). Implementation of GHRM practices and policies serves as a strong indication of an organization's dedication to environmental conservation. This commitment, in turn, motivates employees to be actively involved in achieving the environmental objectives of the organization. Furthermore, providing promotions and prizes that acknowledge and value employees' environmental performance serves as compelling incentives, encouraging their continued active engagement in environmental initiatives. Opinions mentioned above remained supported by (Dumont et al. 2017) in their research conducted with employees working in China. The study's conclusions showed that GHRM had an indirect and direct impact on employees' green behavior while doing their jobs. Additionally, GHRM encouraged the development of a green environment, which indirectly influenced extra-role green behaviors.

Employees in Pakistan from various industries have shown the positive impact of GHRM policies towards pro-environmental actions (Saeed et al., 2019). These studies have contributed to the

expanding body of research by affirming the value of GHRM in encouraging workers to act sustainably. The findings highlight the anticipated direct influence of GHRM practices on adopting environmentally friendly habits by employees within their workplace settings. It is primarily due to the official recognition and rewards associated with such behaviors, which become ingrained in customary workplace conduct. While GHRM practices may not be officially acknowledged or promoted, their direct influence on targeted green behaviors can vary. Instead, the degree to which individuals know the organizational green culture, their propensity to engage in such activities, and the environmentally friendly practices they have developed in their daily lives all impact how these behaviors are shaped by Dumont et al. (2017).

H1. GHRM and employees' task-related green habits are positively correlated.

H2. Employee voluntary green behavior and the adoption of GHRM techniques are positively correlated.

2.3 | Mediator – Organizational Identity

The vast amount of HRM literature reveals that HRM practices exert impact on individual attitudes and behaviors. This influence occurs through both direct and indirect means, wherein motivational and socio-psychological processes play a significant role (Kehoe & Wright, 2013). According to principles of the theory of social identity, individuals tend to affiliate themselves with esteemed social groups to increase their self-regard (Hogg & Abrams, 1988). The acceptance of GHRM as a means to attain environmental sustainability can enrich an organization's external image as a socially responsible business entity. As a result, employees experience an increased self-image and self-regard, further fostering their identification with the company. The organizational identity states how individuals develop a deep emotional connection and sense of belonging (Bajwa et al., 2018). A sense of belonging and importance within a team fosters employee support and motivates them to contribute to the success of the company actively. This is called organizational identification and can be a strong foundation for GHRM initiatives. Employees demonstrate a higher inclination to engage in environmentally beneficial behaviors that positively impact both the environment and the organization's overall success when they experience a strong sense of belonging to their workplace.

Moreover, this sense of belonging motivates them to go beyond their prescribed job duties, contributing to enhanced performance outcomes (Mael & Ashforth, 1992). According to Chang and Chen (2013), When employees perceive a high level of commitment to environmental sustainability within their organization, they are more likely to demonstrate behaviors that are consistent with this objective. It can improve green innovation performance and other green behaviors, such as reducing waste and energy consumption. It can also help create a more sustainable workplace, reducing employee turnover and improving employee satisfaction. (Brown, Dacin, Pratt, & Whetten, 2006). Employees experience a sense of pride and affiliation with an organization when they can identify with its values and goals. This, in turn, motivates them to contribute towards the organization's sustainability objectives actively and willingly embrace environmentally friendly practices. It is hypothesized that executing GHRM practices will enhance employees' sense of organizational identity, subsequently leading to improved performance in terms of environmental conservation efforts.

H3. The relationship between employee tasks-related green behaviors and GHRM is mediated by organizational identification.

H4. Organizational identification is a mediating factor in the association between employee voluntary green behaviors and GHRM.

