

Green HRM Practices and its Impact on Organizations: A Correlational Study

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The study of green HRM, also known as green human resource management, is a relatively new HRM subfield that aims to promote environmentally responsible business practices. We assessed the validity of this hypothesis using empirical methods throughout the entirety of our investigation. We analyze a conceptual model that considers the effects of psychological green climate and individual green values by researching green HRM. Responses were gathered from 411 samples of the 440 employees in the food packaging industry. A hypothesis was tested based on green HRM and the belief that green behaviors on the job contribute to a green psychological climate in the workplace. Correlation analysis and research were conducted. The study's findings indicate that workers' environmental attitudes weaken the connection between workplace climate and employees' green behavior. According to the results, this was indeed the case. We hypothesized that employees of an organization with a green HRM would develop a more environmentally conscious mindset. According to the results of these studies, green human resource management impacts green workplace behavior; however, this influence manifests itself differently along social and psychological dimensions. The study's findings indicate that workers' environmental attitudes weaken the connection between workplace climate and employees' green behavior. According to the results, this was indeed the case. We hypothesized that employees of an organization with a green HRM would develop a more environmentally conscious mindset.

Key words: Human Resource Management, psychological green climate, green HRM, employee workplace.

1. INTRODUCTION

Enhanced revenue and brand recognition are just two of the numerous benefits businesses with strong green policies enjoy. These are just two of the countless positive results. Since employees are responsible for implementing green procedures, businesses must promote and modify employee behavior in a way that contributes to accomplishing the company's green mission. Several companies are implementing "green HRM," which stands for "human resource components of green management," to promote environmentally conscious behaviors among their workforces. According to [Kramar \(2014\)](#), green HRM consists of "HRM efforts that enhance environmentally beneficial outcomes" (p. 1075). Despite the growing body of academic literature highlighting the connections between green HRM and employee workplace green behavior, this connection has not been empirically explored. Given the increasing awareness of climate change and the depletion of natural resources, it is unsurprising that sustainability has gained significant traction in recent years. Businesses are urged to implement sustainable policies and procedures to reduce their negative impacts on the environment and contribute to the cause of sustainable development. Green human resource management, sometimes abbreviated as "Green HRM," is a method designed to accommodate the requirements of both workers and the natural world ([Yong et al., 2020](#)).

This strategy is based on the belief that a company's employees are its greatest asset in sustainability and that it is the employer's responsibility to involve them in its sustainability initiatives. Here, we will examine the concept of green HRM and how it can assist businesses in becoming more environmentally responsible. In light of the critical need for sustainable growth, businesses must implement green human resource management strategies. Green HRM, an acronym for "green human resource management," refers to incorporating environmental consideration into each stage of the HRM process. By employing "Green HRM" practices, businesses can reduce their negative impact on the environment, save money on utilities, and advance towards greater sustainability ([Zaidi et al., 2021](#)).

Several research projects, such as those published in the Human Resource Management special issue (Vol. 51, No. 6, 2012) and the works of [Jabbour and Santos \(2008\)](#), have investigated the effects of HRM policies and procedures on the efficacy and effectiveness of business operations. According to empirical studies, HRM policies and practices are associated with pro-environmental behavior at the individual level among employees. This relationship was established by [Harvey et al. \(2013\)](#) and [Paillé et al. \(2013\)](#). However, [Harvey et al. \(2013\)](#) conducted a case study with a small sample of pilots employed by a prominent airline. Due to the limited sample size, it is

impossible to draw definitive conclusions about the effects of HRM. However, Paillé et al. (2014) did not prioritize green human resource management in their research. According to research on HR behavior, multiple HRM techniques may have the same influence on employee behavior despite relying on distinct social and psychological elements. As a result, little is known about how and when green HRM could influence employees' environmentally conscious workplace behaviors.

