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How can Employers be Encouraged to Practise Green Behaviour by Green Human Resource Management Techniques? Bangladeshi Student perceptions of Themselves as Potential Employees

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ABSTRACT

Purpose: This study aimed to investigate the relationship between Green Human Resource Management (GHRM) practices and employee green behavior(EGB). Specifically, it examined the influence of GHRM practices on both task-related and voluntary green behaviors of prospective employees, while also exploring the mediating role of psychological green climate perception.

Methodology: A questionnaire-based survey was conducted among prospective employees from two universities. The survey comprised four parts: demographic information, GHRM scale, Employee Green Behavior scale, and Psychological Green Climate Perception scale. Data analysis involved statistical tests, includeing factor analysis,reliability and validity tests, correlation analysis, and regression analysis.

Findings: The results indicated a posiive and significant relationship between GHRM practices and EGB. GHRM practices were found to have a stronger impact on voluntary green behavior compared to task-related green behavior. Among the GHRM practices, green training and development (GTD) had the greatest influence on voluntary behavior, while both green training and development and green recruitment and selection (GRS) had significant influences on task-related behavior. Furthermore, the study revealed that psychological green climate perception partially mediated the relationship between GHRM practices and EGB.

Originality/Value: This study contributes to the existing literature by examining the influence of GHRM practices on EGB, specifically differentiating between task-related and voluntary behaviors. The inclusion of psychological green climate perception as a mediator adds a novel perspective to understanding the underlying mechanisms through which GHRM practices influence employee behaviors.

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Keywords: Green Human Resource Management, Employee Green Behavior, Psychological Green Climate Perception, Task-Related Behavior, Voluntary Behavior, Prospective Employees

Introduction

In recent years, there has been a growing recognition of the importance of sustainable practices and environmental responsibility within organizations. As businesses strive to reduce their ecological footprint and contribute to a greener future, the concept of Green Human Resource Management (GHRM) has emerged as a strategic approach to aligning human resource practices with environmental sustainability goals. GHRM encompasses various initiatives, policies, and practices that encourage employees to engage in environmentally friendly behavior within the workplace.

One crucial aspect of GHRM is the role it plays in shaping employee attitudes and behaviors towards sustainability. Research has shown that employees' environmental attitudes and behaviors can have a significant impact on an organization's environmental performance. When employees actively participate in green initiatives, such as energy conservation, waste reduction, and sustainable practices, organizations can achieve their environmental goals more effectively. Moreover, engaging employees in green behavior can enhance their commitment to the organization, improve job satisfaction, and contribute to their overall well-being.

GHRM practices offer a framework for integrating sustainability principles into various HR functions, including recruitment, selection, training, performance management, and rewards. These practices go beyond mere compliance with environmental regulations and focus on creating a culture of environmental responsibility and sustainability within the organization. By incorporating green values into HR policies and practices, organizations can signal their commitment to environmental stewardship and attract individuals who share similar values.

However, while GHRM practices have gained traction in recent years, their effectiveness in promoting green behavior among employees is still a relatively understudied area. Previous research

has primarily focused on the impact of GHRM on established employees within organizations, with limited attention given to the perceptions and expectations of prospective employees, such as university students. Understanding the perspectives of these individuals, who are soon to enter the workforce, is vital for organizations to align their HR strategies with the evolving needs and preferences of the future workforce.

The purpose of this research project is to explore how Green Human Resource Management practices encourage employees to engage in green behavior from the perspective of university students as prospective employees. By examining the perceptions and expectations of the future workforce, this study aims to provide insights into the effectiveness of GHRM practices in attracting and motivating environmentally conscious employees.

University students represent a significant pool of potential employees who will shape the workforce in the coming years. These individuals are often characterized by their enthusiasm for societal and environmental issues, and they bring fresh perspectives and ideas to the organizations they join. By understanding their perceptions of GHRM practices and their expectations regarding green behavior in the workplace, organizations can adapt their HR strategies to meet the demands of this environmentally conscious talent pool.

To achieve the research objectives, quantitative survey administered to a larger sample of university students. This survey aims to measure the extent of their agreement with various GHRM practices and their perceptions of the impact of these practices on employee engagement in green behavior. Additionally, the survey assesses the students' own attitudes and intentions towards engaging in green behavior in the workplace.

The findings from this research contribute to the existing body of knowledge on GHRM practices and their impact on employee behavior. By specifically focusing on university students as prospective employees, this study shed light on the expectations and preferences of the future workforce. The insights gained from this research valuable for organizations seeking to enhance their sustainability efforts and attract environmentally conscious individuals.

In summary, this research project aims to investigate how Green Human Resource Management practices encourage employees to engage in green behavior, with a particular focus on the perceptions of university students as prospective employees. By exploring the perspectives of the future workforce, this study seeks to provide valuable insights into the effectiveness of GHRM practices in attracting and motivating environmentally conscious employees. Ultimately, the findings from this research contribute to the development of sustainable HR strategies that promote green behavior within organizations.

Research Objectives

The objectives of this research project are:

- To examine the perceptions of university students as potential employees regarding Green Human Resource Management practices.
- To investigate the perceived influence of GHRM practices on employees' engagement in green behavior.
- To identify the factors that shape university students' expectations of organizations' environmental responsibility.

Literature Review and Hypothesis Development

In recent years, there has been an increasing emphasis on environmental sustainability and the role of organizations in promoting green behavior. One area that has gained attention is the integration of green practices within human resource management (HRM). Green human resource management (GHRM) focuses on incorporating environmentally friendly policies and practices into the HRM system, with the aim of encouraging employees to engage in green behavior.

