



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

THE RELATIONSHIP BETWEEN
GREEN HUMAN RESOURCE MANAGEMENT PRACTICES
AND EMPLOYEE GREEN WORKPLACE BEHAVIOR

Ph.D. THESIS

Özlem ERCANTAN

Nicosia
April, 2022

ÖZLEM-ERCANTAN

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Ph.D. THESIS

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April, 2022

Approval

We certify that we have read the thesis submitted by Özlem ERCANTAN titled “**The Relationship between Green Human Resource Management Practices and Employee Green Workplace Behavior**” and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Ph.D.

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Declaration

I, Özlem Ercantan, hereby declare that all information, documents, analysis, and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of the Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Özlem Ercantan

.... / / 2022

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Özlem ERCANTAN

Abstract

The relationship between Green Human Resource Management Practices and Employee Green Workplace Behavior

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Green Human Resource Management (GHRM) has evolved into a core business practice for organizations. GHRM, or environmental human resource management, is widely regarded as a critical tool for achieving an organization's long-term sustainability goals. The real purpose is to protect the human environment for future generations, which has become a crucial human goal. This study proposes perceived GHRM practices in organizations that influence employee green behavior (EGB) through psychological processes by extending Social Identity, Person-Organization Fit, Ability-Motivation-Opportunity, and Supplies-Values Fit theories in the green context and investigating a new conceptual framework. The mechanisms through which GHRM practices affect EGB are the subject of limited study.

The current study employed a quantitative survey research design, and the sample included students from North Cyprus' largest university. The objective of this study was to measure prospective employees' (university students') perceptions toward organizations practicing GHRM and how these perceptions would influence their future green behavior at work. Confirmatory factor analysis was conducted with Analysis of Moment Structures (AMOS) software version 24.0, and factor, regression, and correlation analyses were conducted with the statistical package for the social sciences (SPSS) version 25. A total of 395 valid questionnaires were used in the study.

The data analysis revealed that GHRM directly influenced prospective employees' perceived green task-related and voluntary behaviors, as well as indirectly via the mediation of environmental transformational leadership and green psychological climate perception. This study highlighted the importance of incorporating sustainable dimensions within human resource management departments, as well as the role of GHRM practices in achieving sustainability. This

study contributed to the literature on behavioral human resource management (HRM) by focusing on the green side of HRM in order to contribute to the literature on environmental management. This study's findings provided insight into prospective employees' (students') perceptions of GHRM practices, which would influence their future green workplace behaviors.

Keywords: green human resource management, employee green task-related behavior, employee green voluntary behavior, environmental transformational leadership, psychological green climate perception

ÖZ

Yeşil İnsan Kaynakları Yönetim Fonksiyonlarının Çevreci İşçi Davranışı Arasındaki İlişkisi

Yeşil İnsan Kaynakları Yönetimi (YİKY) örgütler için temel işletme fonksiyonu olarak evrimleşmiştir. YİKY sıklıkla yeşil insan kaynakları yönetimi olarak bilinmektedir ve örgütlerin uzun dönemli sürdürülebilirlik hedeflerini gerçekleştirmek için önemli bir araç olarak görülmektedir. Esas amaç, çevremizi gelecek nesiller için koruma altına alabilmektir. Sosyal Kimlik teorisi, Kişi-Örgüt Uyumu teorisi, Yetenek-Motivasyon-Olanak teorisi ve Arz-Değer Uyumu teorisi gibi teorilerin çevreci yaklaşımla açılımını yaparak ve yeni bir kavramsal çerçeve oluşturarak, bu çalışma, örgütlerdeki YİKY'nin, yeşil işçi davranışlarını bir takım psikolojik süreçlerle etkilediğini öngörmektedir. YİKY fonksiyonlarının yeşil yeşil çalışan davranışına olan etkisini gösteren mekanizmalar, sınırlı bir çalışma konusu olmuştur.

Bu çalışmada, kantitatif anket araştırma modeli kullanıldı ve veri toplamak için anketler dağıtıldı. Bu çalışmanın örneğini 27,000 nüfusuyla Kuzey Kıbrıs'ın en büyük üniversitesitesi'nde okuyan öğrenciler oluşturmaktadır. Bu çalışmada, geleceğin işçisinin (üniversite öğrencisi) YİKY uygulayan örgütlere olan algısını ve bu algıların işyerindeki yeşil davranışlarına nasıl etki edeceği ölçülmektedir. Veriler Doğrulayıcı Faktör Analizi kullanılarak AMOS yazılımı 24.0 ile ölçülmüştür ve sosyal bilimler için kullanılan yazılım olan SPSS 25 kullanılarak faktör, regresyon ve korelasyon analizleri uygulanmıştır. Ayrıca, çalışmada toplam 395 geçerli anket kullanılmıştır.

Veri analiz sonuçları gösteriyor ki, YİKY direkt ve indirekt olarak yeşil işle ilgili ve gönüllü işçi davranışlarını etkilemektedir. Bu çalışmada insan kaynakları departmanlarına sürdürülebilirliği yerleştirmenin ve sürdürülebilirliği başarmak için çevreci insan kaynakları yönetiminin önemi vurgulanmıştır. Bu çalışma davranışsal insan kaynakları yönetimine katkıda bulunarak, çevreci yönetim literatürüne katkı koymak için insan kaynakları yönetiminin yeşil yönüne odaklanmaktadır. Bu çalışmadaki bulgular geleceğin işçisinin (üniversite öğrencisi) YİKY algılarının, gelecekteki çevreci işyeri davranışlarına olan etkisini açıklamaktadır.

Anahtar Kelimeler: yeşil insan kaynakları yönetimi, yeşil çalışan işle-İlgili davranışlar, yeşil çalışan gönüllü davranışlar, çevreci transformasyonel liderlik, yeşil psikolojik iklim algısı

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List of Abbreviations

AMO:	Ability Motivation Opportunity
CP:	Psychological Green Climate Perception
CPS:	Psychological Green Climate Perceptions Scale
CM:	Compensation Management
CSR:	Corporate Social Responsibility
Cv:	Construct Validity
DS:	Descriptive Statistics
EGB:	Employee Green Behavior
EGBS:	Employee Green Behavior Scale
EI:	Employee Involvement
EM:	Environmental Management
EP:	Environmental Performance
ES:	Environmental Sustainability
ETL:	Environmental Transformational Leadership
ETLS:	Environmental Transformational Leadership Scale
FA:	Factor Analysis
GHRMS:	Green Human Resource Management Scale
GHRM:	Green Human Resource Management
HRM:	Human Resource Management
OI:	Organizational Identification
OP:	Organizational Performance
PM:	Performance Management
P-O Fit:	Person-Organization Fit
RA:	Regression Analysis
RS:	Recruitment and Selection
SDt:	Sustainable development
SIT:	Social Identity Theory
S-V Fit:	Supplies-Values Fit
TD:	Training and Development
T-R:	Task-related
V:	Voluntary
VEGB:	Voluntary Employee Green Behavior

CHAPTER I

Introduction

This chapter covers the study background, research problem, objectives, questions, significance, limitations, the outline of the research methodology, structure of the dissertation, and related descriptions of the research.

