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RESEARCH PAPER

Greening the Workplace: Harnessing Human Resource Strategies for Employee Pro-environmental Behavior

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ABSTRACT

This study examines the effects of Green HRM practices on employee pro-environmental behavior, such as green performance management and appraisal, green training and development, hiring and selecting practices, and incentive and remuneration practices. It also investigates the mediation effect of pro-environmental psychological capital between pro-environmental behavior and green HRM practices.To promote environmental sustainability, employee actions that support the environment are a prerequisite for the organization. The predominant issue HR professionals face today is ensuring environmental sustainability. The data was collected through a structured questionnaire from 350 manufacturing company employees. The snowball sampling technique was utilized. The findings showed that GHRM practices positively influence pro-environmental behavior and that this relationship is mediated by pro-environmental psychological capital. Companies should provide green awareness to their employees about environmental issues by offering green training that clarifies the principles.

KEYWORDS Green Human Resource Management Practices, Pro-environmental Behavior, Pro-environmental Psychological Capital

Introduction

According to Lülfs and Hahn (2013), through various pro-environmental behaviors, employees are now widely recognized as having a significant role in accomplishing corporate greening. Few researchers have observed the driving forces behind employees' pro-environmental behaviors, regardless of the growing awareness of ecological management and its latent returns to businesses. The rate at which irreversible environmental revolution, ecological degradation, and means scarcities progress has alarmingly accelerated in recent decades (Zibarras & Coan, 2015; Zsóka, Szerényi, Széchy, & Kocsis, 2013). Organizations worldwide are adopting more and more programs with pro-environmental orientation (Robertson & Barling, 2013; Vicente-Molina, Fernández-Sáinz, & Izagirre-Olaizola, 2013). Nevertheless, the workforce's pro-environmental behaviors determine the success of various pro-environment projects at the corporate level. Therefore, according to (Blok, Wesselink, Studynka, & Kemp, 2015), these actions are significant drivers of corporate environmental performance (Norton, Parker, Zacher, & Ashkanasy, 2015), which in turn affects not only the environment but also businesses and their constituents.

In topical times, researchers have acknowledged the significance of employees' pro-environmental actions, expanding a growing body of Research (Paillé, Chen, Boiral, & Jin, 2014). One subject that may be helpful to discuss is how green HRM methods might motivate staff members to behave more sustainably and improve their pro-environmental behavior, according to Dumont, Shen, and Deng (2017). However, they propose that additional psychological and personal elements may contribute to

understanding how green HRM influences environmentally friendly conduct. For the employees' pro-environmental conduct, a systematic grasp of the processes and mechanisms by which green HRM practices influence is obligatory (Dumont et al., 2017). The current study offers some first insight into the function of these practices in predicting such behavior.

Moreover, less is known about the restrictions on how green human resource practices affect employees' pro-environmental behavior (Zibarras & Coan, 2015). By investigating how different green HRM policies affect employees' pro-environmental actions, our Research aims to close these knowledge gaps. According to Li, Frenkel, and Sanders (2011), human resource management (HRM) is one organizational strategy and practice that may affect workers' psychological climate or impressions of their workplace. According to psychological climate studies, organizational green HRM practices are expected to result in pro-environmental psychological climate beliefs, strongly correlated with pro-environmental behavior.

Literature Review

Green Human Resource Management

The contemporary era envisages the emergence of a hands-on corporate approach to ecological concerns that goes beyond pollution averting and the reduction of environmental impairment. Furthermore, according to Renwick et al. (2013), the contemporary approach incorporates environmental and business objectives (Renwick, Redman, & Maguire, 2013). Businesses need to enhance social and ecological sustainability (Ardito & Dangelico, 2018) and their ecological performance. Human resources management and environmental management work hand in hand since human resources are an organization's lifeblood (Jabbour, de Sousa Jabbour, Govindan, Teixeira, & de Souza Freitas, 2013) and enable successful integration with environmental management.

Given the mounting global apprehension for the environment, managements need to implement GHRM practices to encourage pro-environmental behavior among employees in the workplace. According to Renwick et al. (2013), "green human resource management is "HRM activities, which increases the positive outcomes related to the environment." Green HRM applies innovation to human resources to accomplish social responsibility, environmental performance, waste reduction, and competitive advantage (Renwick et al., 2013). It accomplishes this by adopting environmental objectives and plans that are wholly incorporated into the organization's objectives and plans and through ongoing learning and improvement.