Green Human Resource Management (GHRM) and Employee Engagement in Green Behavior

In response to the environmental challenges of the new millennium, organizations have started taking proactive measures that extend beyond the traditional focus on pollution control and environmental damage reduction. The modern approach incorporates both business priorities and environmental goals, as organizations face increasing pressure to improve their environmental and social sustainability. This growing global awareness of the need to protect the environment has led businesses to adopt Green Human Resource Management (GHRM) practices. Accordingly, to Later, Opatha, and Arulrajah, GHRM focuses on integrating HRM practices with environmental management objectives and encouraging employees to engage in environmentally friendly behaviors within the workplace.

GHRM encompasses various dimensions, such as recruitment and selection (RS), training and development (TD), performance management (PM), and compensation management (CM). By aligning these dimensions with the organization's environmental goals, GHRM can effectively promote and reinforce environmental management systems. Research has shown that GHRM plays a crucial role in fostering the development of a sustainable culture within organizations. The main goal of Green Human Resource Management (GHRM) is to create an environmentally friendly workplace and foster responsible attitudes among employees. GHRM is defined by Renwick at al as the HRM aspects of environmental management. It focuses on practices that aim to develop green employees for the benefit of individuals, society, and businesses as a whole. By implementing GHRM practices, organizations can generate a workforce that understands and supports environmental initiatives. These practices encompass various HRM phases such as recruitment, selection, training, development, performance evaluation, compensation management, and employee empowerment. GHRM activities, including environmental awareness, training, performance evaluation, and recognition, contribute to employees' task-related and voluntary green behaviors.

Scherbaum, popovich & Finlison desvribe employee green behavior (EGB) refers to employees' willingness to engage in environmentally friendly activities. Task-related EGB involves behaviors that are formally outlined and required as part of job duties, while voluntary EGB goes beyond organizational expectations and contributes to the long-term viability of the organization. GHRM practices have a positive impact on employee environmentally responsible behavior, particularly task-related behavior, as they are officially recognized and rewarded. However, voluntary behavior may or may not be influenced by GHRM practices, as it is not formally acknowledged. GHRM practices can indirectly affect both task-related and voluntary green behaviors. The perception of GHRM practices by employees can positively influence their green behavior, as it enhances organizational identification and strengthens the social identity of employees within the organization.

In conclusion, the relationship between GHRM practices and employee green behavior is influenced by factors such as formal recognition, organizational identification, and social identity. GHRM practices have a direct effect on task-related green behavior and an indirect effect on voluntary green behavior. Understanding this relationship is crucial for organizations seeking to foster environmentally responsible behaviors among their employees.

H1a or Hypothesis 1a: Prospective employees' task-related green behavior is positively correlated with perceived GHRM.

H1b or Hypothesis 1b: Prospective employees' voluntarily green conduct is favorably correlated with perceived GHRM.

Understanding Green Human Resource Management (GHRM)
Green HRM involves the implementation of environmentally conscious practices throughout the HRM cycle, including recruitment, training and development, performance appraisal, and reward systems. These practices are aimed at fostering environmental awareness, commitment, and pro-environmental behavior among employees. Scholars have argued that GHRM can act as a catalyst for sustainable development by influencing employee behavior and attitudes toward the environment.

Factors Influencing Employee Engagement in Green Behavior
Green Recruitment and Selection
Renwick at al state that the recruitment and selection process plays a crucial role in attracting individuals who are environmentally conscious and motivated to engage in green behavior. Organizations that incorporate sustainability into their recruitment practices are more likely to attract environmentally conscious individuals. University students, as prospective employees, are likely to be influenced by organizations' green reputation and their commitment to sustainability during the recruitment process. They actively seek out organizations that align with their own values and environmental concerns, making green recruitment practices a significant factor in attracting and retaining talent.

Perron et al emphasize that a key element of green recruitment and selection (RS) is the candidates' green awareness [1]. This involves assessing the personality factors that contribute to the achievement of environmental goals, such as candidates' level of green consciousness. Research has shown that environmentally conscious employees continuously enhance their environmental awareness, which positively impacts their firms' environmental performance (EP). Therefore, organizations should establish a set of criteria to recruit and select individuals who are environmentally conscious, ensuring that all employees are knowledgeable about environmental issues.

H1a1: Hypothesis 1a1: Prospective employees' task-related green behavior is positively correlated with perceived Green RS.

H1b1: Hypothesis 1b1: Prospective employees' voluntarily green activity is positively correlated with perceived Green RS.

Green Training and Development
Sammalisto K, Brorson T suggests that providing employees with training and development opportunities related to environmental issues can enhance their knowledge, skills, and attitudes towards sustainable practices. Training programs focusing on environmental awareness, energy conservation, waste reduction, and recycling have been found to positively influence employee engagement in green behavior. University students, as prospective employees, are more likely to be attracted to organizations that offer such training and development opportunities. They perceive these programs as a valuable investment in their personal and professional growth, aligning with their desire to contribute to sustainability.

Training programs have been found to encourage employee participation in environmental initiatives. When employees are equipped with the knowledge and skills to recognize and address organizational environmental issues, they are more likely to find their jobs meaningful. This, in turn, leads to improved task-related and voluntary green behavior. In a study conducted by Dumont et al. on Chinese subsidiaries of an Australian multinational firm, a positive association was observed between perceived Green Human Resource Management (GHRM) and employee engagement in both task-related and voluntary green behaviors [2]. Two of the six assessment items focused specifically on green training.

Green training practices within organizations have the potential to enhance employees' knowledge of environmental protection and their practical ability to solve environmental problems. As a result, employees are more likely to demonstrate task-related and voluntary green behaviors. By providing employees with training opportunities that focus on environmental issues, organizations can effectively contribute to fostering a culture of environmental responsibility and sustainability within the workforce.