Background of the Study

Progress is impossible without change, and those who cannot change their mindset cannot change anything.

The fulfillment of short-term economic goals has been the primary objective of business management for many decades. However, the difficulties associated with this growth system and the need to conduct corporate functions in a manner that respects the environment and society have become apparent following the industrial revolution and population crisis (Macke et al., 2019). Employees are considered to be an extremely important part of every firm because they have the ability to influence organizational policies and shape how they are implemented (Chaudhary, 2018). Workers who actively participate in organizational activities, such as integrating environmental initiatives into daily work routines, have a significant impact on the workplace (Parker et al., 2010). This is demonstrated in the importance of employee perceptions of environmental initiatives in corporate greening (Remmen et al., 2000). As a result, in order to protect the natural environment, businesses have begun to compromise on certain harmful practices and address their social, moral, and business-related obligations by implementing proactive environmental management (EM). Their goal is to safeguard their own interests as well as the interests of the environment (Hunt & Auster, 1990). Meanwhile, Renwick et al. (2013) discovered a link concerning human resource management (HRM) with EM practices, which has been defined as Green human resource management (GHRM). The goal of GHRM, which is regarded as a critical tool in the instilling of long-term behavior in a company, is to strengthen an organization's environmental performance (EP) by increasing employee commitment to the environment (Jackson et al., 2011). In contrast, EM is a unique organizational approach to waste reduction and social responsibility for long-term

sustainability. Thus, GHRM is being presented as a new field of management science that combines the long-term performance of workers with EM practices (Gardas et al., 2019). It has been realized that GHRM has a crucial role in procedure development, as well as legislation development, and public awareness initiatives to educate workers about the importance of environmental protection. Moreover, GHRM strongly supports Employee Green Behavior (EGB) (Anwar et al., 2020). In fact, it can be said that any firm's growth is heavily reliant on long-term human resources (Jabbour, 2013), and currently, there is a significant need for educated workers in every organization, especially since the human resource level has achieved an exceptionally competitive advantage (Manzoor et al., 2019).

EGB helps to lower the organization's environmental footprint, as well as future environmental deterioration and climate change (Kim et al. 2016). EGB encourages organizational consistency in terms of socially and environmentally responsible goals, which helps to ensure long-term success and growth (Tian et al., 2017). According to previous research, EGB improves an organization's EP, which leads to enhanced sustainability and competitiveness (Boiral et al., 2015). Directly, EGB reduces energy and raw material consumption, as well as waste, while indirectly affecting the detection of environmental flaws in plants and equipment, as well as the changing of environmentally damaging organizational practices (Lülfes et al., 2013).

Green psychological climate perception (CP), which was addressed with green attitudes and organizational green procedures in the workplace, was linked to employees' perceptions of workplace behavior as a result of GHRM (Dumont et al., 2017). Employees' social actions would also contribute to CP if they were made aware of the importance of their organization's norms, best practices, and standard processes, as well as the importance of their own participation (Kuenzi & Schminke, 2009). Sensitizing workers to the environment is one method for assisting them in becoming more environmentally conscious. According to studies, corporate policies and procedures, such as HRM practices, have a psychological impact on employees' working environments—that is, how they perceive their workplace conditions (Schneider et al., 2013).

Environmental transformational leadership (ETL) in organizations is critical in the development of encouraging GHRM practices and policies (Jia et al., 2018) to assist firms in delivering on their approaches and perspectives (Carton et al., 2014). The focus of ETL on individual worker requirements brings inspiration to develop and

implement GHRM practices and retain their employees' motivation as well as empowering them. ETL offers workers a clear vision, inspiration, trust, motivation, and performance while also supporting their developmental needs in order to meet the organization's environmental objectives (Mittal & Dhar, 2016). This leadership style encourages workers to learn new skills (Le & Lei, 2018) and participate in the *green* process and product innovation activities, allowing businesses to enter the market with green products and services (Andriopoulos et al., 2010) and thus advance the EP (Dranev et al., 2018).

Research Problem

Due to a lack of research on the mechanisms by which GHRM practices can affect the EGB, a basic understanding of the function of GHRM practices (Dumont et al., 2017) must be developed. Following the rapid increase in research on how businesses execute green initiatives, the factors that influence employees' green behaviors still have to be investigated further. As a result, the gaps will be fulfilled by researching the impact of GHRM on EGB using theories of Social Identity Theory (SIT), Person-Organization Fit Theory (P-O Fit), Ability-Motivation-Opportunity Theory (AMO), and Supplies-Values Fit Theory (S-V Fit). Prospective employees are important in the behavioral HRM literature. It is essential for an organization to find the right worker who shares the company's goals and values. When an employer chooses the right people for the right job, they can be confident that the organization will succeed and management will be able to meet its goals. This increases output, morale, and goodwill. In this respect, the prospective employee is critical to an organization. However, little research has been conducted on the role that perceived GHRM plays in forecasting prospective employees' behavior. In this context, the impact of perceived GHRM practices on prospective employees' workplace performances must be researched in order to close the gap in the literature in this area.

Furthermore, the literature on HRM suggests that various underlying mechanisms may have an indirect impact on worker actions. ETL and CP are additionally major drivers of EGB. Workers, according to Nishii et al. (2008), embrace the company's HRM strategies, resulting in a shift in their perceptions of the organization. Through this cognitive process, workers generate perceptions of the company's psychological climate. When workers are made aware of a company's standards, it conveys a statement about the company's basic values and ethics

(Rangarajan et al., 2011). Additionally, the ETL embodies senior management's views and beliefs and has an important influence on the GHRM of the organization (Jia et al., 2018).