Furthermore, implementing GHRM practices through initiatives such as green training and recognition of participation to environmental goals is expected to enhance employee abilities and offer them chances to engage in green activities actively. This integration of GHRM practices strengthens the organization's reputation and empowers employees to contribute meaningfully toward environmental objectives (Shen et al., 2016). Another study showed that women often exhibit higher levels of environmental consciousness and engage in eco-friendly practices more frequently than males. (Chang & Wu, 2015; Xiao & Hong, 2010). Expanding on this discovery, the current study suggests investigating the moderating influence of gender and personal environmental values about their roles within the link between GHRM and EGB. By examining the intricate dynamics and interactions among GHRM practices and these moderating factors, we aim to have an in-depth understanding of the influence of individual characteristics. Investigation of these moderating factors will contribute to expanding our knowledge in this area.

2.4 | Moderator – Environmental Values

“Personal values, convictions, and norms influence employee work Behaviors” (Stern et al., 1999). People who genuinely care about the environment are more inclined to take actions that support its preservation. This is because our values significantly influence how we feel and act (Low, 2013). Individuals want to work with others who share their values and goals because of a sense of belonging and imbue employees with a sense of purpose in their work (Roeck et al., 2014). It is expected that when individuals and organizations share similar values, it will lead to desirable outcomes for employees, such as a stronger sense of organizational identification and positive behaviors and attitudes (Edwards et al., 2007). According to Edwards and Shipp (2007), a favorable organizational environment that fosters individual values and alignment between employee green values and organizational values increases the likelihood of employees engaging in green workplace behaviors. Instead, employee workplace green behavior results when individual and corporate green ideals are in line. The execution of the practices of GHRM and the establishment of a sustainable environment within the organization demonstrate organizational green values.

By effectively communicating the environment of the organizational policies and principles to prospective employees by gaining a comprehension of the organization's green objectives, individuals can develop a clear understanding of the goals set by the organization. (Dumont et al., 2017). As individual and organizational values align, harmony emerges, leading individuals to develop a deep sense of identification with the organization. This alignment encourages individuals to adopt attitudes and behaviors that align with the expectations set by the organization. Likewise, employees are expected to demonstrate increased environmentally friendly behaviors when their environmental values align with those upheld by the organization. Because of this, implementing GHRM serves as an avenue for organizations to demonstrate their commitment to environmental values. It is posited that the association between green behavior and GHRM would be more pronounced in cases where employees themselves hold environmental solid values. On the other hand, a weak relationship will be there when employees have low values with regard to the environment.

H5. Environmental values moderate the impact of GHRM on organizational identification.

2.5 | Moderator – Gender

Because of their different psychological characteristics, women and men have diverse moral and ethical values (Calabrese et al., 2016). This value difference may affect how men and women respond to GHRM practices. For instance, women may be more inclined to practice eco-friendly habits if their employers support them (Greening & Turban, 2000). Corporate social responsibility (CSR) initiatives, including environmental projects and social work, tend to be more prevalent in businesses with more percentile of female workers (Williams, 2003). There is a greater concern for the environment among women compared to men. They do more things to help the environment, like recycling and using less energy (Wong & Wan, 2011). Men are more inclined to concentrate on a company's financial and material facets, whereas women are more willing to volunteer for charity causes (Smith et al., 2001). Women approach ethical issues with compassion, while men often take a more just perspective. This can be attributed to how women are raised to value relationships, which promotes CSR activities (Glass et al., 2016). Given women's propensity to engage in both task-related and voluntary green behaviors, it is evident that their participation surpasses that of men. This is because women are more likely to volunteer their time and resources to charitable causes and are more likely to be concerned about social issues. As a result, women are more likely to adopt eco-friendly habits in their everyday lives and to participate in green initiatives actively.

H7. The relationship between GHRM and organizational identity is influenced by gender, indicating a relatively weaker association between GHRM and organizational identity for men compared to women.

H8. Through organizational identification, gender modifies the indirect effect of GHRM on EGBs (task-related and voluntary), such that the effect will be less for males than for women.