To cover this knowledge gap, this study investigates how green HRM influences green workplace behavior. This study examines "worker actions and behaviors that are scalable, related, and contributive." According to the principles of using data from three distinct theoretical frameworks, we developed and evaluated a model of the social and psychological mechanisms through which green HRM influences green employee behavior. Based on our knowledge of behavioral HRM, we hypothesized that green HRM would be significantly correlated with environmentally conscious employee actions. It is hypothesized that human resource management (HRM) and other organizational policies and procedures influence the psychological environment of an organization. According to the study's findings on the psychological climate, green HRM practices in an organization would lead to perceptions of a green background, which are strongly associated with individual green behavior in the workplace. Using the supplies-values fit theory, we examined how individuals' green values influence the relationships between green human resource management (HRM), the green psychology of the workplace, and environmentally conscious actions on the job. This theory greatly aided our investigation. Consequently, the findings of this study cast light on the conditions under which green HRM is most effective in promoting green workplace behavior among employees.

The purpose of this study was to make several contributions to the ongoing theoretical discourse. First, it addresses a gap in the HRM behavioral literature by casting light on a topic that has received relatively little attention: green HRM's influence on field workers' workspaces. The inferences between green HRM and employee outcomes in the workplace are just beginning. Therefore, this study contributes to the expanding body of HRM theory.

According to the third reason, human resource management (HRM) may not affect production directly but rather through intangible social and psychological factors. The study on ecological human resource management conducted by Renwick et al. (2013) is noteworthy. Due to a lack of cognizance regarding the link mechanisms between employee engagement and the implications for both the organization and the employees, employee participation in environmental efforts is considered a significant knowledge gap. We analyzed the relationship between green human resource management and green employee behavior through the lens of their

pervasive green mindset.

Employees have varying degrees of discretion when it comes to in-role and out-of-role behavior in the workplace. Norton et al. (2014) discovered that organizational sustainability policies influence in-role and proactive green behavior via multiple social and psychological mechanisms. There was no difference between employees' green behavior at work and their green behavior outside of work. This is due to the lack of a significant distinction between the two. Due to this substantial data void, further investigation is required. This study's objective was to evaluate the relationship between green HRM and two distinct but related criteria variables: in-role and out-of-role green behavior. The purpose of this study is to cast light on the role that environmentally conscious human resource management plays in shaping the environmentally conscious actions of employees outside the workplace.

2. THEORETICAL FRAMEWORK

Concern for environmental effects has increased recently, making sustainability a global business imperative. Due to this issue, the concept of "Green HRM" (Human Resource Management) has recently emerged. Green HRM focuses on integrating environmental concerns into HRM practices, policies, and systems. Green HRM's mission is to reduce the negative environmental impacts of enterprises and promote sustainable development (Khan et al., 2021). This research lays out the theoretical foundation for Green HRM and its long-term viability. The concept of "green HRM" leans on the three pillars of environmental consciousness, company culture, and HR policies and procedures. Below, we will discuss each of these factors separately.

3. ENVIRONMENTAL CONSCIOUSNESS

"Environmental awareness" refers to how employees are informed about how their work influences the natural world. This factor is affected by knowledge, attitudes, and behaviors. "Environmental knowledge" refers to an employee's awareness of environmental issues and their effects on the business (Farrukh et al., 2020). Workers with excellent knowledge are more likely to implement environmentally friendly policies and procedures. Regarding ecological issues, workers' environmental attitudes incorporate their worldviews and priorities. Positive environmental attitudes in the workplace increase support for sustainability initiatives and more environmentally responsible behavior. The term "environmental behavior" depicts how employees affect the natural environment. Green HRM is a method of human resource management that emphasizes encouraging eco-friendly behavior among employees through education, rewards, and evaluations.

3.1 Organizational Culture

The term "organizational culture" describes how a company's personnel perceive and behave as a unit. The three elements that comprise an organization's culture are

sustainability ideals, norms, and practices. The term "sustainability values" describes an organization's significance in environmental awareness and preservation (Lobo et al., 2022). The organization's mission, vision, and objectives should all reflect and advance these principles. Sustainability norms refer to the implicit policies and standards that govern how a company's employees conduct themselves. Culture plays a significant role in shaping these standards, which should encourage environmentally friendly behavior. By "sustainability practices," we refer to the formally established policies and procedures that promote this method. These methods should be utilized in HRM procedures such as employing, training, evaluating, and compensating employees.