Research Objective

The following are the study's objectives;

- To present a conceptual model that depicts the relationship between GHRM practices and EGB.
- To examine the role of ETL and CP as mediators, and shed new light on the complicated organizational processes that underpin the GHRM–EGB relationship.
- To contribute to the theory by understanding university students' perspectives of GHRM practices and future EGB as prospective employees, additionally highlighting the need for organizations to understand the growing issues and needs of their efforts to attract prospective employees who show an interest in exhibiting green workplace behavior.
- To focus on perceived GHRM because perceptions have been demonstrated to have a stronger influence on employee attitudes and behaviors than actual company behaviors.
- To broaden the current GHRM literature and create opportunities for new studies in the area.

This study renders initial insight into the influence that GHRM practices can have on the prediction of employees' green behavior; though a thorough understanding of GHRM practices' procedures and mechanisms is needed (Zibarras et al., 2015). The primary goal is to close these gaps by considering the influence of GHRM practices on EGB and so, this study examines EGB in two ways; Task-related (T-R) and voluntary (V). This study discusses how GHRM affects the two types of EGB through different mechanisms based on theories of “SIT, P-O fit, AMO, and S-V fit”. Because it focuses on organizational EM practices and uses GHRM as a policy to link HRM practices to the business's EM activities, this study supports GHRM is an important aspect of the literature on sustainable HRM (Dumont et al., 2017). This study is an empirical study that was carried out with prospective employees' perceptions of

organizations that practice GHRM may influence their future workplace environmental behavior. Ultimately, the study adds to the theory by assessing the perceptions of GHRM practices of prospective employees and the EGB relationship. Unlike earlier research, this study considers university students in the capacity of prospective/potential employees and additionally argues that ETL and CP are essential determinants of EGB. This study believes that change begins with the mind and the power to stop environmental depletion rests within the individuals. It is therefore important to promote the environmental awareness of students as a first step to addressing environmental concerns in the country while protecting valuable natural resources. According to the findings of this study, ETL will play a larger role in strengthening positive GHRM practices such as RS, TD, PM, CM, and EI as a source of the inspiration, stimulation, and motivation for employees towards their efforts in the accomplishment of organization goals (Zhu et al., 2005). Through the AMO theory, this study proposes that ETL uses GHRM to improve employees' motivations as well as abilities while also providing the opportunity to engage in EM-related ventures (Haddock et al., 2016) in regard to green innovations and EP. Hence, the final important focus of this research is the mediating effects of ETL and CP between perceived GHRM and employee green workplace behavior, again contributing to closing the gap in the literature.

Research Questions

Researchers have looked into the relationship between HRM and green, (GHRM) in a variety of disciplines, but this study is distinct in that it contributes to EM literature with respect to prospective employees. Given the gaps in the literature, the below-listed research questions have been addressed in this thesis;

1. What effect does perceived GHRM have on prospective employees' green behavior?
2. Do GHRM practices have a direct impact on prospective employees' T-R and voluntary green behaviors?
3. How does ETL mediate the relationship between prospective employees' GHRM and EGB?
4. Does CP mediate the association between prospective employees' GHRM and EGB?

Significance of the Study

Several studies have been conducted on the perceptions of prospective employees in regards to environmental sustainability and employment implications (Hanson-Rasmussen et al., 2014), and also the effect of perceived GHRM on students' employment intentions. Studies on the influence of perceived GHRM in predicting prospective employee behavior, on the other hand, are almost non-existent. Most of the EM studies conducted on the perceptions of prospective employees have considered prospective employees as either current workers already working for a firm while looking for work elsewhere, or as job seekers in search of work who would accept any job. There is a limited amount of research on the perceptions of university students as prospective/potential employees. According to the recent literature, Benrass-Noailles et al. (2021) conducted a study on organizational corporate social responsibility (CSR) activities and the prominence of these activities perceptions in drawing potential employees, ie, students studying at university. Hanson et al. (2014) investigated university students as prospective employees, and measured their perceptions of environmental sustainability and the inferences of these perceptions on job hunts. Chaudhary (2019) studied the impact of perceived GHRM on students' job-seeking intentions, also considering students as prospective employees. Despite the recent increase in studies into organizations' advances in green strategies, the factors that influence employee green behavior still need to be investigated further. This study endeavors to partially fill this gap by looking at the perceptions of undergraduate university students as prospective/potential employees and showing the need for organizations practicing GHRM to understand the importance of being knowledgeable about the perceptions of prospective employees and using this knowledge to attract the prospective employees who show a tendency to demonstrate green workplace behavior. The theoretical framework outlined adds to previous research by emphasizing the role of GHRM in promoting EGB, emphasizing the value of GHRM in boosting EGB engagement. Furthermore, in addition to its direct impact, the suggested framework in this study highlights the possibility of GHRM indirectly influencing EGB through ETL and CP. This makes it easier to create research models that contain mediating mechanisms that haven't been taken into account in previous investigations.

Limitations of the Study

The current research has a number of limitations. The sample collection approach was cross-sectional. Researchers should perform a longitudinal study to analyze cause-and-effect relationships in order to replicate this research. Although convenience sampling was utilized in this study, future studies should employ a random sampling strategy to assure a more statistically balanced population selection. Generalizability is limited in this study due to the convenience sample; hence, subsequent research should use random sampling to allow for greater generalizations. Also, the study was conducted at one university; future studies should include other universities in order to make the study results more generalizable. In this study, the demographic profile of the respondents was not taken into account. As a result, further research should look at the impact of age, gender, study fields, and levels (undergraduate and graduate) on attitudes toward GHRM and EGB. Additionally, other variables could be used to investigate the link between perceived GHRM and prospective EGB.

Outline of the Research Methodology

Research Objectives

Research Strategy

Research Design

Participants and Procedure

Measures

Data Collection

Structure of the Dissertation

In this thesis, a basic dissertation structure is used. This study is organized according to an introduction and six chapters. The introduction part contains the research problem, objectives, and questions of the study, hypotheses of the study, significance and limitations of the study, outline of research methodology, and structure of the dissertation. Chapter 1 presents a review of the literature in regards to GHRM practices, EGB, and mediators. It explains the importance of the study for the literature and mentions the information from the literature about the proposed subject. The conceptual framework is explained in Chapter 2 and a set of hypotheses is proposed to be verified in the study. Chapter 3 presents the research methodology

adopted for the study that will give information about the sample, data collection methods, research design, research strategy, and the analysis of the collected data. The results and findings are introduced in Chapter 4. Chapter 5 discusses the findings and results. Finally, Chapter 6 mentions the findings, conclusions, contributions, recommendations, theoretical implications, practical implications, limitations, and future directions of the study.