HRM can evaluate and affect employee motivation, attitudes, and environmental behavior related to the workplace (Guziana & Dobers, 2013; Jabbour et al., 2013). As a result, businesses can use HRM to develop and execute green strategies efficiently. In addition to general creativity and innovation, environmental actions require organizational and supervisor support (Provasnek, Sentic, & Schmid, 2017; Sugita & Takahashi, 2015), human resource policies, and management commitment. Green HRM is defined by Tang, Chen, Jiang, Paillé, and Jia (2018) as human resource management practices intended to encourage using ecologically friendly resources, enhance overall environmental performance, and raise employee commitment to and awareness of ecological administration issues. For the benefit of the individual, society, environment, and business, green HRM practices and systems turn employees of the corporation green (Opatha & Arulrajah, 2014). Furthermore, they provide environmental safety assurance (Jabbour & Santos, 2008).

By implementing green HRM practices, employers may develop a green workforce with an appreciation for and understanding of green activities. According to Mishra (2017), every phase of the HRM process, including planning, hiring and selection, training and development, remuneration, and appraisal, incorporates green HRM to uphold green goals. In addition to raising awareness of environmental issues (i.e., less waste), green HRM includes social and economic aspects, such as maintaining profits and work-life balance. Green HRM has strengthened the conventional interpretation of the "triple bottom line" phrase.

"Green HRM" is the term used to describe the incorporation of ecological management ideas and concepts into HRM strategies (Renwick, Redman, & Maguire, 2008). Green HR practices and a supportive work environment favorably correlate with employees' propensity to develop and implement eco-friendly ideas. The term "green HRM" describes how environmental management principles are applied to a range of HRM duties, including attracting talent, relations with employees, training and development, compensation and perks, performance management and appraisal, and attrition (Babiak & Trendafilova, 2011; Evangelinos, Nikolaou, & Leal Filho, 2015).

Specific Research (Renwick et al., 2013) suggests that one way to quantify green HRM is to consider its multidimensional nature. For example, Jabbour, Santos, and Nagano (2008) argued that training cooperation must be maximized to evaluate environmental objectives, non-financial rewards, and organizational cultures to improve environmental performance. Research that examines the multifaceted aspects of green human resource management explores its various facets. For instance, Perron, Côté, and Duffy (2006) said that environmental vision, training, performance evaluation of workers' environmental actions, and incentive schemes should all be part of green HRM. According to Renwick et al. (2013), the components of green HRM include selecting, recruiting, and training.

Green Recruitment and Selection

Aspirants that are committed to environmental concerns might be attracted to and selected by organizations (Jabbour et al., 2008). One crucial element of green HRM practices has been recognized as being green recruitment and selection (Yusoff & Nejati, 2017). Renwick et al. (2013) described green recruitment and selection in the three areas of applicants' green awareness, green employer branding, and green criteria to attract candidates based on earlier Research.

The fundamental component of green recruitment and selection is applicants' green awareness, which includes personality traits like conscientiousness, agreeableness, and green consciousness that help the firm accomplish its environmental goals (Perron et al., 2006). It has been discovered that environmentally valuable employees improve their companies' environmental performance. In order to make sure that every employee has a green awareness, businesses can use a battery of tests to identify and attract individuals with a green consciousness.

Second, using green HRM practices, employer branding about environmental management may be developed (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Through green employer branding, job seekers may understand how well an organization aligns with their beliefs, and they may take satisfaction in working for a company with a positive environmental reputation. Job searchers frequently use details regarding an organization's environmental performance and employee treatment policies as benchmarks. Positive green signaling firms can also attract job searchers (Jabbour et al., 2013). Employers may effectively attract and choose potential workers

who have a favorable attitude toward environmental concerns and images by using green branding, according to this perspective. Third, green criteria must be used to select and evaluate personnel. Recruiting companies may, for instance, highlight environmental considerations in personnel criteria and job descriptions.

Green Training and Development

According to Jabbour et al. (2013), green training and development refers to various creative approaches that help employees learn about environmental issues and develop skills for environmental protection. Sammalisto and Brorson (2008) state that training can increase employee awareness and competence in environmental actions. Green training should be part of education programs for all employees, not just those in environmental departments. Green training may increase employee knowledge of green practices (Kjaerheim, 2005). Workers who take part in green training programs will be more conscious of the need to protect the environment, increasing their attention to environmental control and preventative measures like collecting waste data and pinpointing sources of contamination. According to Baumgartner and Winter's (2014) research, staff members will adopt pro-environmental behaviors if corporate environmental practices are implemented. These practices include teaching employees how to protect the environment, raising their environmental awareness, and enabling them to develop the skills and self-efficacy necessary to address environmental issues and adopt pro-environmental behaviors.