3 | METHODOLOGY

3.1 | Participants and Methods

The research, focusing on demographic analysis, investigated the sampled population's characteristics. The findings revealed that approximately 60% of the participants self-identified as male, while an equivalent of 40% identified as female. Notably, there was one respondent who opted not to disclose their gender. The

interviewees' backgrounds varied greatly in terms of schooling. Around 2% of students successfully completed Matriculation/O-levels, whereas 6% of students successfully passed Intermediate/A-levels. Additionally, more than 50% of respondents had a degree in Masters, whereas just about 30% had a Bachelor's degree. 11% of the responders impressively held a PhD. Participants ranged across several age groups when it came to age. Over half of the population was in the age range of 25 to 34, whereas 11% of people were between 16 and 24 years old, 36% between 24 and 34, and the remaining between the ages of 34 and 55. The data showed a range of employment statuses. About 58% of the respondents worked in a variety of fields and sectors. 14% of respondents reported owning their own firms, while 28% said they were self-employed or freelancers. Last but not least, the income distribution showed that 30% or so of the respondents reported having an income of between zero and fifty thousand rupees. Additionally, 25% of respondents had incomes between Rs 100,001 and Rs 150,000, while 21% from Rs 50,001 and Rs 100,000. Furthermore, 13% made Rs 150,001 and Rs 200,000 in income, and 11% made more than Rs 200,000. These results offer insightful information about the survey population's gender distribution, educational attainments, age distribution, job status, and income levels.

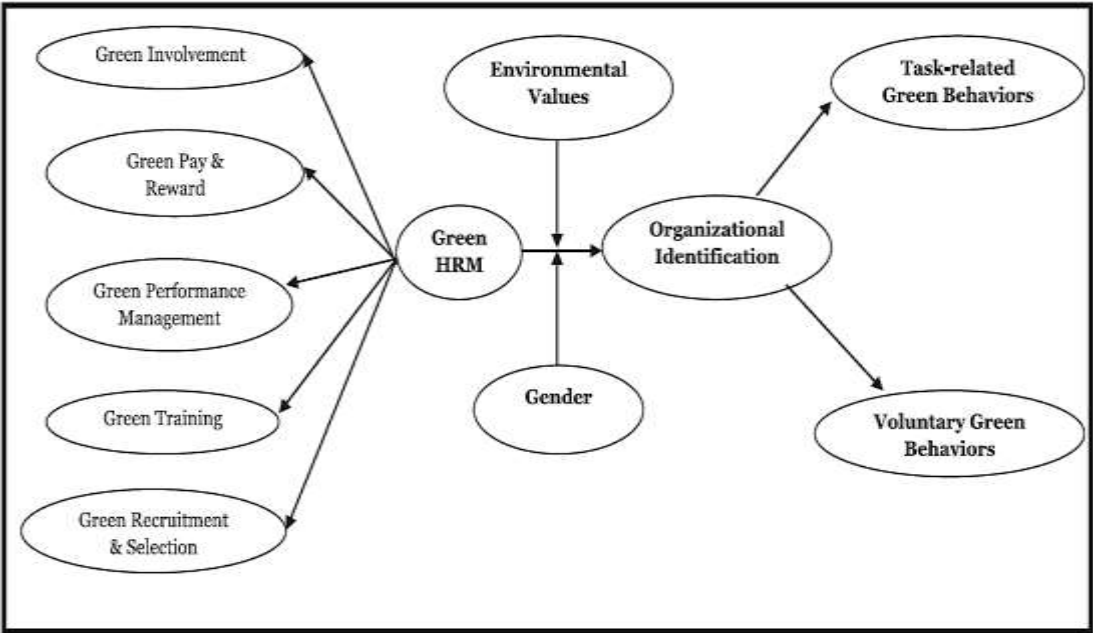
3.2 | Measures

A unique questionnaire with twenty-one items was created to assess GHRM, taking ideas from the works of Chen, Jiang, Paille, and Jia (2018) and Dumont et al. (2017). The questionnaire covered a variety of GHRM methods, such as green performance management, green incentives and compensation, and green hiring and selection. In order to get insight into how respondents felt about the adoption of GHRM practices, respondents were asked to score their agreement on a five-point Likert scale (where a score of 01 meant that you strongly disagreed with the statement and a score of 05 meant that you strongly agreed). A three-item scale developed (Bissing-Olson et al., 2013) was used to assess task-related green behaviors. This scale measured the effectiveness and sustainability with which employees performed their assigned tasks. Employee task-related performance was evaluated by supervisors utilizing a five-point Likert scale.