Introduction

The research problem, objective, and questions are all defined in this chapter.

Literature Review

This is the study's first chapter, which reveals a detailed assessment of the literature using concepts, theories, facts, reasons, and examples to reach a conclusion.

Conceptual Framework

This is the second chapter of the study, which presents the hypotheses to be tested.

Research Methodology

This is the third chapter of the study, and it describes the methods used to arrive at justifiable replies to the research questions and hypotheses. This included using a quantitative research method and a questionnaire as the main evaluation tool.

Results and Findings

This is the fourth chapter of the study which explains the reliability, validity, factor analysis, and common method bias (CMB) of the study and conducts hypothesis testing, descriptive statistics, and correlation analysis.

Summary of Chapter and Discussion

This is the fifth chapter which interprets the findings and results of the analysis conducted by the statistical software SPSS 25 and AMOS 24 and discusses the relationship between the variables in the study.

Summary of Findings, Conclusion, and Recommendations

This is the sixth chapter, in which the findings from the previous chapter are used to draw conclusions, make recommendations, and suggestions for further study. Every argument and suggestion are presented in the sequence in which the research questions were asked.

Definition of Terms

The definitions of terms are provided below:

Green Human Resource Management

According to Renwick et al. (2013) green human resource management (GHRM) refers to the HRM aspects of environmental management (EM). According to Opatha and Arulrajah (2014), GHRM is a strategy that concentrates on green employee development practices that help everyone, incorporating employees, society, and businesses.

Environmental Transformational Leadership

ETL is described by Chen and Chang (2013) as leadership attitudes that encourage workers to accomplish organizational environmental goals and motivate individuals to perform to their highest potential.

Psychological Green Climate Perception

Psychological climate is considered to be the perceptions of employees towards their organizations' strategies, in addition to their individual perceptions of the working environment's attributes (Burke et al., 2002).

Employee Green Behavior

The definition of an employee's green behavior is their consent to take part in green initiatives (Scherbaum & Finlinson, 2008). This study uses a simplified, but perhaps more relevant, taxonomy based on task and citizenship performance to split people into mutually exclusive categories in this review (Rotundo & Sackett, 2002). This research distinguishes between T-R behavior that helps to major business objectives and V behavior that adds to the social, organizational, and psychological

surroundings within which task performance occurs. This classification separates workplace green behavior from green behavior exercised at home.

Dimensions of Employee Green Behavior. This study investigates two dimensions of EGB which are explained below:

Employee Task-related Green Behavior. T-R EGB is considered to be green behavior that is displayed within the scope of needed work activities and within organizational constraints (T-R EGB). It is described by Borman et al. (1997) as behavior formally mandated and incorporated in job descriptions.

Employee Voluntary Green Behavior. Green behavior that demands personal effort and goes beyond corporate requirements is corresponded to as voluntary employee green behavior (VEGB) (Norton et al., 2015).

CHAPTER II

Literature Review and Conceptual Framework

Research-related conceptual definitions, descriptions, theoretical foundation of the study, and information related to the subject that already exists in the literature are given in this chapter which also defines the variables in the study and maps out how they relate to each other.

A Review of the Variables

This section deals with the review of the most important literature that was dealt with in the sequence of previous studies from past studies to contemporary studies on the current study as follows:

Green Human Resource Management

Recently, the effect of industry on environmental matters is much more obvious (Jackson, 2012). Organizations are increasingly attempting to discover solutions to environmental concerns in hopes of making progress toward a sustainable future (Hoffman, 2010). Human resources should be aligned with EM during the implementation and maintenance of EM structures within organizations (Govindarajulu & Daily, 2004). Although workers help reinforce an organization's EP, only a few empirical studies' findings have demonstrated how an organization's employee management may motivate employees to be green (Paille et al., 2014). There is indeed a lot of debate and uncertainty concerning which GHRM practices are required to improve EP in the developing world. Behrend et al. (2009) conducted survey studies in the US and found that university students are attracted to firms that have environmentally friendly images. Businesses have begun to compromise certain harmful practices to safeguard the natural environment, and have begun to address their social, moral, and business-related obligations by adopting proactive EM. Their aim in doing so is to preserve both their interests and also the interest of the environment (Hunt & Auster, 1990). According to a study conducted by Jackson et al. (2011), HRM and EM practices are integrated to form the concept of GHRM. GHRM is described as a novel method dependent on a variety of issues, comprising the creation of environmentally friendly working environments and a green workforce

(Bombiak et al., 2018). The application of GHRM to company management can result in a stronger corporate image (Shen et al., 2018) and a market competitive advantage (Bombiak et al., 2018). The HRM components of EM as well as the integration of corporate EM into HRM are referred to as GHRM (Renwick et al., 2013). GHRM, as previously stated, increases employee awareness and makes them more environmentally responsible (Zhu et al., 2021). Furthermore, GHRM is used to instill a green passion in employees and to facilitate environmental self-identification (Astakhova & Porter, 2015). Theoretical and experimental studies of GHRM in organizational structures have received little attention.

Organizations have been pushed to implement GHRM, also known as HRM components of green management, and to stimulate workers to employ pro-environmental workplace behaviors as awareness of the need for environmental protection has grown (Renwick et al., 2013). GHRM can amend the enforcement of the EM structure by aligning green practices, for instance, recruiting and selection (RS), training and development (TD), performance management (PM), and compensation management (CM) with the organization's eco-friendly aims (Jabbour et al., 2013). According to the literature, the HRM system has evolved from obsolete forms of work with limited EI to more participative and supportive procedures with opportunities for workers to acquire knowledge, skills, and attitudes (Singh et al., 2019). In times of growing consciousness of EM and SDt of resources, GHRM is a means to HRM practices directed at the firm's environmental and ecological influence, and it is related to the firm's environmental strategy and the employees' green behaviors (Phillips, 2018).