H1a2: Hypothesis 1a2: Prospective employees' task-related green behavior is positively correlated with perceived green TD.
H1b2: Hypothesis 1b2: Prospective employees' voluntarily green activity is positively correlated with perceived Green TD.

Green Performance Management
Green performance management (PM) and appraisal serve as a method for measuring employee performance within the framework of environmental management (EM). According to Hermann, Kroeze, and Jawjit, performance appraisals play a crucial role in green performance management for both managers and employees [3]. The outcomes of performance appraisals influence the mechanisms and effectiveness of subsequent rewards and compensation. To construct green criteria for individual performance appraisals, various green performance indicators are utilized, including environmental responsibilities, carbon emission reduction, and communication regarding environmental concerns.

Hermann, Kroeze, and Jawjit emphasize the significance of performance appraisals in green performance management, highlighting their impact on both managers and employees [3]. The effectiveness of subsequent rewards and compensation is directly influenced by performance appraisals within the green PM framework. By incorporating environmental criteria into performance appraisals, organizations can effectively assess and recognize employees' efforts and contributions to environmental responsibilities.

H1a3 or Hypothesis 1a3: Prospective employees' task-related green behavior is positively correlated with perceived green PM.
H1b3 or Hypothesis 1b3: Prospective employees' voluntarily green activity is positively correlated with perceived green PM.

Green Compensation Management
Green compensation management (CM) is a rewarding system that aims to motivate and retain employees in order to achieve environmental goals. It encompasses both financial and nonfinancial rewards, providing incentives beyond monetary

compensation. Non-financial rewards include green travel benefits, green taxes, and green recognition, which are offered alongside financial incentives.

Green travel benefits incentivize employees to adopt environmentally friendly transportation methods, encouraging them to reduce their carbon footprints. Green tax incentives may include exemptions for the use of motorcycles and the promotion of a less polluting vehicle fleet. Additionally, green recognition rewards, such as acknowledgment from colleagues, foster a sense of pride and effectively encourage green behavior among employees.

Compensation management plays a crucial role in motivating employees, aligning with the principles of the AMO theory, which suggests that motivated employees perform better. In this context, green compensation management is instrumental in fostering a green culture among employees. By rewarding employees both financially and non-financially for demonstrating green behavior, organizations can motivate them to actively contribute to the company's environmental goals.

Green compensation practices encompass the "motivation (M)" component of the AMO theory, aiming to inspire employees to engage in green behavior that supports the organization's environmental objectives. By promoting environmental goals and providing the necessary motivation, green compensation management practices can encourage employees to display both task-related and voluntary green behaviors. Dumont et al. found a positive relationship between GHRM practices, including green training and development, green performance management, green compensation management, and employee engagement in both task-related and voluntary green behaviors [2].

In summary, green compensation management is an integral part of motivating employees and fostering a green work culture. Through financial and non-financial rewards, organizations can encourage employees to actively participate in green initiatives and support the organization's environmental goals.

H1a4 or Hypothesis 1a4: Prospective employees' task-related green behavior is positively correlated with perceived Green CM.
H1b4 or Hypothesis 1b4: Prospective employees' voluntarily green conduct is positively correlated with perceived Green CM.

Green Employee Involvement
Renwick et al. Stated that Creating a green learning climate and fostering effective communication networks within the workplace are essential for educating employees about environmental issues. By establishing formal and informal communication channels, organizations can spread a green culture among employees and create a supportive environment that encourages the development of green behaviors and awareness. Implementing green practices, such as writing online newsletters and forming green teams, can inspire employees to actively engage in environmental management (EM). One effective strategy to promote green environmental intelligence (EI) is to provide employees with opportunities to participate in problem-solving activities related to environmental issues.

Green EI practices involve employees in the organization's efforts to become more environmentally friendly. By involving employees in the development and implementation of environmental programs, their awareness of environmental issues is likely to increase, thus contributing to EM Tseng, Tag, Siriba-Manalang concluded that. Employee engagement reinforces employees' commitment and nurtures eco-intrapreneurs who actively drive the organization's environmental initiatives. Organizations can tap into the tacit knowledge of new employees regarding environmental protection and enhance their willingness to make suggestions for environmental improvement by involving them in green activities. This practice promotes both in-role and extra-role green behaviors among new employees. Creating a participatory culture through green EI practices allows employees to express their opinions on significant environmental issues and propose solutions.

Green EI practices not only empower employees to take responsibility for environmental issues (ability A in AMO theory) but also provide them with the opportunity (O) to contribute to the achievement of environmental objectives. This fosters a sense of ownership and encourages employees to actively engage in green performance behaviors that align with the organization's sustainable goals.

In summary, establishing a green learning climate and effective communication networks, along with implementing green practices and promoting employee participation, are vital elements of GHRM. These practices create a culture of participation within the organization, where employees can voice their opinions on environmental issues, contribute to solutions, and actively support the organization's environmental goals.

H1a5 or hypothesis 1a5: Prospective employees' task-related green behavior is positively correlated with perceived Green EI.
H1b5 or Hypothesis 1b5: Prospective employees' voluntary green activity is positively correlated with perceived green EI.

Perceptions of University Students as Prospective Employees
University students, as the future workforce, hold significant perceptions and expectations regarding green practices in organizations. Studies have shown that university students perceive environmental sustainability as an important criterion when evaluating prospective employers. They are more likely to seek employment opportunities in organizations that demonstrate a strong commitment to environmental sustainability through their HRM practices. University students also view organizations with green practices as more attractive, socially responsible, and innovative. They believe that working in environmentally conscious organizations allows them to contribute meaningfully to addressing global environmental challenges.