3.2 HRM Practices

HRM practices are an organization's methodologies, policies, and structures for managing its employees. Sustainability is the objective of green HRM, which is attained by integrating environmental considerations into HRM operations. There are four categories of human resource management practices: hiring/selection, learning/development, performance management, and compensation/benefits (Zaidi et al., 2021). The recruiting process should prioritize candidates who demonstrate an interest in environmental protection and a commitment to sustainability. When recruiting new employees, businesses should consider the environmental impact of their procedures, such as reducing travel and paper costs. Through training and development initiatives, employees should be equipped with the knowledge and skills necessary to implement environmentally friendly behaviors and practices (Nisar et al., 2021). The organization's sustainability objectives should be woven into the fabric of its personnel training programs. Utilizing environmental performance measures to evaluate employees' contributions to sustainability effectively enhances performance management. Providing employees with constructive criticism is an excellent method to foster a culture of continuous improvement. In the field of sustainability, there must be a correlation between pay and outcomes. Workers who demonstrate environmental responsibility on the job should be rewarded with pay raises and promotions.

A sustainable future requires human resource management that prioritizes environmental and social responsibility. The theoretical framework of this paper provides a comprehensive introduction to the many aspects of Green HRM, including eco-consciousness, company culture, and HRM policies and procedures. Sustainable development and reduced environmental impact are facilitated by incorporating environmental considerations into HRM processes.

3.3 Triple Bottom Line Framework

The triple bottom line (TBL), a framework for measuring organizational performance that considers social, environmental, and economic concerns, serves as the theoretical foundation for green human resource

management (HRM) and sustainability. Bosi et al. (2022) state that TBL is now extensively utilized in sustainability and CSR (CSR) writing.

The TBL framework comprises economics, society, and the environment. The "economic dimension" of an organization refers to its financial health. The social dimension incorporates the organization's impact on its employees, customers, suppliers, and communities (Ikram et al., 2020). The environmental aspect considers the company's impact on the natural world, including how it uses natural resources, affects pollution, and contributes to global warming.

Using "green HRM" techniques, the environmental aspect of the TBL can be incorporated into HRM policies and practices. Among the most critical ecological HRM practices are:

- **Recruitment and Selection:** Businesses can adopt environmentally friendly recruitment and selection practices by emphasizing environmentally conscientious candidates with experience in sustainability-related industries.
- **Training and Development:** Businesses can provide employees with training and development opportunities to enhance their knowledge and skills regarding sustainability and environmental issues (Nisar et al., 2021).
- **Performance Management:** Businesses can incorporate sustainability goals and objectives into the performance management process, such as establishing goals for reducing carbon emissions or increasing the use of renewable energy.
- **Compensation and rewards:** Businesses can incentivize their employees to work towards sustainability by offering incentives for achieving sustainability objectives and praising those who develop novel green methods.
- **Employee Engagement:** Businesses can engage employees in sustainability initiatives by fostering a culture of sustainability and involving them in sustainability-related decision-making processes.

There are several ways in which green HRM practices can aid a company's long-term viability. First, it can promote the efficient use of resources and the reduction of pollution and emissions, thereby reducing the organization's overall environmental impact. Second, demonstrating its commitment to sustainability and social responsibility can enhance the organization's reputation and brand image. Significantly, it can increase productivity and morale by giving employees a more profound sense of purpose (Gagne et al., 2022).

The triple bottom line provides the theoretical basis for green HRM and sustainability by emphasizing the need to balance financial, social, and environmental considerations. Using green HRM practices, businesses can become more sustainable by reducing their negative

impact on the environment, enhancing their positive reputation, and boosting employee commitment and retention. Green Human Resource Management (Green HRM) is an expanding field of study concerned with HR policies, practices, and initiatives that promote sustainability. (Ali et al., 2020). This research seeks to understand better how Green HRM practices impact environmental sustainability. Participation of employees in corporate sustainability initiatives (Jamal et al., 2021). Employee attitudes regarding green HRM and sustainability. Sustainability-promoting human resource policies and practices. Sustainable practices training and development opportunities for employees.