According to HRM behavioral literature, HRM impacts organizational performance (OP) by influencing the behaviors of employees (Becker & Huselid, 2006). GHRM practices encourage employees to behave responsibly in order to keep safe the environment (Cherian & Jacob, 2012). Workers can become more environmentally conscious and modify their behavior as a result of GHRM practices, allowing them to develop environmentally friendly approaches in both their work and personal lives. GHRM encourages employees to participate in environmentally responsible initiatives (Cincera & Krajhanzl, 2013). Increased efficiency, lower costs, and a more positive work climate are all benefits of GHRM practices, all of which help businesses operate in an environmentally responsible manner (DuBois & Dubois, 2012). Planning corporate EM ventures/plans, establishing environmental objectives,

and obligations, informing new individuals about the organization's greening efforts and encouraging them to employ green intercultural citizenship behavior, and supplying steady feedback to workers to execute environmental goals or promote the organization's EP are all examples of GHRM practices (Renwick et al., 2013). GHRM practices advance society and industry because they contribute to protecting the environment (Opatha, 2014). Organizations can use GHRM strategies to help them establish a green workforce that is aware of and supportive of environmental activities. According to Mishra (2017), GHRM is utilized to keep RS, TD, and CM green targets. As a consequence, GHRM denotes an organization's strategic approach to environmental retention and necessitates senior management's attention on organizational processes and practices that stimulate workers to engage in green job behaviors, thereby reducing workplace pollution (Oh et al., 2016). GHRM, on the other hand, comprises embedding an organization's EM goals into HR functions like RS, TD, PM and evaluation, and rewards and recognition (Muller-Carmem et al., 2010).

The major aim of GHRM is to establish an environmentally friendly workplace and environmentally conscious workers. Renwick et al. (2013) define GHRM as the HRM aspects of EM, according to their definition. Moreover, Opatha and Arulrajah (2014) proposed a broader scope, stating that GHRM is a strategy that concentrates on green employee practices for the benefit of all stakeholders, including employees, society, and businesses. There are five dimensions of GHRM. Green RS may be used to give preference to environmentally conscious and sensitive workers during the organization's RS process, as well as establishing a learning scheme to develop employee environmental awareness in EM (green TD). Employee performance may be evaluated in terms of their contribution to the organization's eco-friendly objectives (green PM), financial and non-financial incentives may be given to workers who exhibit eco-friendly behaviors (green CM), and workers may be offered the opportunity to partake in environmentally friendly activities (green EI).

Recruitment and Selection. Green RS is an important element in GHRM practices (Fuentes-García et al., 2008). Organizations look for and recruit people who are concerned about environmental issues (Rayner et al., 2018). Green RS was highlighted by Renwick et al. (2013) in three ways: stigmatization of green employers, green candidate awareness, and green criteria to attract applicants. Green RS is described as a cycle of enlisting and selecting up-and-comers who are environmentally conscious and eager to focus on natural execution (Jia, 2018). Some organizations choose to use green criteria when selecting candidates, while others do not. Regardless, communicating an organization's environmental features and direction is something that should be prioritized throughout green RS.

The most important aspect of green RS is applicants' green awareness; it's about the personal attributes that allow them to fulfill environmental goals, such as green consciousness, conscientiousness, and agreeableness (Perron et al., 2006). Businesses should use a series of tests to attract and hire people who possess the attributes of green awareness in order to ensure that all workers are aware of environmental concerns. The second aspect is green employer branding, which refers to brand success and position with respect to EM, which can be influenced by GHRM practices (Jackson et al., 2011). Job seekers can sense a worthy link between their own values and the values of an organization through green employer branding, and they can also feel proud of themselves for working for a company with strong environmental renown. These people may also be interested in organizations that send out green signals Jabbour (2013). Employers utilize green branding as a cost-effective technique to recruit and select candidates who are clear about environmental matters. The final aspect is to assess and select workers based on green criteria. It's probable that recruiting firms will underline environmental facets in job descriptions. Environmental knowledge, values, and beliefs are among the questions that can be asked, and individuals who do better in these areas can be chosen (Renwick et al., 2013).

This practice is used to recruit and hire workers based on their environmental responsibilities, which aids in the administration of green initiatives and the achievement of environmental objectives (Renwick et al., 2013). Employees' environmental values must be aligned with the organization's during the selection process (Jackson et al., 2010). To add to the achievement of sustainability goals, employees must be aware of the organization's environmental culture. If the person-organization fit theory is assured, workers are more likely to exhibit behaviors

associated with the organization's plan. green RS will eventually become a crucial practice for developing manpower who share the organization's green culture, contributing to the attainment of EGBs and the achievement of the company's success.

Training and Development. Employees' awareness, knowledge, and skills can all be improved through training (Sammalisto et al., 2008). Workers should receive green training as part of their education programs, which will raise their understanding of environmentally beneficial activities in the workplace. Employees can realize the importance of environmental protection through a green training program. As a result, these workers become more aware of the problem (Kjaerheim, 2005). Employee training, according to Baumgartner and Winter (2014), should be implemented in the organization in order to attend to the habitat, increase environmental consciousness, help workers to boost their skills and self-efficacy, and effectively direct to environmental issues, which would then allow employees to assume liable environmental performance in the practice of pro-environmental behavior.

The major goal of this practice is to increase workers' environmental knowledge, skills, attitudes, and consciousness (Renwick et al., 2013). Green training and development (TD) is a set of activities that supports employees in gaining environmental safeguarding and protection skills, both being essential for meeting environmental goals (Jabbour, 2011). Green TD are considered essential GHRM practices (Jabbour et al., 2013), since they aid in the enhancement of natural management practices and the formation of an association culture sensitive to EM. Representatives who are well-prepared and have a genuine sense of awareness can detect and eliminate waste (Renwick et al., 2012).

Performance Management. Green PM, which includes a pay structure, is a process that uses promotions, appraisals, and awards to encourage workers to partake in green activities (Renwick et al., 2013). Green PM performance indicators are accustomed to creating green standards for entities in performance assessments related to environmental requirements, carbon emission reduction, and environmental communication. Hermann et al. (2007), in green PM, underlined the relevance of performance appraisals for both managers and workers in predicting future rewards and compensation success.

PM should be designed in such a way that it prioritizes green skills, green goals, and green behavior in crucial performance areas. While instituting performance standards for assessing employee performance, employees' green initiatives should be made countable. Employees' creativity and resourcefulness in shouldering the organization's environmental responsibility should be recognized by management. Employees' individual and team efforts in raising consciousness about environmental issues and proposing solutions of a green nature for such issues need to be recognized and positively reinforced so as to warrant that the behavior is repeated. Employees' green habits, such as carpooling, eco-driving, and waste management, need to be stimulated. Those who do not take care of the organization's green concerns should receive negative reinforcement.

Setting up green performance markers in the PM system or introducing corporate-wide environmental performance rules aren't enough. Green plans, performance markers, and principles will be conveyed to all levels of employees through a performance assessment framework, as well as the establishment of a business-wide discussion on green issues (Renwick et al., 2012). Managers should administer green targets, objectives, and duties for their divisions, or offices, and they should assess the number of green occasions, and utilization of environmental consciousness throughout the organization.