The Mediating Role of GHRM Practices and Employee Green Behavior on the Perception of a Psychological Green Climate
The concept of psychological green climate perception (CP) plays a significant role in understanding the relationship between Green Human Resource Management (GHRM) practices and employee green behavior (EGB). Psychological green climate refers to employees' perceptions of their organization's environmentally friendly policies, practices, activities, and values. It encompasses their understanding of the company's commitment to sustainability and its environmental protection (EP) efforts.

Accordingly, to kaya, koc, and Topcu and Nishi et al. Employees form their perceptions of the psychological green climate based on the company's HRM policies and practices. When employees are aware of the organization's strong environmental policies, it signals the company's core values and ethics. A positive psychological green climate creates a shared understanding among employees

about the behaviors that are appreciated and rewarded within the organization. When a company integrates environmental protection into its overall strategy and demonstrates sustainable actions, it conveys the message to employees that they should align their behaviors with these environmental goals. GHRM practices are utilized by organizations that prioritize environmental considerations beyond economic gains and incorporate green activities into various aspects of the work environment. This encourages employee participation in green behaviors and contributes to the organization's greening efforts.

Paolle et al. and Ramus demonstrated that if green policies are not effectively implemented in HR activities, employees may perceive their organization as less socially responsible toward the environment, leading to a degradation of their psychological green climate perceptions. Therefore, it is crucial for organizations to integrate green commitments and obligations into all management functions, policies, and procedures to demonstrate their environmental responsibility to employees and stakeholders. As employees become more aware of their roles and the organizational priorities regarding environmental issues, they become more interested in engaging in green initiatives.

Schneider,Ehrhart and Macey stated that psychological climate is positively related to EGB. Studies have found that GHRM practices have both direct and indirect effects on employee green task-related behaviors, with the indirect effects being mediated by psychological green climate perception. Additionally, psychological climate has been strongly linked to both task-related and voluntary job performance. The Supplies-Values fit (S-V fit) theory suggests that when employees perceive a congruence between their values and the organization's values, they are more likely to make decisions and take actions in the workplace to enhance EP and address environmental issues. Through the implementation of GHRM practices, organizations aim to communicate their environmental concerns beyond financial benefits and involve employees in green activities.

In summary, psychological green climate perception plays a crucial mediating role in the relationship between GHRM practices and employee green behavior. When organizations prioritize and integrate environmental considerations into their HRM practices, it creates a positive psychological climate that motivates employees to engage in green behaviors and align their actions with the organization's environmental goals.

H2a or Hypothesis 2a: Through the mediation of psychological green climate perception, perceived GHRM indirectly affects potential employees' task-related green behavior.
H2b or Hypothesis 2b: Prospective employees' voluntary green behavior is indirectly influenced by perceived GHRM through the mediation of psychological green climate perception.

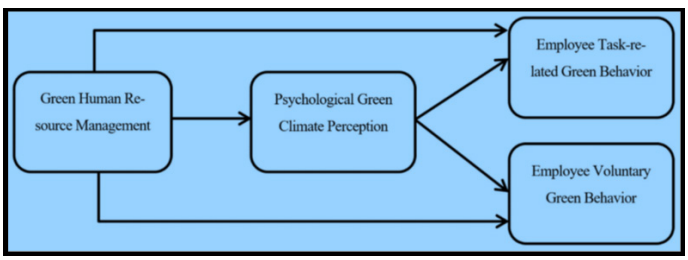

Figure 1: Research Model

Research Methodology

Research Design

This study employs a quantitative research design to investigate the perceptions of university students as prospective employees regarding the influence of Green Human Resource Management (GHRM) practices on their engagement in green behavior. The research design allows for the collection of numerical data that can be analyzed statistically to draw meaningful conclusions.

Data Sample

This quantitative cross-sectional study utilized a survey approach to collect data from a diverse sample of participants, including final year undergraduate students, graduates, and postgraduates from various disciplines studying at Noakhali Science and Technology University and Cumilla University. The study considers these students as potential future employees. Convenience sampling was employed as the method of participant selection.

Data Collection

A sample size of 576, which has been widely used in numerous articles and theses, was considered appropriate for this research. Following this criterion, a total of 1063 questionnaires were distributed to student participants using Google Forms from which 576 were found suitable for the research. The researchers personally approached the students and requested their willingness to participate in the study. It was emphasized to the respondents that their privacy, anonymity, and freedom of choice would be respected. They were also provided with information about the significance and objectives of the study. The questionnaire explicitly stated that participation was voluntary and that the collected data would be used solely for academic research purposes

Data Analysis Techniques

The questionnaire employed in this study consisted of four parts: demographic information, the Green Human Resource Management (GHRM) Scale, the Employee Green Behavior Scale, and the Psychological Green Climate Perception Scale. The GHRM practices were measured using a scale adapted from Tang et al (2018) and Dumont et al. comprising 20 items divided into five sub-dimensions: green recruitment and selection (GRS), green training and development (GTD), green performance management (GPM), green compensation management (GCM), and green employee involvement (GEI). Each sub-dimension, including green RS, green TD, green EI, green PM, and green CM, was assessed using four items [2]. Respondents were asked to rate their level of satisfaction regarding the perceived existence of GHRM practices on a five-point Likert scale ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied). The respondents, who were student participants envisioning themselves as future job seekers, were instructed to respond to each item accordingly.

The Employee Green Behavior Scale, adopted from Norton et al, consisted of six items, three for task-related behaviors and three for voluntary behaviors [4]. Similarly, the respondents were asked to indicate their level of satisfaction on a five-point Likert scale for each of the six items, assuming themselves as prospective employees, regarding their perceived future green work behavior.