Green Performance Management and Appraisal

"Green performance management and appraisal" (Jabbour et al., 2008) evaluates worker performance in environmental management. Research has been conducted on a few aspects of green performance management, including balancing measures and delivering feedback (Jackson et al., 2011; Zibarras & Coan, 2015). Others have added that resources that apply the same standards to all businesses would be arbitrary as different corporations have unique structural traits. Green performance management evaluation methods such as these are unproductive. Companies need to choose a thorough strategy for implementing green performance management. Adopting a uniform green performance management standard is crucial for various businesses. In order to provide a set of green standards for all participants in performance reviews, green performance management develops green performance indicators. These indicators address reducing carbon emissions, environmental incidents, environmental obligations, and disseminating environmental policies and concerns.

Performance appraisal is the most important part of green performance management for managers and employees, according to Hermann, Kroeze, and Jawjit (2007). They impact the efficacy and procedure of ensuing rewards and compensation. For this reason, performance management systems require unambiguous green performance indicators. Managers may become more accountable for the effectiveness of environmental management if their involvement in environmental management is highlighted through the evaluation of their green outcomes.

Establishing ecological results and inspiring managers to accept accountability for their performance in environmental management are crucial. Dealing with the green performance outcomes of members who do not fulfill environmental management indicators or sustainable objectives is another way to assess green performance (Jackson et al., 2011). When used properly, these punitive measures can encourage workers to adopt eco-friendly practices and pursue eco-friendly objectives in their future employment.

Green Reward and Compensation

The "green reward and compensation" system aims to incentivize, retain, and attract personnel committed to environmental goals through monetary and non-monetary awards. It aligns with a strategic approach to incentive administration (Jabbour et al., 2013). According to some research, non-cash benefits like praise and recognition offered via green pay and rewards may increase employee motivation (Jabbour et al., 2008; Jackson et al., 2011). Incentives and rewards might be more beneficial than other HRM system techniques for determining how healthy employees work on the organization's goals.

Nonetheless, most experts agree that motivating employees to combine monetary and non-monetary benefits is more successful. Combining non-financial rewards with incentives like green taxes, travel benefits, and recognition is a good idea (Jabbour et al., 2008; Renwick et al., 2013). Incentives for employees' travel and transportation are among the advantages of being green. They could learn ways to reduce their carbon footprints and be more aware of the need to protect the environment.

Green tax breaks encourage using bicycles and a fleet of less polluting vehicles. Companies in the United Kingdom have implemented financial incentives, significantly impacting workers' motivation to preserve the environment (Haque, 2017). A system of non-monetary rewards for staff members, such as gift cards, paid time off, and public acknowledgment throughout the organization, is known as "green recognition." Colleagues feel proud of these green recognition awards, which more successfully promote pro-environmental behaviors. (Veleva & Ellenbecker, 2001).

Green Human Resource Practices and Pro-environmental Behavior

The human resource interactive study was analyzed by Becker and Huselid (2006), who found that human resource management impacts employees' workplace attitudes and behavior, ultimately influencing organizational performance. Green HRM practices promote environmentally conscious behavior among employees (Cherian & Jacob, 2012). Green HRM practitioners' personnel are more pro-environment and ecologically sensitive in their private and professional lives. By including employees in eco-friendly activities, green human resource management (HRM) promotes environmentally conscious behavior (Cincera & Krajhanzl, 2013). Increased productivity, reduced expenses, and improved employee relations are outcomes of green HRM practices (DuBois & Dubois, 2012), enabling businesses to run more sustainably. Encouraging fresh recruits to participate in green interpersonal citizenship behavior by introducing them to the organization's greening initiatives, offering opportunities for employees to participate in green recommendations schemes, creating corporate environmental management initiatives, programs, and activities, setting green targets, goals, and responsibilities, and periodically guiding teams or individuals to help them meet sustainability objectives or improve their contribution to the environment are all examples of green human resource management (HRM) practices that are likely to foster workers pro-environmental cognition (Renwick et al., 2013). Shah and Soomro (2023) believe that green human resource practices influence personnel productivity.

Tseng et al. (2013) state that regular training on environmental management systems and creating jobs and work environments that encourage environmental awareness among employees can increase a worker's concern for the environment and motivation to participate in pro-environmental activities. Workers feel that their company's human resources management (HRM) policies affect their attitudes and behaviors at work, according to Nishii, Lepak, and Schneider (2008). Thus, when a

business incorporates greening into its HR policies, employees will operate in a way that is consistent with and supportive of its green values. When a company awards rewards for innovative environmental performance or efforts, employees are motivated to participate in and contribute to green activities (Renwick et al., 2013). Green HRM inside a company influences employee pro-environmental behaviors at work (Dumont et al., 2017).