A scale (Bissing-Olson et al. 2013) was used to quantify voluntary green behaviors. Three components made up this scale, which measured how willing employees were to act sustainably while at work. Managers scored Employer voluntary green behaviors

implementation on a five-point Likert scale, Mael and Ashforth (1992) created a six-item test to measure organizational identification. This scale measured how much employees related to, identified with, and felt connected to their company. The participants gave their answers. Three Chou (2014) items were used to measure environmental values. This scale measured how much each employee valued sustainability and environmental preservation personally. The participants answered to the scale items. These measures facilitated the assessment of the study's GHRM practices, task-related and voluntary green behaviors among the workforce, organizational identity, and environmental values.

Table 1 displays the Cronbach alpha values for the instruments mentioned above that were utilized to measure the research variables.



3.3 | DATA ANALYSIS

Using the SPSS 24 program, the data gathered for this investigation were examined. Descriptive statistics were used to assess the degree to which certain GHRM practices have been implemented. The degree of association between different GHRM practices was assessed through correlation analysis. A hierarchical regression analysis was conducted using the SPSS Process macro developed by Hayes (2013) to examine the proposed hypotheses regarding direct effects, mediation, and moderation.

Table:1 Mean, Standard deviation, and Cronbach's Alpha

Descriptive Statistics			
	Mean	SD	Cronbach's Alpha
GHRM	3.5068	0.4835	0.8880
OI	376.4032	48.6413	0.8370
VGB	3.6667	0.5917	0.7790
TRGB	3.7286	0.5759	0.7740
EV	3.7793	0.5644	0.8220

4 | RESULTS

In Table 1, the inter-correlations and descriptive statistics of the variables are presented. The results indicate a robust association between GHRM and various factors, including organizational identity, employee green values, task-related green behaviors, and voluntary green behaviors.

4.1 | Hypothesis - Direct

Coefficients ^a							
Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	R Sqr	F
	B	Std. Error	Beta				
1 (Constant)	1.944	0.273		7.129	0		
GHRM	0.481	0.075	0.461	6.399	0	0.212	40.942

a. Dependent Variable: TRGB

The analysis conducted in this study provides evidence indicating that the predictor variable GHRM exhibits a statistically significant positive impact on Task-Related Green Behaviors (TRGB). As the GHRM variable increases, a corresponding rise in TRGB can be anticipated, thereby substantiating the hypothesis that GHRM practices contribute to fostering environmentally responsible task behaviors within the workplace. Moreover, the model utilized in this study accounts for approximately 21.2% of the variance observed in TRGB, indicating a reasonable level of explanatory power.

Coefficients ^b							
Model	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	R Sqr	F
	B	Std. Error	Beta				
1 (Constant)	1.969	0.285		6.902	0		
GHRM	0.451	0.079	0.422	5.734	0	0.178	32.881

b. Dependent Variable: VGB

Analysis suggests that the predictor variable GHRM significantly positively affects Voluntary Green Behavior (VGB). As GHRM increases, we can expect a corresponding increase in VGB, supporting the hypothesis that GHRM practices contribute to employees' voluntary environmentally friendly behaviors. The model explains approximately 17.8% of the variance in VGB.