The Psychological Green Climate Perception Scale, also adapted from Norton et al comprised five items [4]. Once again, respondents were asked to rate their level of satisfaction on a five-point Likert scale for each of the five items, envisioning themselves as prospective employees, in terms of their perceived future workplace.

To ensure the validity of the study, the questionnaire provided explanations of each of the study variables at the beginning to ensure that the respondent students had a fair understanding of the concepts of GHRM, Employee Green Behavior (EGB), and psychological green climate behavior.

Data screening was conducted using the statistical package for the social sciences (SPSS) version 22, which involved examining missing data, outliers, normality, linearity, multicollinearity, and homoscedasticity. The internal consistency of each variable was measured using Cronbach's alpha. Exploratory factor analysis was performed to assess sample adequacy, and confirmatory factor analysis was used to validate the developed constructs, both using SPSS 22. Finally, the SPSS Process Macro Version 4.2, developed by Hayes & Rockwood, was utilized to identify direct, indirect, and mediating effects of variables and evaluate the hypotheses.

Results and Discussion

Descriptive Statistics

Table 1: Descriptive Test

Variable	Mean	Std. Deviation
GRS	3.8155	.64552
GTD	3.9291	.65422
GPM	3.8170	.62862
GCM	3.8881	.67165
GEI	3.9830	.64984
PGCP	3.8557	.64967
ETB	3.9426	.63229
EVB	3.8996	.64343
Valid N (listwise)		

The respondents' mean rating for GRS is 3.8155, indicating a moderate level of satisfaction with the organization's practices related to green recruitment and selection. The standard deviation of .64552 suggests that there is some variation in the responses, but overall, the respondents' opinions are relatively consistent. The mean rating for GTD is 3.9291, indicating a slightly higher level of satisfaction compared to GRS. This suggests that the respondents perceive the organization's practices related to green training and development as relatively positive. The standard deviation of .65422 indicates some variation in the responses, but it is similar to the GRS variable. The mean rating for GPM is 3.8170, which is comparable to the rating for GRS. This suggests that the respondents have a moderate level of satisfaction with the organization's practices related to green performance management. The standard deviation of .62862 indicates relatively low variation among the responses, indicating a degree of agreement among the respondents. The mean rating for GCM is 3.8881, indicating a moderate level of satisfaction with the organization's practices related to green compensation management. The standard deviation of .67165 suggests some variation in the responses, but it is within an acceptable range. The respondents' mean rating for GEI is 3.9830, indicating a relatively higher level of satisfaction compared to other variables. This suggests that the respondents perceive the organization's practices related to green employee involvement positively. The standard deviation of .64984 indicates a moderate level of variation in the responses. The mean rating for PGCP is 3.8557, indicating a moderate level of satisfaction with the organization's psychological green climate perception. The standard deviation of .64967 suggests some variation in the responses, but overall, the respondents' opinions are relatively consistent. The mean rating for ETB is 3.9426, indicating a moderate level of satisfaction with the respondents' perceived future task-related green behaviors. The standard deviation of .63229 suggests some variation in the responses, but it is relatively low. The mean rating for EVB is 3.8996, indicating a moderate level of satisfaction with the respondents' perceived future voluntary green behaviors. The standard deviation of .64343 suggests some variation in the responses, but it is similar to the ETB variable.

Reliability and Validity Analysis

Table 2: Reliability & Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ETB	0.758	0.78	0.762	0.845
EVB	0.753	0.757	0.749	0.719
GCM	0.722	0.737	0.728	0.73
GEI	0.868	0.768	0.748	0.747
GPM	0.861	0.761	0.847	0.719
GRS	0.811	0.722	0.707	0.782
GTD	0.892	0.798	0.768	0.753
PGCP	0.866	0.761	0.766	0.727

Cronbach's alpha measures the internal consistency or reliability of the scale. Generally, a value above 0.7 is considered acceptable. In this study, all variables have Cronbach's alpha values above 0.7, ranging from 0.722 to 0.892. This indicates that the scales used to measure the variables have good reliability.

Composite reliability is another measure of internal consistency reliability, which takes into account the intercorrelations between the variables. Similar to Cronbach's alpha, a value above 0.7 is generally considered acceptable. In this study, all variables have composite reliability (rho_a) values above 0.7, ranging from 0.722 to 0.798, indicating good internal consistency.
Composite reliability (rho_c) is an alternative measure of internal consistency reliability that considers the factor loadings of the indicators. Again, a value above 0.7 is typically considered acceptable. In this study, all variables have composite reliability (rho_c) values above 0.7, ranging from 0.707 to 0.847, indicating good internal consistency.

AVE measures the amount of variance captured by the latent variable relative to the measurement error. A value above 0.5 is generally considered acceptable. In this study, all variables have AVE values above 0.5, ranging from 0.719 to 0.845, indicating good convergent validity.

Overall, the reliability and validity test results suggest that the measurement scales used in the study have good internal consistency and convergent validity. This indicates that the scales are reliable and valid for measuring the constructs of interest in the study.

Table 3: Correlation Test

	GRS	GTD	GPM	GCM	GEI	PGCP	ETB	EVB
GRS	1	.648**	.492**	.359**	.473**	.382**	.290**	.266**
GTD	.648**	1	.468**	.448**	.480**	.465**	.307**	.317**
GPM	.492**	.468**	1	.585**	.518**	.409**	.309**	.282**
GCM	.359**	.448**	.585**	1	.630**	.451**	.394**	.299**
GEI	.473**	.480**	.518**	.630**	1	.481**	.413**	.334**
PGCP	.382**	.465**	.409**	.451**	.481**	1	.541**	.556**
ETB	.290**	.307**	.309**	.394**	.413**	.541**	1	.675**
EVB	.266**	.317**	.282**	.299**	.334**	.556**	.675**	

In this study, the correlation coefficients between the variables range from -1 to 1, with values closer to -1 or 1 indicating a stronger correlation.