For this, the following hypothesis can be stated as

Hypothesis 1. Green HRM practices positively correlated with employee pro-environmental behavior.

Green Human Resource Management Practices, Pro-environmental Psychological Climate, and Pro-environmental Behavior

Organizational climate refers to staff members' collective opinions and interpretations of corporate policies, the procedures used to transform policies into strategies, and the conduct expected and rewarded by the business (Beermann, 2011). According to Boxall, Guthrie, and Paauwe (2016), the behavioral HRM literature acknowledges that HRM may not directly impact employee behavior but rather that HRM's effect is conveyed through various underlying processes. Environmental psychologists have long recognized contextual influences as influencing pro-environmental behavior (Beermann, 2011). Psychological climate is a significant contextual aspect of organizational behavior that may affect workers' attitudes and behaviors. According to Burke, Borucki, and Kaufman (2002), the "psychological climate" refers to individual insights into work environment characteristics or organizations. According to Boxall et al. (2016), the term "pro-environmental psychological climate" describes how staff members perceive and understand the organization's environmental performance rules, processes, and practices (Schneider, Ehrhart, & Macey, 2013).

Studies have repeatedly shown that employee behaviors and climate are closely associated. Research in the field of environmental studies has demonstrated the relationship between descriptive norms and conservation, reprocessing, and littering activities (Boxall et al., 2016). We adapt this Research to the workplace and suggest that by establishing descriptive standards through psychological climate viewpoints, workers will perceive pro-environmental actions as appropriate and effective in the existing context. As per the findings of Burke et al. (2002), employees act following their perceptions and understanding of their work settings. According to this theory, we attribute a similar mediating role to pro-environmental psychological climate, i.e., we propose that employees perceive their organizations as environmentally friendly and act accordingly to interpret and comprehend their workplace features.

Workers' social contacts shape their perceptions of the psychological climate inside the organization by influencing the policies, processes, procedures, and practices valued by the organization (Beermann, 2011). Workers get opinions about the company values from seeing HRM practices (Nishii et al., 2008). The organization's psychological climate can be better understood by employees thanks to this cognitive process. An organization's employees see it favorably and appreciate its efforts to preserve the environment when it adopts green HRM practices and processes. It is anticipated that a pro-environmental psychological climate would help staff members have a better knowledge of the actions that the company values and rewards (Norton, Zacher, & Ashkanasy, 2015). A company sends a message to its workforce that it expects them to act in an environmentally responsible manner when it treats the environment and its preservation as a critical component of its overall strategy.

Organizations that consider environmental management systems in their decision-making process and look beyond only financial gains use green HRM practices. These firms design every managerial function to achieve greening objectives, and they integrate green-related activities into the features of their workers' work environments (Renwick et al., 2013). Employee engagement in pro-environmental behaviors is encouraged by the organization's concern for the environment and initiatives to green the workplace. According to Chou (2014), employees' perceptions of their firms' social responsibility towards the environment would decline if they saw a lack of green policies implemented into HR practices. This would lead to a decline in the pro-environmental psychological climate (Manika, Wells, Gregory-Smith, & Gentry, 2015). Hence, organizations must ensure that all their stakeholders, including employees, know that green responsibilities and commitment are integrated into every management aspect, including job design, strategy, procedure, and practice. Workers are increasingly active in green initiatives as they become aware of their responsibilities and the organization's expectations of going green. Employees' pro-environmental conduct positively correlates with a pro-environmental psychological climate (Norton et al. 2014) in a recent study by Norton et al. (2014).

Therefore, we developed the following hypothesis:

Hypothesis 2: The Pro-environmental Psychological climate mediates Green human resource practices and employee pro-environmental behavior.

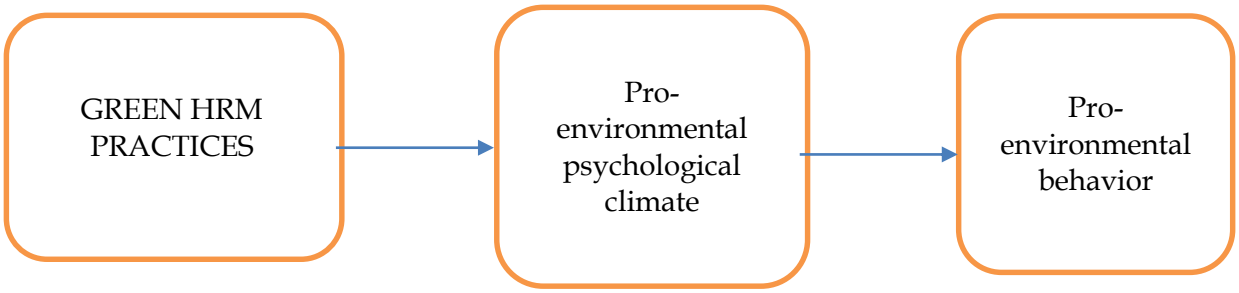

Fig 1: Conceptual Model

Material and Methods

The current study is a quantitative descriptive correlational study. The target respondents were 300 employees working in diverse manufacturing concern organizations, i.e., the Cement industry, textile mills, sugar industry, paper industry, and pharmaceutical industry of Pakistan. The employees were contacted through snowball sampling, which used employee referrals. The structured questionnaire was the data collection instrument distributed through Google Forms, and through that, responses were auto-assembled to avoid the detrimental consequences of method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Measures