4.2 | Mediation

Table 1.

	coeff	se	t	p	LLCI	ULCI
constant	2.4019	0.2267	10.5967	0.0000	1.9541	2.8497
GHRM	0.3735	0.0624	5.9830	0.0000	0.2502	0.4969

	coeff	se	t	p	LLCI	ULCI
constant	0.6636	0.3404	1.9495	0.0531	-0.0090	1.3361
OI	0.5434	0.0924	5.8829	0.0000	0.3609	0.7259
GHRM	0.2476	0.0790	3.1322	0.0021	0.0914	0.4037

	Effect	SE	t	p	LLCI	ULCI
Direct Effect	0.2476	0.0790	3.1322	0.0021	0.0914	0.4037

	Effect	Boot SE	BootLLCI	BootULCI
Indirect Effect				
OI	0.2030	0.0646	0.0971	0.3587

The analysis findings indicate that implementing GHRM practices positively influence organizational identification (OI) and task-related green behavior (TRGB). The correlation coefficient between GHRM and OI is 0.4366, with GHRM accounting for 19.1% of the variance in OI. The regression analysis conducted on organizational identification yielded statistically significant results ($F = 35.7960$, $p < 0.001$). GHRM demonstrated a significant direct influence on task-related green behaviors (TRGB) with a coefficient of 0.3000 ($p < 0.001$), explaining 33.9% of the variance in TRGB. Notably, organizational identification partially mediates the relationship between GHRM and TRGB, evidenced by an indirect effect of 0.1805 (boot SE = 0.0548, bootLLCI = 0.0846, bootULCI = 0.3132). These findings emphasize the crucial role of GHRM and organizational identification in fostering environmentally friendly behavior among employees.

Table 2.

	coeff	se	t	p	LLCI	ULCI
constant	2.4019	0.2267	10.5967	0.0000	1.9541	2.8497
GHRM	0.3735	0.0624	5.9830	0.0000	0.2502	0.4969

	coeff	se	t	p	LLCI	ULCI
Constant	0.7829	0.3303	2.3701	0.0190	0.1303	1.4355
OI	0.4833	0.0896	5.3911	0.0000	0.3061	0.6604
GHRM	0.3000	0.0767	3.9118	0.0001	0.1485	0.4516

	Effect	SE	t	p	LLCI	ULCI
Direct Effect	0.3000	0.0767	3.9118	0.0001	0.1485	0.4516

Indirect Effect	Effect	Boot SE	BootLLCI	BootULCI
OI	0.1805	0.0548	0.0846	0.3132

The analysis reveals that implementing GHRM practices has a significant positive effect on both organizational identification (OI) and voluntary green behavior (VGB). GHRM positively influences employees' organizational identification (coefficient = 0.3735, $p < 0.001$) and directly promotes voluntary green behavior (coefficient = 0.2476, $p = 0.002$). Organizational identification partially mediates the relationship between GHRM and voluntary green behavior (indirect effect = 0.2030, $p < 0.001$). The results underscore the significance of integrating GHRM practices to strengthen employees' identification with the organization and stimulate their active involvement in voluntary green behaviours.

4.3 | Moderation

Table 1.

	coeff	se	t	p	LLCI	ULCI
constant	0.4450	0.9003	0.4943	0.6218	-1.3338	2.2239
EV	0.6362	0.2277	2.7943	0.0059	0.1863	1.0861
GHRM	0.5199	0.2602	1.9979	0.0475	0.0057	1.0340
int_1	-0.0700	0.0643	-1.0879	0.2784	-0.1970	0.0571

Conditional Effect						
EV	Effect	se	t	p	LLCI	ULCI
3.1112	0.3022	0.0782	3.8633	0.0002	0.1476	0.4568
3.7359	0.2585	0.0583	4.4306	0.0000	0.1432	0.3738
4.3606	0.2148	0.0626	3.4324	0.0008	0.0912	0.3385

The findings from the research show that the model, which uses organizational identification (OI) as the outcome variable and EV

and GHRM as predictors, is statistically significant. In OI, the model accounts for 40.6% of the variation. OI is significantly improved by GHRM (coefficient = 0.5199, $p = 0.0475$) and EV (coefficient = 0.6362, $p = 0.0059$). Although the conditional effect of GHRM on OI does not differ significantly across different levels of EV, the interaction term (int_1) between GHRM and EV is not statistically significant ($p = 0.2784$).