Compensation Management. This practice should be developed to recognize employees' green initiatives through increased pay, incentives, and other benefits. Employees' green behavior and achievement of green targets should be rewarded through the compensation system. To encourage individuals to sustain green attitudes in their undertakings, monetary and non-monetary rewards can be awarded to green achievers in this context. Improved pay, cash payments, bonuses, or distinctive reductions on the purchase of the company's products are all examples of monetary incentives. Non-monetary rewards may include extra vacation time, gifts, promotions, and so on. Firms can also give specific recognition-based rewards to green achievers, such as naming special titles like Mr. Green of the Year or holding special ceremonies to publicize the achievements of green top performers. Green CM, which is a financial and non-financial reward system, attempts to encourage workforces to help achieve environmental goals (Jabbour et al., 2013). This is another crucial capability of GHRM. The Green CM practices of an organization have a significant impact on the

management of an organization's EP. Green CM has critical commitments to persuade directors and non-administrative authorities on administered EM activities. Companies can use both monetary and non-monetary methods to implement it. green compensation can include the use of a comfortable working environment and a simple way of life, enlisting people in a green strategy, and evaluating their commitment (Pillai & Sivathanu, 2014). Employee satisfaction with environmental activities is largely influenced by green remuneration (Renwick et al., 2012). It's critical to incorporate specific environmental objectives into the compensation system by rewarding employees who do well in terms of sustainability (Milliman et al., 2017). Some companies reward their employees financially (bonuses) for their own better EP, while others reward them non-financially (special recognitions/prizes) (Arulrajah et al., 2015). As a result, green reward management refers to a systematic process of developing and executing strategies and policies for rewarding workers and teams that are effective in achieving EM goals in the workplace. Green CM is essential for developing a green background among workers, and workers that exhibit green actions should be remunerated, financially as well as non-financially, to attain the green goals of the organization. Profit share programs, fringe benefits, and recommendations are some of the incentives used to motivate workers to engage in environmental practices (Govindarajulu et al., 2004).

Employee Involvement. This is a positive, long-lasting, and pervasive work-related psychological state distinguished by vigor, commitment, and assimilation in one's work and organization (Macey & Schneider, 2008). EI in environmental initiatives improves employee engagement; employees' active participation in environmental decision-making strengthens their cognitive and emotional attachment to the organization's values and principles. Employees, in turn, will engage and solve sustainability-related issues with a great deal of passion, excitement, and energy (Pinzone et al., 2016). Employees must be encouraged to help reduce pollution while also being identified as environmental opportunities by giving them the opportunity to engage in EM (Renwick et al., 2013). Most studies emphasize the prominence of improving the performance of EM practices in order to involve employees in green activities (Tseng et al., 2013). Renwick et al. (2013) cite a clear green vision, a green climate of learning, and multiple channels of communication as indicators for

measuring the green EI, as well as delivering green practices and inspiring green involvement.

EI in green opportunities stimulates workers to contribute in and create different notions for environmental practices (Daily et al., 2017), assists them in implementing the firm's green aims, and advances successful EM systems (Boiral & Paillé, 2012). The practice can be viewed as a separate factor that possibly will improve employees' green behavior at work (Ramus, 2001). Creating green teams, for example, motivates employees to enthusiastically take part in proactive pollution deterrence efforts (Govindarajulu & Daily, 2004). Furthermore, allowing workers to make decisions and recommendations about environmental issues increases their willingness to become involved in environmental undertakings (Pinzone et al., 2016). As a result, increasing EI is required to encourage OCBE (Alt & Spitzbeck, 2016).

The first aspect is the green vision, which is a set of values that both sustains the EM and guides employees towards becoming interested in environmental issues (Renwick et al., 2013). Another aspect is that workers learn about environmental issues at work through communication channels and learning environments. An interactive learning environment encourages workers to participate in each other's green behavior and consciousness. This will help to raise environmental consciousness while also establishing a supervisory environment among workers. Workers can spread green culture and increase their pro-environmental behavior and consciousness through official or unofficial channels of communication. Individuals receive the opportunity to engage in quality problem solving and improvement on environmental challenges as a result of EI encouragement. Workers can engage in the greening of the organization through EI practices. This GHRM practice promotes a participative workplace culture by allowing workers to share their thoughts on critical environmental issues and offer solutions (Scherbaum et al., 2008).

Employee Green Behavior

The environmentally friendly behavior of an employee is the enthusiasm to engage in pro-environmental activities (Scherbaum et al., 2008). Turning off lights while leaving work, printing on the two sides of the paper, consuming recycled products instead of disposable ones, aiding businesses in implementing green techniques, and decreasing waste through environmentally friendly new projects are just a few examples of these activities. Organizational citizenship behavior for the

environment (OCBE) (Paillé et al., 2013), voluntary workplace green behavior (Kim et al., 2017), voluntary pro-environmental behavior (Robertson et al., 2018), and workplace environmentally-friendly behavior (Saifulina et al., 2017) are examples of related but distinct concepts now being employed by various researchers (Boiral et al., 2015). The development of EP is mostly aided by EGB (Vicente-Molina et al., 2013).

EGB is an effective tool for promoting sustainable development and improving EP (Djellal & Gallouj, 2016). GHRM's impact on EGB research is still in its initial phases (Yong et al., 2019), and it should be conducted in settings other than enterprises, such as universities. According to Lozano (2006), a critical percentage of higher education leaders and members around the world are uninformed about the concepts of sustainable development and its usage in higher education and they put little effort into embodying principles of sustainability in their courses and research programs. Tairu (2018) draws attention to the fact that higher education institutions need GHRM practices to attain green campuses. Green behavior has typically been thought of as voluntary behavior at work (Paillé & Boiral, 2013) and at home (Steg & Vlek, 2009). On the other hand, management theorists feel that not all EGB is voluntary. On the basis of job performance, Ones and Dilchert (2012) define EGB in five groups: (1) operating sustainably, (2) preserving resources, (3) inspiring others, (4) taking initiative, and (5) mitigating risks. Though this categorization tacitly recognizes the possibility of both T-R and V behavior, the categories are not mutually exclusive, allowing the behavior to fall into more than one category.

EGB has two dimensions; task-related green behavior and voluntary green behavior.