GRS (Green Recruitment and Selection) shows a positive correlation with GTD (Green Training and Development), GPM (Green Performance Management), GCM (Green Compensation Management), GEI (Green Employee Involvement), PGCP (Psychological Green Climate Perception), ETB (Employee Green Behavior), and EVB (Employee Voluntary Behavior). These positive correlations suggest that as GRS increases, the other variables also tend to increase. GTD has positive correlations with GPM, GCM, GEI, PGCP, ETB, and EVB.This indicates that as GTD increases, the other variables show a tendency to increase as well.

GPM shows positive correlations with GCM, GEI, PGCP, ETB, and EVB.As GPM increases, the other variables tend to increase as well. GCM exhibits positive correlations with GEI, PGCP, ETB, and EVB. This suggests that as GCM increases, the other variables also tend to increase. GEI has positive correlations with PGCP, ETB, and EVB. As GEI increases, the other variables show a tendency to increase. PGCP shows positive correlations with ETB and EVB. As PGCP increases, the other variables tend to increase as well. ETB demonstrates positive correlations with EVB. As ETB increases, EVB also tends to increase.

Overall, the correlation test results indicate that there are significant positive relationships between the variables in this study. These correlations provide insights into the associations among different dimensions of green human resource management, employee green behavior, and psychological green climate perception. These findings support the notion that various aspects of green HRM practices are related to employee attitudes and behaviors toward environmental sustainability.

Regression Analysis

According to Hayes and Rockwood's proposed regression-based statistical mediation analysis method, Tables 4 and 5 show how the influence of GHRM practices on task-related EGB and voluntary EGB may be broken down into direct and indirect causal effects that operate through CP.

Table 4: Task-related EGB and Hypothesis Results Predicted by the Causal Effects of GHRM Practices and Psychological Green Climate Perception

Hypothesis	IV	R2	P value	R2 with Mediator	"Total Effect" on Task-Related EGB	"Direct Effect" on Task-Related EGB	"Indirect Effect" through Psychological Green Climate	Hypothesis Acceptance
H1a	GHRM	.1937	.0000	.2926	.3528	.1543	.1983	Accepted
H1a1	GRS	.1555	.0000	.0841	.2960	.1205	.1755	Accepted
H1a2	GTD	.2926	.0000	.2203	.3175	.0811	.2364	Accepted
H1a3	GPM	.1784	.0000	.0957	.3075	.1236	.1839	Accepted
H1a4	GCM	.2926	.0000	.2355	.4189	.2256	.1933	Accepted
H1a5	GEI	.2926	.0000	.2639	.4241	.2218	.2023	Accepted

The regression analysis results for the relationship between GHRM practices, psychological green climate perception, and task-related employee green behavior (EGB) are presented in Table 4. The results include the R squared values, p-values, and the effects of the mediator and the direct and indirect effects on task-related employee Green behavior (EGV). The hypothesis acceptance is also indicated.

H1a: The hypothesis tests the relationship between GHRM practices and task-related EGB. The R2 value of 0.1937 indicates that GHRM practices explain approximately 19.37% of the variance in task-related EGB. The p-value of 0.0000 suggests that the relationship is statistically significant. The total effect of GHRM practices on task-related EGB is 0.3528, indicating a positive influence. The direct effect on task-related EGV is 0.1543, also positive. The indirect effect through psychological green climate perception is 0.1983, indicating that psychological green climate perception partially mediates the relationship. Therefore, H1a is accepted.

H1a1: This hypothesis focuses on the specific dimension of GHRM practices, namely, green recruitment and selection (GRS). The R2 value of 0.1555 indicates that GRS explains approximately 15.55% of the variance in task-related EGB. The p-value of 0.0000 suggests that the relationship is statistically significant. The total effect of GRS on task-related EGB is 0.2960, which is positive. The direct effect on task-related EGV is 0.1205, also positive. The indirect effect through psychological green climate perception is 0.1755, indicating partial mediation. Therefore, H1a1 is accepted.

H1a2, H1a3, H1a4, H1a5: These hypotheses examine the relationships between other dimensions of GHRM practices (green training and development, green performance management, green compensation management, and green employee involvement) and task-related EGB. The R2 values and p-values indicate significant relationships for all these dimensions. The total effects, direct effects, and indirect effects through psychological green climate perception are also positive. Therefore, H1a2, H1a3, H1a4, and H1a5 are all accepted.

Overall, the regression analysis results demonstrate that GHRM practices have a significant positive influence on task-related EGB. Additionally, psychological green climate perception partially mediates the relationship between GHRM practices and task-related EGV. These findings highlight the importance of implementing effective GHRM practices and fostering a positive psychological green climate to enhance employee green behaviors in the workplace.

Table 5: Voluntary-related EGB and Hypothesis Results Predicted by the Causal Effects of GHRM Practices and Psychological Green Climate Perception

Hypothesis	IV	R2	P value	R2 with Mediator	"Total Effect" on Voluntary-Related EGB	"Direct Effect" on voluntary-Related EGB	"Indirect Effect" through Psychological Green Climate	Hypothesis Acceptance
H1b	GHRM	.3086	.0000	.3228	.3027	.0824	.2203	Accepted
H1b1	GRS	.3086	.0000	.1498	.2665	.0778	.1887	Accepted
H1b2	GTD	.2209	.0000	.1005	.3223	.0866	.2358	Accepted
H1b3	GPM	.1717	.0000	.0793	.2752	.0767	.1984	Accepted
H1b4	GCM	.2070	.0000	.0892	.3118	.0725	.2393	Accepted
H1b5	GEI	.2375	.0001	.2639	.3375	.0982	.2393	Accepted

The regression analysis results for the relationship between GHRM practices, psychological green climate perception, and voluntary-related employee green behavior (EGB) are presented in Table 5. The results include the R2 values, p-values, and the effects of the mediator and the direct and indirect effects on voluntary-related employee voluntary behavior (EVB). The hypothesis acceptance is also indicated.