A prior study's measure of GHRM practices was modified (Dumont et al., 2017). The respondents used a five-point Likert-type scale to score their impression on the organization's application of GHRM practices (1 5 "not at all" to 5 5 "very much"). Chou (2014) used a five-item scale to gauge the pro-environmental psychological climate. A 16-item scale that was taken from the Research of Kim, Kim, Han, and Holland (2016),

Robertson and Barling (2013), and Kaiser, Oerke, and Bogner (2007) were used to measure pro-environmental behavior.

Results and Discussion

Data Analysis

PLS-SEM, a second-generation multivariate data analysis, was used in this investigation (Ringle et al., 2015). It is a valuable prediction technique and performs well with intricate structural models. It may be used with single- and multi-item scales and provides precision evaluation, especially when working with large sample numbers. According to Hair et al. (2017), it is also appropriate for formative and reflective models. Every variable in this study was reflective. The measurement model was used to gauge the validity and reliability of the variables, and the structural model was applied to evaluate the path coefficient and significance. In order to determine the indicators' reliability, the outer loading was calculated. The external loading score, which ranged from 0.621 to 0.830, was substantially greater than 0.60, according to the data. The outer loading score did not differ significantly from the standard value except for PB12 and PB15, which were removed from the final data.

When internal consistency was evaluated using Cronbach's alpha, results fluctuated between 0.804 and 0.934, exceeding the suggested range of 0.70. These outcomes indicate established internal consistency. Internal consistency reliability was also calculated using the composite reliability coefficient, which had to be more than 0.70. The acquired results further confirmed the internal consistency of the study's constructs, ranging from 0.859 to 0.942. These findings are presented in Table 1:

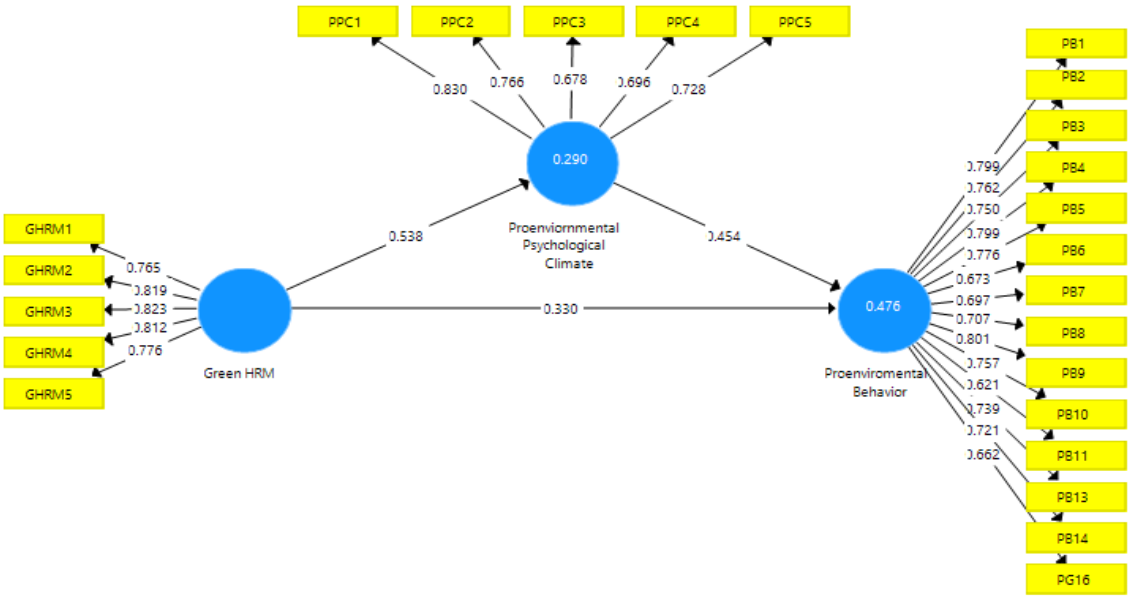

Figure II: Measurement Model

Table 1
Assessment of Reflective Model

First Order variable	Items	Loading	α	CR	AVE
Green HRM	GHRM1	0.765	0.859	0.898	0.639
	GHRM2	0.819			
	GHRM3	0.823			
	GHRM4	0.812			