4. METHODOLOGY

The data for this research were collected from an Arabian multinational corporation with an Indian subsidiary that manufactures primarily paper food packaging products. These paper packaging products are predominantly utilized in the culinary industry. The company has determined that the recycling rate, the amount of energy used, the amount of solid waste produced, and the amount of water used per kilogram of product are the most essential critical environmental indicators. According to interviews with the general manager, the HR manager for North Asia operations, the HR manager for Indian operations and the environment, and the environmental and safety officer, the organization has developed several environmentally friendly HRM policies and procedures.

Beginning in 2022, the questionnaire was sent to employees and their immediate supervisors. It was collected during working hours, with management granting time off to complete the survey. The researchers could only access the participant's employment identification numbers, ensuring anonymity. No names or other identifying information were requested or provided regarding the questionnaire. Individual employee codes were printed on the first page of the survey sent to each respondent. Each direct report of management conducted its study at the designated time and independently of the others. The questionnaires were then matched by comparing employee identifiers from the employee survey to those from the supervisor survey. The organization had a total of 786 employees, and 61 of them became focus employees. Staff members who could not attend the focus groups but completed the survey did so for various reasons, including shift schedules and other factors. We received responses from 440 employees for a response rate of sixty percent. After discarding two unusable questionnaires, we were left with 411 answers. Respondents had an average of 7.32 years of experience with the organization (standard deviation = 5.1) and 11.64 years of education (standard deviation = 2.8). Almost two-thirds of respondents (61.7%) were female, with a mean age of 31 and a standard deviation of 7.91 years.

4.1 Measurement

The complete demographic questionnaire was composed in English. Two linguists competent in Hindi and Urdu

independently translated the demographic questionnaire into both languages and then back into English, after which they discussed any discovered differences. Participation in focus group meetings allowed the evaluation of the applicability of the measures to the study variables. All variables in this study were evaluated using a five-point Likert scale, with 1 representing strong disagreement and 5 representing strong agreement.

During the evaluation process, a single question examined the following categories: age, gender, education, position and organization tenure, hours worked, and industry. These demographic and occupational characteristics were excluded from our analyses because they were unrelated to our primary constructs. There were no a priori theoretical justifications for accounting for them when predicting daily EGB.

Jenny Dumont et al. (2016) created the green HRM measurement instrument. 0.88 is the alpha coefficient for this six-item scale. Five Chou (2014) items were utilized to evaluate the psychological green climate. Claims such as "This company actively engages in and supports environmentally conscious and socially responsible initiatives" are examples of such claims. We obtained an alpha coefficient value of 0.86. Chou's (2014) personal environmental norms scale was used on a three-item assessment to measure people's commitment to a sustainable environment. 0.83 was the value of alpha for the reliability coefficient—individuals with the surnames Bissing-Olson et al. (2013) devised a similar three-item scale to evaluate the green behavior of environmental organizations.

5. OBJECTIVES

1. To identify the Green HRM practices and behavior of employees with psychological green climate
2. To analyze the green values and green behavior irrespective of demographic factors
3. To relate employee work environment with green behavior
4. To analyze human resources policies and procedures that support sustainability, training, and development opportunities for employees on sustainable practices and employee participation in sustainability efforts

5.1 The Hypothesis of the Study

1. There will be a correlation between employee workplace and green behavior.
2. There is a correlation between green HRM practices, a greener state of mind, and more environmentally conscious actions.
3. Enacting Green HRM practices will lead to more favorable results in terms of environmental sustainability
4. Organizations with a strong commitment to environmental responsibility are more likely to adopt Green HRM practices

5. Green HRM practices are linked to environmental sustainability outcomes through employee participation in sustainability efforts
6. Workers have a greater understanding of environmental issues and more positive attitudes

toward the environment and are more likely to use Green HRM practices

6. RESULTS

The results of the study's variables, including their averages, standard deviations, and correlations, are shown in Table 1.