Task-related EGB. Schmit et al. (2012) informed that firms are aiming to enhance their EP by creating green duties and jobs. According to Ones and Dilchert (2012), 14% and 28% of EGB found in samples from Europe are needed by the organization or are a part of a worker's job responsibilities. T-R EGB is a green behavior performed within the context of workers' essential job duties (Bissing-Olson et al., 2013). Following business rules, changing work approaches, such as picking responsible alternatives, and producing long-term products and procedures are all part of this. T-R EGB is comparable to task performance (Borman & Motowidlo, 1993), which denotes behavior that is expected of workers and contributes to core business directly or indirectly.

Voluntary EGB. Workers have the option of going above and beyond what the company requires in terms of environmental behavior. Green behavior incorporating personal initiative that exceeds organizational requirements is what this study calls VEGB. This includes putting environmental problems first, implementing environmental initiatives and regulations, lobbying and organizing, and motivating others. VEGB is closely linked to the ideas of OP and organizational citizenship behavior, which both describe actions that supports the organizational, social, as well as the psychological setting within which task performance takes place (Organ, 1997). This concept of V green behavior, in particular, has dominated the literature to date (Norton et al., 2015).

Environmental Transformational Leadership

Transformational leadership is described by four behaviors. These are idealized impact (stressing and inspiring moral behavior), inspirational motivation (boosting employee motivation and optimism), intellectual stimulation (encouraging employees to try new things), and individualized consideration (illustrating situations relevant to individual needs) (Bass et al., 2006). Researchers have studied the impact of these four behaviors of transformational leader behavior in a variety of scenarios in the past. They've recently shifted their attention to activities that affect a certain objective. Turner et al. (2002) discovered that protection-specific transformational leadership had a number of safety implications. According to Conchie and Donald (2009), security-pertinent transformational leadership concluded in a various security outcome. Based on this research, Robertson and Barling (2013) broadened the scope of target-specific transformational leadership (TL) by incorporating TL into the setting. ETL is a sort of transformational leadership that emphasizes organisational environmental sustainability. According to Graves et al. (2013), the ratings of Chinese employees' superiors' ETL improved their own personal pro-environmental workplace behaviors, corroborating earlier findings. Corporate participants who were subjected to ETL through a video regarded transformational leaders' environmental values stronger (Wassmer et al., 2014), distinguished the in-function behavioral patterns their leaders prioritized (Boiral, 2009), and demonstrated higher engagement in pro-environmental behaviors (Le Quéré et al., 2020) than those who were less subjected or not subjected to ETL (Robertson et al., 2017). In the same study, ETLs served as role models by highlighting environmental principles and adopting suitable steps while

communicating green concepts to their divisions. Transformational leaders inspire workers to employ environmentally responsible behavior through the implementation of environmentally friendly work practices. ETLs can also foster their workers, instilling into them a robust sense of motivation as well as morality, and inspiring them to designate importance to long-term goals over short-term profits (Robertson et al., 2013). Followers are more likely to work creatively and have a special interest in the organization's long-term sustainability goals when they come across a supportive and less restricted work environment established by ETLs (Afsar et al., 2017). Environmental transformational leaders also act as role models for their followers, who are likely to mimic their leaders' actions. ETLs can persuade their subordinates to engage in pro-environmental workplace activities when they have a strong relationship with them. As a result, rather than feeling compelled to participate in environmentally friendly activities, followers are more likely to value and value them (Robertson et al., 2013). Workers that are encouraged by green transformational leaders will inspire others to practice green behavior and follow pro-environmental practices and regulations, such as recycling and reusing products, producing sustainable products, and avoiding pollution (Gkorezis et al., 2017). This study hypothesizes that ETL has a key role in improving employees' PEB based on past studies. ETLs know how to address the demands of their followers. The features integrated with TL (promoting employee engagement, intellectual stimulation, and individual attention, for example) are favorable to the establishment of a successful leader–follower relationship (Banks et al., 2016). SIT maintains that people enhance their self-esteem by forming connections with high-status social groups (Hogg & Abrams, 1988). The aim of GHRM is to achieve ES and to improve the status of the administration as a good entity. Employees' self-concept and thus self-esteem improve as a result of their organizational position, which strengthens their identification with the organization. When the increase in organizational identification (OI) takes place, employees become persuaded to engage in behaviors that contribute to OP.

In the face of volatile markets, transformational leaders have a deep understanding of the company's current and future goals (Bass & Avolio, 1995). Leaders should build an innovative vision, have a strong belief in it, and articulate and explain it to employees clearly so that they believe in it and are enthusiastic about it (Zhu et al., 2005). According to Zhu et al. (2005), transformational leadership leads to increased motivation, trust, coherence, commitment, and performance. According to

research, transformational leadership's intellectually inspired dimension has a favorable impact on PM, talent management, and employee efficiency (Jia et al., 2018). Firms' GHRM practices refer to the green side of HRM practices whose purpose is to assist enterprises in acquiring, developing, motivating, and maintaining green employee job behaviors at work (Dumont et al., 2017).

According to the research, transformational leadership's intellectually inspired dimension has a favorable impact on PM (Jia et al., 2018). ETL is important in GHRM practices such as RS, TD, performance appraisal and management, and compensation and incentive systems because it inspires, stimulates, and motivates people to attain corporate goals (Zhu et al., 2005). The ETL personifies top management's ideas and values and has a significant impact on the firm's GHRM (Jia et al., 2018). Scherbaum et al. (2008) define pro-environmental behavior as an employee's willingness to participate in pro-environmental activities. Employee engagement in order to address environmental concerns and undertake in pro-environmental behaviors is the foundation of an effective strategy for creating an environmentally responsible organization and enhancing EP (Saeed et al., 2019). As a result, this study indicates that ETL in organizations will play a requisite role in the creation of supportive GHRM policies and practices (Jia et al., 2018) to aid businesses in delivering on their objectives and visions in order to achieve firm green innovation and green performance (Carton et al., 2014). To put it another way, ETL's attention to individual employee needs may push them to design and execute GHRM practices in order to keep their followers involved and empowered.

Psychological Green Climate Perception

In HRM, various mechanisms can indirectly influence employee behavior (Jiang et al., 2012). GHRM affects EGB by creating a psychological green climate, a social and psychological system. Employee perceptions of their organizations and individual perceptions of work environment characteristics are considered psychological climate (Burke et al., 2002). The organizational environment includes workers' shared beliefs and interpretations of organizational norms, the procedures that turn policies into guidelines, and the practices that the organization needs and rewards (Beermann, 2011). According to the literature on behavioral HRM, HRM may not have a direct impact on the behavior of workers instead, its influence is mediated through a variety of underlying mechanisms (Boxall et al., 2016).