	GHRM5	0.776			
Pro-environmental Psychological Climate	PPC1	0.830	0.804	0.859	0.550
	PPC2	0.766			
	PPC3	0.678			
	PPC4	0.696			
	PPC5	0.728			
Pro-environmental Behavior	PB1	0.799	0.934	0.942	0.541
	PB10	0.757			
	PB11	0.621			
	PB13	0.739			
	PB14	0.721			
	PB2_	0.762			
	PB3	0.750			
	PB4	0.799			
	PB5	0.776			
	PB6	0.673			
	PB7	0.697			
	PB8	0.707			
	PB9	0.801			
	PG16	0.662			

Convergent validity was assessed using the average variance extracted (AVE) method (Fornell and Larcker, 1981). Convergent validity, or the relationship between one construct and other variables and measures of the same construct, was measured using the AVE and outer loading scores of all examined variables. According to the recommendation of Hair et al. (2017), the value need to exceed 0.50. According to the data, all AVE scores were more significant than the cutoff, proving convergent validity. Construct validity was also assessed, which means that every construct under investigation needs to be distinct from other variables under study (Bagozzi et al., 1991). Construct validity is commonly assessed using the Fornell-Larcker test (Fornell and Larcker, 1981), the heterotrait-monotrait (HTMT) ratio (Henseler et al., 2015), and cross-loadings.

The Fornell-Larcker test was used to evaluate discriminant validity (Fornell and Larcker, 1981). Based on this criterion, the square root of the AVE score has to be greater than the correlations with other factors. It is evident from Table 2's data that discriminant validity was proven.

Table 2
Fornell-Larcker test

	1	2	3
Green HRM	0.799		
Pro-environmental Psychological Climate	0.538	0.741	
Pro-environmental Behavior	0.574	0.632	0.735

According to Haider et al. (2018), the variables in this study may differ when the HTMT value is less than one. However, 0.85 has also been suggested as a more cautious threshold point (Henseler et al., 2015). The results show that discriminant validity was demonstrated in Table 3.

Table 3
HTMT test

	1	2	3
Green HRM			
Pro-environmental Psychological Climate	0.593		
Pro-environmental Behavior	0.638	0.670	

Comparing the items' loading with their cross-loading is another method for assessing discriminant validity (Götz et al., 2009). Table 4 shows that item loading was greater than cross-loading in this investigation. The results imply that discriminant validity was established as a result.

Table 4
Cross-loading

	1	2	3
GHRM1	0.765	0.386	0.453
GHRM2	0.819	0.445	0.446
GHRM3	0.823	0.439	0.494
GHRM4	0.812	0.487	0.470
GHRM5	0.776	0.385	0.429
PB1	0.494	0.535	0.799
PB10	0.411	0.514	0.757
PB11	0.363	0.240	0.621
PB13	0.381	0.431	0.739
PB14	0.450	0.371	0.721
PB2_	0.404	0.565	0.762
PB3	0.413	0.443	0.750
PB4	0.466	0.536	0.799
PB5	0.469	0.535	0.776
PB6	0.446	0.426	0.673
PB7	0.459	0.441	0.697
PB8	0.352	0.504	0.707
PB9	0.444	0.511	0.801
PG16	0.328	0.312	0.662
PPC1	0.559	0.830	0.637
PPC2	0.482	0.766	0.506
PPC3	0.287	0.678	0.341
PPC4	0.250	0.696	0.372
PPC5	0.276	0.728	0.368

Bootstrapping was used to evaluate the structural model's efficacy. The collinearity problem was first assessed using a structural model estimate. A higher connection between variables is called collinearity (Hair et al., 2017), and the variance inflation factor (VIF) served as the primary criterion for assessing collinearity. Collinearity can be prevented if the VIF is less than 5. The study's score, which varied from 1.00 to 1.408, showed no collinearity in the sample.

The path coefficients between the constructs were then computed using the algorithm, and their significance was assessed using the standard error of the bootstrap method; a significant link is indicated by a t-value greater than 1.96 ($p<0.05$). The coefficient of determination (R2) was subsequently calculated to ascertain the extent of variation stated by the exogenous factors; scores of 0.25 (weak), 0.50 (moderate), and 0.75 (strong) indicate substantial variation (Hair et al., 2017). All antecedents generated an

average variation in Pro-environmental Psychological Climate and Pro-environmental Behavior, as indicated in Table 5.