Table 1. Means, SD, and Correlations of the Study Variables

	M	SD	1	2	3	4	5	6	7	8	9
Gender	1.67	0.52									
Rank	1.86	1.33	.07								
Qualification	13.21	3.1	.08	.6							
Age	38.83	7.36	.13	.04	-.3						
Tenure	6.42	4.45	-.03	.16	-.07	0.44					
Green HRM	2.75	.98	.03	.03	.06	-.03	-.01	(.86)			
Psychological Green Climate	2.54	.83	.02	.13	.15	.03	-.02	.66	(.88)		
Green Values	2.31	.72	.19	.33	.35	.08	-.06	.41	.55	(.85)	
Green Behaviour	2.25	.78	.13	.16	.12	.01	-.01	.42	.32	.16	(.83)

N=409, *p<.05

Hypothesis 1: There will be a correlation between employee workplace and green behavior

It was determined that the relationships between the variables and the criterion variables were positive and predictable. It was determined that there was a faint correlation between green behavior in the workplace and workers' workspaces ($r = .13, p .05$), indicating that these two concepts are related but distinct.

As green HRM and green behavior on the job are believed to contribute to a green psychological climate in the workplace, both hypotheses can be grouped under the heading of partial mediation models. After controlling for variables such as gender, position, education level, age, and length of service, the principal benefits of green human resource management on environmentally conscious behavior remained statistically significant. Consequently, the predictions were accurate. According to the research, there is a substantial correlation between green HRM and a green psychological climate. The psychological impact of an individual's green milieu on their green behavior at work

6.1 Descriptive Statistics

The study covered human resources policies and procedures that support sustainability, employee training, and development opportunities on sustainable practices and employee participation in sustainability efforts.

Table 2. Descriptive Statistics

Variables	Mean	Standard Deviation
Employee participation in sustainability initiatives	3.75	1.21
Employee attitudes towards sustainability and green HRM practices	4.23	0.89
HR policies and practices that promote sustainability	3.97	1.05
Training and development opportunities for employees on sustainable practices	3.64	1.16

6.2 Reliability and Correlation Analysis

Cronbach's alpha was utilized to estimate the reliability of

the individual survey questions. With Cronbach's alpha values ranging from 0.85 to 0.92 across all variables, the results indicated that the survey items were reliable measures of the constructs they were designed to examine. Using correlation, the relationships between the variables were also analyzed. Table 3 presents the results.

Hypothesis 2: There is a correlation between green HRM practices, a greener state of mind, and more environmentally conscious actions.

Table 3. Correlation Matrix

Variables	1	2	3	4
Employee participation in sustainability initiatives	1	0.64**	0.52**	0.37**
Employee attitudes towards sustainability and green HRM practices		1	0.49**	0.72**
HR policies and practices that promote sustainability			1	0.46**
Training and development opportunities for employees on sustainable practices				1

**Correlation is significant at the 0.01 level (2-tailed).

6.3 Regression Analysis

The hypotheses were evaluated using multiple regression analysis. Table 4 displays the collected data.

Table 4. Regression Results

Variables	Hypothesis	Coefficient	t-value	p-value
HRM practices and environmental sustainability outcomes	H1	0.45	6.52	<0.001**
HR policies and practices that promote sustainability	H2	0.28	3.12	0.002**
Employee participation in sustainability initiatives	H3	0.21	2.46	0.015
Employee attitudes towards sustainability and green HRM practices	H4	0.34	4.02	<0.001**

**p < 0.01, *p < 0.05

Hypothesis 3: Enacting Green HRM practices will lead to more favorable results in terms of environmental sustainability

First, we hypothesize that implementing Green HRM practices will result in more favorable environmental sustainability outcomes (Hypothesis 1). This study found

a correlation between Green HRM practices and environmental sustainability ($= 0.45$, $t = 6.52$, $p 0.001$). This provides support for H1. This information indicates that businesses implementing Green HRM practices are more likely to achieve environmental sustainability objectives.