The conditional impact analysis shows that the conditional effect of GHRM on OI is 0.3022 ($p = 0.0002$) at the mean level of EV (3.1112), demonstrating a positive link. Similar to this, the conditional effects of GHRM on OI are 0.2148 ($p = 0.0008$) and 0.2585 ($p = 0.0000$), respectively, for one standard deviation above the mean (4.3606) and one standard deviation below the mean (3.7359) of EV. These results imply that GHRM and EV both have a big impact on how employees identify with their organizations. Organizational identification, however, is not significantly impacted by the interplay between GHRM and EV. To increase employees' sense of loyalty to the company, organizations should concentrate on GHRM implementation and environmental values promotion.

Table 2.

	coeff	se	t	p	LLCI	ULCI
constant	2.6349	0.7130	3.6954	0.0003	1.2260	4.0438
Gender	-0.1683	0.5633	-0.2987	0.7656	-1.2813	0.9447
GHRM	0.3681	0.1966	1.8721	0.0631	-0.0204	0.7567
int_1	0.0044	0.1559	0.0285	0.9773	-0.3036	0.3125

Gender	Effect	se	t	p	LLCI	ULCI
1	0.3726	0.0692	5.3841	0.0000	0.2358	0.5093
2	0.3770	0.1397	2.6989	0.0078	0.1010	0.6530

According to the analysis's findings, the model with organizational identification (OI) as the dependent variable, GHRM as the independent predictor, and gender as the moderator is statistically significant. OI's variation is explained by the model in 21.2% of cases. There appears to be a positive association because the main effect of GHRM on OI is marginally significant (coefficient = 0.3681, $p = 0.0631$). The main effect of gender on OI, however, is not statistically significant (coefficient = -0.1683, $p = 0.7656$), demonstrating that gender does not significantly affect OI directly.

The conditional effect of GHRM on OI does not differ significantly based on gender, as shown by the fact that the interaction term (int_1) between GHRM and gender is similarly not statistically

significant ($p = 0.9773$). The conditional effect analysis demonstrates that the effect of GHRM on OI is significant and positive, irrespective of gender. The conditional effect of GHRM on OI for people with gender values of 1 (such as males) is 0.3726 ($p = 0.0000$). The conditional effect of GHRM on OI for people with gender values of 2 (females, for example) is 0.3770 ($p = 0.0078$).

These results imply that GHRM, irrespective of gender, significantly influences organizational identity. The findings show that, regardless of a worker's gender, organizations should concentrate on applying GHRM practices to strengthen employee identification with the company. In this study, the link between GHRM and OI does not seem to be affected by gender.

4 | DISCUSSION

This study set out to find out how GHRM practices impacted staff members' task-related and voluntary green behaviors. According to the study, GHRM and both categories of green behavior are positively correlated. Interestingly, GHRM had a stronger effect on voluntary green behaviors than task-related green behaviors. The study also assessed the mediating effects of organizational identity and the moderating effects of gender and environmental values, considering various contextual variables and psychological mechanisms.

It was found that there was a correlation between "GHRM" practices and "task-related and voluntary green behaviors", with organizational identity acting as a mediating factor. These results align with prior studies highlighting the significance of organizational identification in promoting pro-environmental behaviors. Through the implementation of GHRM practices, organizations showcase their dedication to environmental concerns, improve their standing, and cultivate employee identification, thereby fostering the adoption of green behaviors.

The analysis revealed no significant moderating effects on the association between GHRM and organizational identity, contrary to previous studies that proposed the potential influence of gender and personal environmental values. This disparity could be attributed to the limited representation of women in the study and the generally homogeneous environmental values among the participants. However, a linkage between GHRM practices and EGB is demonstrated in this study, with the mediating role of organizational identity highlighted while providing further understanding of the contextual factors influencing the relationship between GHRM and green behaviors. By contributing

to the existing body of literature, this study expands the scope of research on GHRM within developing economies and emphasizes the significance of analyzing environmental management strategies within such contexts.