Table 5
Evaluation of Structural Model

	R^2	t-value	P-value	Assessment
Pro-environmental Psychological Climate	0.290	7.569	0.000	Moderate
Pro-environmental Behavior	0.476	13.553	0.000	Moderate

The standards suggested by Hair et al. (2016) were used to assess mediation. According to the investigation, pro-environmental behavior and GHRM are connected through a complementary mediator, the pro-environmental psychological climate. The findings suggest that the pro-environmental psychological climate acts as a mediator for the suggested course.

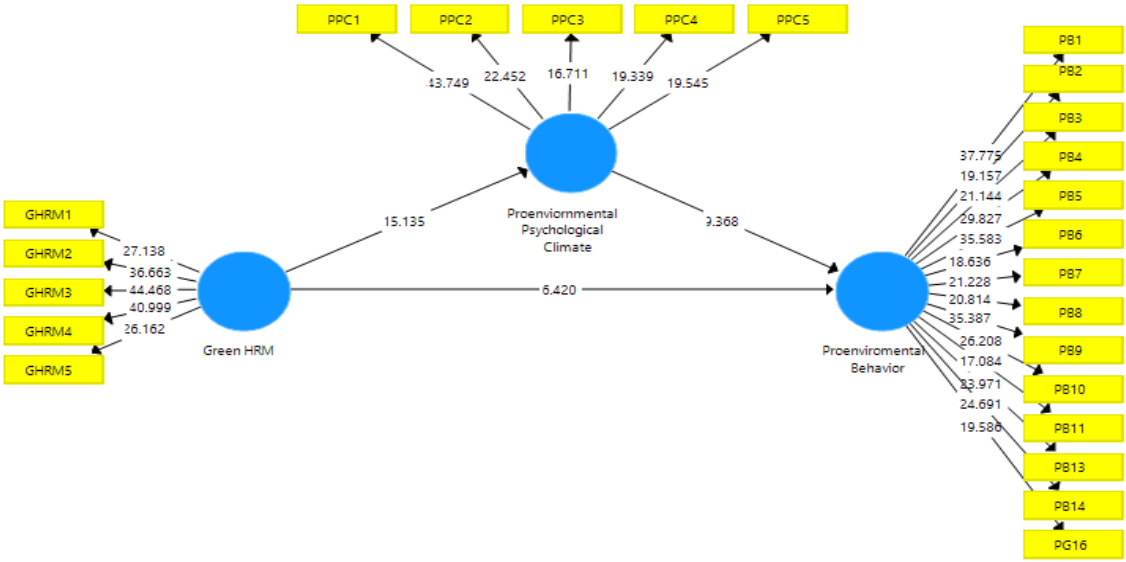

Figure III: Structural Model

Table 6
Hypothesis Testing

Linkages	β	S. error	t-value	P value	Decisions	Confidence Interval	
						2.50%	97.50%
Green HRM -> Pro-environmental Psychological Climate	0.538	0.036	15.135	0.000	Supported	0.468	0.603
Green HRM -> Pro-environmental Behavior	0.574	0.036	16.111	0.000	Supported	0.501	0.641
Pro-environmental Psychological Climate -> Pro-environmental Behavior	0.454	0.048	9.368	0.000	Supported	0.357	0.553
Green HRM -> Pro-environmental Psychological Climate -> Pro-environmental Behavior	0.244	0.032	7.666	0.000	Supported	0.188	0.313

Table 6 provides evidence in favor of H1 that GHRM has a considerable impact on the pro-environmental psychological climate (β = 0.538, P = 0.000). Furthermore, H2 is supported by the direct correlation between Green HRM and Pro-environmental Behavior (β = 0.574, P = 0.000). Moreover, the pro-environmental psychological climate mediates the relationship between GHRM and pro-environmental behavior (β=0.244, P=0.000), supporting H3.

Table 7
Effect Size f^2

Hypothesis	f^2	Evaluation
Green HRM -> Pro-environmental Psychological Climate	0.408	L
Green HRM -> Pro-environmental Behavior	0.148	M
Pro-environmental Psychological Climate -> Pro-environmental Behavior	0.280	M

Determining meaningful route coefficients requires measuring each predictor's effect size (f2) on the dependent variables (Hair et al., 2017). When a particular predictor variable is removed from the model, the f2 is used to quantify the variation in the strength of R2. Furthermore, Table 7 displays the f2 score as tiny (0.02), medium (0.15), and high (0.35) effect sizes.