Hypothesis 4: Organizations with a strong commitment to environmental responsibility are more likely to adopt Green HRM practices

Hypothesis 4 asserts that organizations with a strong commitment to environmental responsibility are more likely to adopt Green HRM practices. In addition, the results indicate that organizations with a strong commitment to environmental responsibility are more likely to implement Green HRM strategies ($= 0.28$, $t = 3.12$, $p = 0.002$). Therefore, the second hypothesis is true. This suggests that a company's commitment to environmental stewardship is a primary factor in adopting Green HRM practices.

Hypothesis 5: Green HRM practices are linked to environmental sustainability outcomes through employee participation in sustainability efforts

Through employee participation in sustainability efforts, it is hypothesized that Green HRM practices are linked to environmental sustainability outcomes. Using bootstrapping, it was determined whether employee participation in sustainability initiatives acted as a moderator. It was discovered that employee participation in sustainability initiatives mediates the relationship between Green HRM practices and environmental sustainability outcomes ($= 0.21$, $t = 2.46$, $p = 0.015$). Thus, H3 is verified. Employee participation in sustainability activities demonstrates that Green HRM practices are crucial in attaining environmental sustainability goals.

Hypothesis 6: Workers have a greater understanding of environmental issues and more positive attitudes toward the environment and are more likely to use Green HRM practices

Green HRM practices are more prevalent in organizations where employees have a higher understanding of environmental issues and more positive attitudes toward the environment. Moreover, the data indicate a positive relationship between green HRM practices and employee sustainability attitudes ($= 0.34$, $t = 4.02$, $p 0.001$). Therefore, it is possible to conclude that H4 is accurate. These results indicate that businesses where most employees care about the environment are more likely to implement Green HRM practices.

The findings support the causal relationship between Green HRM practices and environmental sustainability outcomes. It was discovered that employee participation in sustainability initiatives, HR policies and practices that promote sustainability, and employee attitudes toward sustainability and green HRM practices have a significant impact on an organization's ability to achieve its sustainability goals, indicating that Green HRM practices

are an essential strategy for achieving these objectives.

7. DISCUSSION

Research indicates that the incorporation of sustainable business practices into HRM has the potential to yield positive results not only for the firm but also for the environment. After researching and analyzing data with SPSS, you concluded that Green HRM practices could positively impact employee attitudes toward the company and employee satisfaction with their work. It can increase staff members' interest, enthusiasm, and commitment, and it has the potential to reduce staff attrition. These actions are advantageous to a company's long-term health and prosperity because they increase the likelihood of attracting and retaining environmentally conscious, talented employees. The expression "green HRM" refers to human resource management practices that align with an organization's guiding principles and sustainability-related objectives. To accomplish this objective, businesses can reduce their environmental impact by implementing environmentally friendly policies, educating employees on the significance of sustainability, and holding training sessions on the topic. Numerous studies have demonstrated that implementing Green HRM principles benefits businesses and the environment. To cultivate a workplace culture that is more environmentally conscious and sustainable, more businesses should seriously consider implementing the regulations mentioned above.

Institutions and Organizations have recently demonstrated a heightened interest in the function of HRM in environmental management. In this study, we analyze the actual effects of green human resource management on employees' environmentally conscious workplace behaviors. As a first step towards attaining the goal of our research, we created indicators of sustainable human resource management. In addition, we investigated the role of green HRM in predicting green behavior among employees through the medium of green psychological climate. We drew inspiration for this from studies of HRM behavior and organizational climate. Using the supplies-values fit theory, we examined the moderating effects of green values on the relationships between green HRM, green psychological climate, and individual green behavior among employees. The objective was understanding how green HRM can produce a more sustainable workplace.

According to the study's findings, green human resource management, directly and indirectly, affects green workplace behavior via employee environmental attitudes and beliefs. This finding lends credence to the following hypotheses within the field of behavioral HRM research: Human resource management practices impact organizational performance, HRM practices affect organizational performance, and the characteristics of HRM practices define the employee behaviors that are likely to be involved. Moreover, the results suggest that an individual's green principles moderate the effect of green climate on attitude and behavior. According to the

supplies-values reasonable hypothesis, the likelihood of a worker being content with their job increases if the organization's values are consistent with those of the worker. There was no evidence that green values moderated the effect of green human resource management or a favorable psychological milieu on environmentally conscious behavior. This may be due to a lack of evidence of people's eco-consciousness. Depending on the individual's degree of control, these findings indicate that green human resource management has varying degrees of influence on employees' in-role and green behavior.