6 | THEORETICAL AND PRACTICAL IMPLICATIONS

The current investigation holds substantial theoretical implications. The role played by GHRM in promoting sustainable employee behavior is emphasized, backed by empirical evidence supporting the integration of sustainability elements into HRM systems. This advances our understanding of GHRM as a conceptual framework and contributes to establishing sustainable HR systems in the long run. This study enriches the body of knowledge on organizational behaviors, as it presents a conceptual framework for the relationship between EGB and GHRM. By enhancing our comprehension of the factors influencing EGB and shedding light on how GHRM influences these behaviors, the study addresses a research gap.

To enhance comprehension of individual differences and the influence of behavioral HRM, examining potential outcomes arising from the association between green HRM (GHRM) and EGBs is conducted. Additionally, the study advances our understanding of the factors that affect EGBs by exploring the moderating roles of gender and environmental values. From a practical standpoint, this study carries significant implications for HR policymakers. It underscores the importance of prioritizing sustainability within HRM paradigms and advocates for the adoption of GHRM practices by businesses. Employees must receive training in green management, enabling them to develop a positive attitude towards environmental sustainability and acquire the necessary skills. Recognizing and evaluating employee green performance is essential to inspire and encourage green behaviors. Additionally, businesses should provide opportunities for their staff to engage in green initiatives actively..

7 | FUTURE RESEARCH DIRECTION.

Conducting longitudinal studies aimed at examining the long-term effects of GHRM practices on EGBs holds promise for future research endeavors. The inclusion of cross-cultural investigations can significantly contribute to our understanding of how cultural factors influence the effectiveness of GHRM practices. Exploring supplementary mediators and moderators, such as organizational climate and work satisfaction, would be advantageous in gaining a more comprehensive understanding of the underlying

mechanisms at play. Moreover, employing a multi-level analysis approach to examine group behaviors and organizational factors would offer a broader perspective on the subject matter.

8 | LIMITATIONS

It is imperative to acknowledge the noteworthy aspects pertaining to the sample's distinct characteristics, as they may impede the generalizability of the study's findings. The utilization of a cross-sectional design inherently imposes limitations on establishing causal relationships, while the incorporation of self-report measures introduces potential biases. Enhancing the robustness of future investigations entails addressing issues related to missing data and employing comprehensive assessment scales. By taking these limitations and future directions into account, the comprehension of GHRM and its impact on EGBs will be further advanced. Consequently, organizations will be empowered to effectively foster sustainability initiatives. The advancement of knowledge regarding GHRM and its impact on EGBs necessitates careful consideration of these methodological constraints and the identification of future research directions. By addressing these limitations, organizations can effectively devise strategies to promote sustainability and engender environmentally conscious behaviors among their workforces.

9 | CONCLUSION

In conclusion, the interrelation between employee green habits and GHRM procedures was examined in this study. Empirical evidence was found to support the notion that GHRM has a positive impact on both voluntary and task-related green behaviors exhibited by staff members. Furthermore, the study has identified organizational identity as a key mediator, suggesting that GHRM practices impact EGBs by strengthening their sense of connection with the organization. While the association between GHRM and EGBs in this study was not found to be moderated by gender or personal environmental values, further research is warranted to explore potential boundary conditions. Theoretical contributions have been made by deepening our understanding of GHRM, its effects, and the underlying socio-psychological processes involved. Moreover, this study highlights the importance of integrating sustainability considerations into HRM systems and developing policies that promote the adoption of GHRM practices, among other practical implications. Future studies should incorporate cross-cultural and longitudinal designs, investigate additional mediators and moderators, and employ multi-level analysis. By advancing our comprehension of GHRM

and its role in fostering EGBs, this research contributes to promoting sustainability within organizations, notwithstanding certain limitations such as sample characteristics and reliance on self-report measures.

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