H1b: The hypothesis tests the relationship between GHRM practices and voluntary-related EGB. The R2 value of 0.3086 indicates that GHRM practices explain approximately 30.86% of the variance in voluntary-related EGB. The p-value of 0.0000 suggests that the relationship is statistically significant. The total effect of GHRM practices on voluntary-related EGB is 0.3027, indicating a positive influence. The direct effect on voluntary-related EGB is 0.0824, which is also positive. The indirect effect through psychological green climate perception is 0.2203, indicating partial mediation. Therefore, H1b is accepted.

H1b1: This hypothesis focuses on the specific dimension of GHRM practices, namely, green recruitment and selection (GRS). The R2 value of 0.3086 indicates that GRS explains approximately 30.86% of the variance in voluntary-related EGB. The p-value of 0.0000 suggests that the relationship is statistically significant. The total effect of GRS on voluntary-related EGB is 0.2665, which is positive. The direct effect on voluntary-related EGB is 0.0778, also positive. The indirect effect through psychological green climate perception is 0.1887, indicating partial mediation. Therefore, H1b1 is accepted.

H1b2, H1b3, H1b4, H1b5: These hypotheses examine the relationships between other dimensions of GHRM practices (green training and development, green performance management, green compensation management, and green employee involvement) and voluntary-related EGB. The R2 values and p-values indicate significant relationships for all these dimensions. The total effects, direct effects, and indirect effects through psychological green climate perception are all positive. Therefore, H1b2, H1b3, H1b4, and H1b5 are accepted, with the caveat that H1b5 should be interpreted with caution due to its marginal significance.

Overall, the regression analysis results demonstrate that GHRM practices have a significant positive influence on voluntary-related EGB. Psychological green climate perception partially mediates the relationship between GHRM practices and voluntary-related EVV. These findings highlight the importance of implementing effective GHRM practices and fostering a positive psychological green climate to encourage and enhance employee voluntary green behaviors in the workplace. Prospective employees' task-related and voluntary behaviors are favorably impacted by GHRM procedures. The outcomes of Dumont et al. Olsen(2013), Ozlem Ercantan (2022) who discovered a substantial connection between GHRM practices and EGB, are supported by our findings and results [2].

Findings

The overall findings of the study indicate that Green Human Resource Management (GHRM) practices have a positive influence on both task-related and voluntary green behavior of prospective employees. The study confirms the significance of GHRM practices in promoting environmentally responsible behavior in the workplace.

Specifically, the study reveals that GHRM practices, such as green recruitment and selection, green training and development, green performance management, green compensation management, and green employee involvement, contribute to fostering task-related and voluntary green behavior among employees. Among these

practices, green training and development have the strongest impact on voluntary behavior, while recruitment and selection and training and development have greater influences on task-related behavior.

Furthermore, the study highlights the importance of the psychological green climate, which refers to employees' perception of organizational rules, practices, and activities related to the environment. It is found that the psychological green climate acts as a mediator between GHRM practices and voluntary green behavior. This suggests that employees' perception of the organizational green climate plays a crucial role in shaping their willingness to engage in voluntary green behavior.

The findings emphasize the need for organizations to invest in environmental education and training initiatives to enhance employees' environmental awareness. Additionally, informal encouragement and provision of green information are important in promoting a green workplace and fostering employees' understanding of the importance of environmental sustainability.

Overall, the study underscores the significance of GHRM practices and the psychological green climate in influencing employee behavior towards environmental sustainability. The findings provide valuable insights for organizations seeking to implement effective GHRM strategies and create a green work environment that aligns with organizational goals and values.

GHRM practices have a positive impact on both task-related and voluntary behaviors of employees. This aligns with previous research by Dumont et al. who also found a significant relationship between GHRM practices and employee green behavior (EGB) [2]. Task-related behavior refers to employees fulfilling their job requirements while adhering to environmental regulations. This suggests that prospective employees are willing to engage in voluntary green behavior to enhance their environmental performance and address future environmental issues.

The study reveals that GHRM practices have a greater influence on voluntary EGB compared to task-related EGB. Specifically, training and development (TD) has the strongest impact on voluntary behavior, while TD and recruitment and selection (RS) have greater influences on task-related behavior. RS is important in building a workforce that shares the organization's green values, leading to EGB that aligns with organizational goals. Employees' social interactions shape their perception of organizational rules and practices, creating a psychological climate. The presence of RS helps align prospective employees' values with the organization's, resulting in a perception of demonstrating green behavior at work.

The findings highlight the importance for organizations to provide environmental education and training to enhance employees' environmental awareness. Informal encouragement can also be used to emphasize the significance of a green workplace. While organizations provide green information, employees also need to acquire knowledge and understand the importance of the environment to individuals and businesses, creating a demand for relevant information. TD practices improve employees' abilities to contribute to organizational goals, allowing prospective employees to develop a comprehensive awareness of their organization's environmental objectives, understand their role in environmental management, and adopt green behavior.

It is worth noting that voluntary EGB is mostly influenced by individual perceptions of the organizational green climate, rather than direct effects of GHRM practices. This behavior is often not formally acknowledged or rewarded by the organization.