Table 8
Predictive Relevance Q^2

	SSO	SSE	Q^2
Pro-environmental Psychological Climate	2,040.000	1,759.018	0.138
Pro-environmental Behavior	5,712.000	4,361.406	0.236

Moreover, it is recommended that stone-Q2 Geisser's be used to assess predictive relevance Q2 (Geisser 1974; Hair et al., 2017). Q2 values were estimated using the average redundancy index of exogenous structures (Hair et al., 2017); results are displayed in Table 8.

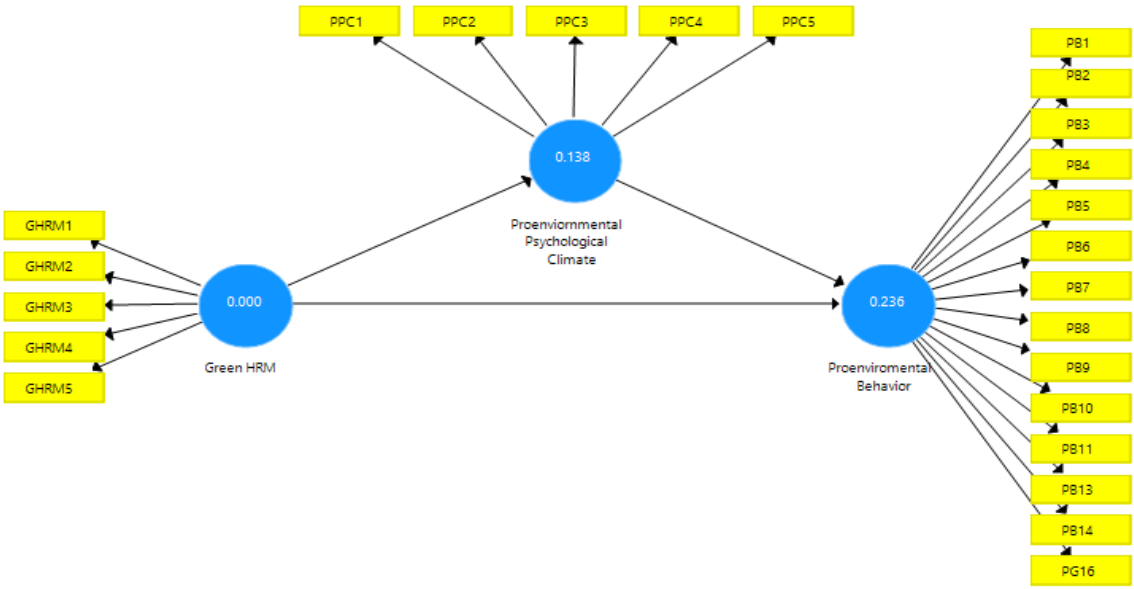

Fig IV: Blindfolding test

Conclusion

The current study investigates the link between green HRM practices and employees' pro-environmental behavior. The association between green HRM practices and pro-environmental behavior is mediated by pro-environmental psychological capital. GHRM techniques include green performance monitoring and appraisal, green training and development, green recruitment and selection, and green incentive and pay. The model's study findings corroborated the hypothesis. Workers ' pro-environmental behaviors were positively affected by green HRM practices. This result was consistent with Research by Dumont et al. (2017). Pro-environmental behavior is mainly driven by individual views of corporate green climate that result from adopting these activities, while pro-environmental conduct is not formally evaluated and rewarded. Over the past few years, there has been an increase in scholarly interest in HRM's role in environmental management (Jackson & Seo, 2010; Renwick et al., 2013).

The current findings demonstrated that green HRM influences pro-environmental behavior indirectly by fostering a pro-environmental psychological climate. Although there are conceptual connections between pro-environmental behavior and green HRM, insufficient data supports these connections. This Research contributes to theory in several ways. This Research intends to investigate the factors that impact workers' intentions to participate in environmentally friendly activities, which are essential for accomplishing sustainability projects (Chan et al., 2014).

Additionally, it adds to the scant Research on how pro-environmental behavior motivates employees (Kim et al., 2016). This study advances our understanding of the pro-environmental actions of employees, a topic that needs more Research (Dumont et al., 2017). It investigates the impact—which has gotten little attention—that green HRM practices have on people's pro-environmental behavior. Concerning its implications for employee workplace outcomes, the green HRM narrative is still developing (Dumont et al., 2017). Hameed, Khan, Islam, Sheikh, and Naeem (2020) state that since HRM managers carry out the organization's environmental management vision, they should be given more authority regarding GHRM practices.

Recommendations

Companies should provide green awareness to their employees about environmental issues by offering green training that clarifies the principles. Employees would be better equipped to use green principles and achieve the objectives of green management with the aid of such preparation. Companies should fairly evaluate employees' green behavior (Dumont et al., 2017) and link it to prospects for advancement, income, and other benefits.

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