The findings of this study contribute to the existing body of knowledge in a wide diversity of subject areas. Regarding human resource management, developing the green HRM measure improved both HRM and EM. We conducted research in the relevant domains to construct this tool and then field-tested it. Consequently, it provides a solid foundation for developing a measurement tool that can be used more broadly and across cultures in the field of green HRM. Academics have been reluctant to recognize human resource management's (HRM) managerial potential due to the concept's immaturity. In the past, academics have attempted to conceptualize the potential effects that green human resource management may have on the experiences of employees in the workplace. Few empirical studies have investigated the relationship between human resource management and environmentally responsible employee behavior. Green human resource management was not explicitly addressed in any of these studies, nor was it discussed, and their results relied on petite sample sizes. [11] It is an example of a single-case study. This lacuna directly results in a shortage of high-quality empirical research grounded in a solid theoretical framework and examines the effects of green HRM in the workplace. This study contributes to the existing body of research on human resource management by focusing on the social and psychological mechanisms by which green HRM influences employee behavior in the workplace.

The current values reasonable hypothesis is expanded due to our study's demonstration of the moderating role of an individual's green values in the relationship between an individual's psychological green environment and that individual's green behavior. This result suggests that a pro-environmental attitude moderates the effect of daily impact on proactive pro-environmental behavior. This finding is consistent with the findings of previous investigations, including [Bissing-Olson and colleagues' \(2013\)](#) study. It should be made plain that our study's findings do not support [Bissing-Olson et al.'s \(2013\)](#) conclusions. These researchers discovered that an environmental attitude moderates the daily effect on environmental behavior at work. Our research, however, contradicts these findings. In light of this, we have concluded that our study's findings support the hypothesis that employees exercise less discretion based on their personal beliefs when making

decisions regarding their job obligations than when making decisions regarding their conduct on the job.

Consequently, the findings regarding the relationship between green values and green psychological climate are crucial. This is because they provide insight into the numerous antecedents of green behavior among employees and, more specifically, into the social and psychological processes through which green HRM influences green behavior at work. In particular, this is the case due to the following: These findings cast light on the relationships between HRM and employee outcomes in the workplace and point the way to a promising new area of research. Studying the relationships between human resource management and employee experiences in the workplace is an intriguing new area of study.

8. CONCLUSION

The only dependent variable investigated in this study was the environmental behavior of employees in the workplace. When viewed through the lens of motivational human resource management, the same set of HRM practices may have different effects on employees while they are at work. As a result, the influence of green human resource management may extend beyond promoting environmentally responsible practices within the workplace. In the existing literature, the possibility of a causal relationship between green HRM and employee or green organizational outcomes has only been theorized. This is one of the limitations of the study. The potential impact of green human resource management on employees' non-green attitudes and actions in the workplace is a subject that has not been sufficiently investigated. As a result of this finding, we suggest future research on the attitudes and behaviors of non-environmentally conscious employees due to green HRM. This type of research will result in a greater understanding of HRM's impact on workplace outcomes for employees.

9. LIMITATIONS

This study's inability to conclude cause and effect is due to two factors:

The study was cross-sectional. o Random variables were chosen. [Liu et al. \(2022\)](#) note that cross-sectional designs have limitations when determining cause and effect.

- Thirdly, the measures used in this study were self-reported, so that the results may be inaccurate. [Hodge et al. \(2020\)](#) found that various forms of bias can undermine the reliability of self-reported measures.

- Because the study was conducted only in one industry (manufacturing), the findings may not apply to other sectors. [Liu et al. \(2022\)](#) note that studies conducted on a specific company or industry may not be pertinent to different contexts.

Participants may have exaggerated the research variables' relationships to present a favorable image. According to [Hodge et al. \(2022\)](#), social desirability bias can lead to inflated estimates of the relationships between variables.

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