Recommendation

The study provides important insights into the role of Green Human Resource Management (GHRM) practices in promoting environmentally responsible behavior among employees. Based on the findings, several recommendations can be made for organizations looking to enhance their sustainability efforts and create a green work environment.

First and foremost, organizations should prioritize the implementation of GHRM practices throughout the employee lifecycle. This includes incorporating green criteria into recruitment and selection processes, ensuring that candidates with environmental awareness and values are hired. Additionally, providing comprehensive green training and development programs can equip employees with the necessary knowledge and skills to adopt green practices in their roles. GHRM practices such as green performance management and green compensation management can be used to align employee goals and rewards with sustainability objectives, fostering a culture of environmental responsibility.

The study highlights the significant influence of the psychological green climate on employee behavior. Therefore, organizations should focus on creating a positive and supportive green climate that encourages and reinforces green behaviors. This can be achieved through clear communication of the organization's environmental values, policies, and initiatives. Managers and leaders play a crucial role in fostering a green climate by setting an example through their own environmentally responsible behavior and providing regular feedback and recognition for green efforts.

Furthermore, the study emphasizes the importance of environmental education and training. Organizations should invest in continuous environmental education programs to enhance employees' knowledge and awareness of sustainability issues. This can include workshops, seminars, and online resources that provide information on topics such as energy conservation, waste reduction, and sustainable practices. By increasing employees' environmental literacy, organizations can empower them to make informed decisions and take proactive steps towards sustainability both inside and outside the workplace.

To further promote voluntary green behavior, organizations should consider implementing informal encouragement strategies. This can involve creating platforms for employees to share their green initiatives and success stories, fostering a sense of community and inspiring others to take action. Encouraging employee involvement in sustainability-related projects and initiatives can also create a sense of ownership and engagement, leading to increased motivation to contribute to a greener workplace.

Collaboration and partnerships with external stakeholders can also be beneficial. Organizations can engage with suppliers, customers, and the local community to promote sustainable practices and initiatives. This can involve sharing best practices, collaborating on environmental projects, and participating in community sustainability events. By involving external stakeholders, organizations can create a larger impact and contribute to the broader goal of environmental sustainability.

It is important to note that the recommendations provided should be tailored to the specific context and needs of each organization.

Organizations should conduct regular assessments and evaluations to monitor the effectiveness of their GHRM practices and make necessary adjustments. Employee feedback and engagement should be encouraged to ensure continuous improvement and alignment with organizational goals.

In conclusion, the study highlights the significant influence of GHRM practices and the psychological green climate on employee behavior towards environmental sustainability. By implementing the recommended strategies, organizations can create a culture of environmental responsibility, enhance employee engagement, and contribute to a greener future. Embracing GHRM practices and fostering a supportive green climate can not only benefit the environment but also improve organizational performance, reputation, and employee satisfaction. Organizations that prioritize sustainability and incorporate green practices into their HRM strategies will not only contribute to a more sustainable future but also gain a competitive advantage in an increasingly environmentally conscious business landscape.

Conclusion

In conclusion, this study has shed light on the significant role of Green Human Resource Management (GHRM) practices in promoting environmentally responsible behavior among employees. The findings highlight the positive impact of GHRM practices on both task-related and voluntary green behaviors, emphasizing the importance of integrating sustainability initiatives into HRM strategies.

The results demonstrate that GHRM practices have a significant influence on employee task-related behaviors, indicating that employees who perceive their organization's commitment to sustainability are more likely to engage in green behaviors that align with their job responsibilities. This suggests that organizations can effectively encourage and promote sustainable practices by incorporating green criteria into job descriptions, performance evaluations, and training programs.

Furthermore, the study reveals that GHRM practices have a larger impact on voluntary green behaviors. This implies that employees who perceive a strong psychological green climate within their organization, characterized by supportive values, norms, and practices, are more likely to voluntarily engage in environmentally responsible actions beyond their prescribed job roles. Therefore, organizations should focus on cultivating a positive green climate that nurtures and reinforces green behaviors through effective communication, leadership, and recognition.

The findings also highlight the significance of specific GHRM practices in influencing employee behavior. Training and development programs emerge as a crucial factor, as they enhance employees' environmental knowledge and skills, enabling them to adopt green practices. Additionally, reward systems aligned with sustainability objectives motivate employees to actively participate in green initiatives. The study suggests that organizations should consider adopting a comprehensive approach to GHRM practices, incorporating recruitment and selection, training and development, performance management, and compensation systems, to foster a culture of environmental responsibility.

It is important to note that the study indicates the need for organizations to prioritize environmental education and awareness among employees. This can be achieved through continuous training programs that equip employees with the knowledge and understanding of sustainability issues, enabling them to make informed decisions and contribute to a greener workplace. By empowering employees with environmental literacy, organizations can create a sense of ownership and shared responsibility for sustainability.

Overall, this study emphasizes the importance of integrating GHRM practices and fostering a psychological green climate to encourage and promote environmentally responsible behavior among employees. Organizations that prioritize sustainability and implement effective GHRM strategies are likely to experience numerous benefits, including improved employee engagement, enhanced organizational reputation, and a positive impact on the environment. By aligning HRM practices with sustainability objectives, organizations can contribute to a greener future while also gaining a competitive advantage in a socially and environmentally conscious business landscape.

Further research is warranted to explore the long-term effects of GHRM practices on employee behavior and organizational performance, as well as the potential challenges and barriers faced during the implementation of these practices. By addressing these areas, organizations can continue to refine their GHRM strategies and make meaningful contributions to environmental sustainability [5-72].

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As the Co-author taking consent from other author, I have approved the final version of the manuscript and agree to be accountable for all aspects of this work.

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