Contextual factors can influence environmentally friendly behavior, as environmental psychologists have long recognized (Beermann, 2011). The psychological climate is recognized as a crucial contextual factor that may influence employee attitudes and behaviors in the field of organizational behavior. Individual perceptions of work environment qualities are captured by psychological climate (Burke et al., 2002). The pro-environmental psychological climate appeals to employee perceptions of the organization's strategies, processes, and practices in terms of EP (Boxall et al., 2016). According to studies by Schneider, Ehrhart, & Macey, 2013, the climate is frequently linked to employee behavior. Descriptive norms have been linked to littering, recycling, and conservation behaviors in the environmental sector (Boxall et al., 2016).

The role of psychological climate as a mediating factor has long been acknowledged. Thus, Burke et al. (2002) stated that individuals first perceive and give the meaning of the workplaces before acting on them. People notice and make meaning of their working environment features by establishing climate perceptions that their organizations are environmentally friendly, and then act in an environmentally liable ways. Employees define the measures of organizational practices and procedures through social interactions, which increase psychological green climate perception (CP) (Beermann, 2011). Employees acquire perceptions about the company's values as a result of observing HRM practices (Nishii et al., 2008). Workers can use this cognitive process to assist them to form their own opinions about the psychological climate of the company. Workers perceive a company that implements GHRM practices and procedures to be environmentally friendly, and they value its additions to environmental protection. An environmentally friendly psychological climate may improve with the support of the firm's GHRM practices. Workers should have a better awareness of the activities that are recognised and appreciated if the workplace has a favorable psychological green climate (Norton et al., 2014).

When a company prioritizes environmental protection and operates in an environmentally conscientious manner, it sends a message to its workers that they must follow suit. GHRM tactics are utilized by companies that look further than basic economic profits and incorporate EM systems into decision-making. Green operations are integrated into the working environments of such firms, and each management function is created with environmental goals in mind. As a consequence of the firm's environmental footprint as well as it's activities to contribute to greening, workers are

inspired to engage in pro-environmental behaviors (Renwick et al., 2013). Workers will comprehend their employers as less socially committed to the climate if green policies are not integrated into HR processes, according to Chou (2014). In consequence, their psychological green climate will deteriorate. Workers become increasingly involved in green drives as they become more conscious of their responsibilities and organizational expectations for greening. The psychological climate of workers has a positive impact on their pro-environmental behavior (Norton et al., 2014). The green climate was found to mediate the influence of company environmental policy on employees' green behaviors in a recent study by Norton et al. (2014).

This chapter examines research-related conceptual definitions, descriptions, the study's theoretical foundation, and existing knowledge on the subject from the literature. As a result, Table 1 summarizes the definitions of the variables from the literature examined in this study.

Table 1.

Definitions of the Variables in the Model

Variable	Definition	Author
Green HRM	HRM and EM practices are integrated to form the term GHRM.	Jabbour and Santos (2008), Jackson and Seo (2010), and Jackson et al. (2011)
Employee Green Behavior	The willingness to participate in environmentally friendly acts and activities.	Scherbaum, Popovich, & Finlinson (2008)
Training and Development	Green TD are a series of activities that encourage employees to learn environmental protection skills and pay attention to environmental problems, both of which are critical to achieving environmental goals.	Jabbour (2011)
Recruitment and Selection	Candidates who are committed to environmental problems can be attracted and chosen by organizations.	Jabbour et al. (2008)
Performance Management	Green PM and appraisal comprise a system of evaluating activities of employees' performance in the process of EM.	Jabbour et al. (2008)
Compensation Management	Green reward and compensation is a system of financial and non-financial rewards aimed at attracting, retaining, and motivating employees to contribute to environmental goals, in line with a strategic approach to reward management.	Jabbour et al. (2013)
Employee Involvement	Employees can be provided with opportunities to participate in EM, which stimulates them to support the prevention of pollution and identify environmental opportunities.	Renwick et al. (2013)
Environmental Transformational Leadership	ETL has been defined by Chen and Chang (2013) as behaviors of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of EP.	Chen and Chang (2013)
Psychological Green Climate Perception	An employee's shared beliefs and interpretations of organizational norms, the procedures that translate policies into guidelines, and the practices that the organization expects and rewards are referred to as organizational climate.	Beermann (2011)

Related Research

Decision-makers and top managers in various business fields have prioritized protecting and preserving natural ecosystem resources, according to (Howard-Grenville et al., 2014). Businesses today face strong competition, necessitating managers' constant search for opportunities to improve their most valuable organizational resources, namely human resources (HR). HR is described as a critical success factor for implementing practices and improving long-term performance (Sheehan, 2014).

HR is widely recognized as playing a critical role in an organization's success, with top management viewing HR as a strategic advantage that can drive innovation and long-term performance, as well as the effective use of organizational capital to remove business risks and barriers (Singh et al., 2019). Striking an alignment between resource use as well as economic development is expected to be difficult, with companies being forced to participate in green business practices in order to maintain their economic, social, and environmental success (Chan et al., 2012). The massive increase in pollution from industry, which has resulted in natural resource depletion, has compelled authorities, governmental affiliations, green organizations, stakeholders, competitors, consumers, workers, and society as a whole to coerce firms and businesses to implement green practices on a larger scale, where such practices will lead to operational development, economic gain, and improvement of organizations' EP and als (Singh et al., 2019). Many studies have looked at employee environmental values as an important part of incorporating green culture and values, such as developing green product designs, sustainable resource usage, energy conservation, pollution emissions, waste, and recycling (Graves & Sarkis, 2018).

In the twenty-first century, greening businesses and ensuring ES has become a top priority for decision-makers, prompting the hunt for innovative approaches to conventional HRM. HR is a significant instrument for supporting green approaches, especially when ES is a major emphasis of contemporary GHRM research (Jabbour et al., 2019). As a result, researchers studying HRM have paid increased attention to HRM's role in greening organizations, as indicated by a high range of vital journals devoted to the subject (Jabbour & Jabbour, 2016). There is little debate among environmental experts about the extent of these issues' consequences. Governments, customers, and researchers, on the other hand, are increasingly confronted with green opportunities as HRM activities have been slow to address these environmental

concerns (Jackson et al., 2011). Rapid technological advances and effective market shifts have pressured companies to manage and use their resources sustainably, raising numerous economic and sustainable growth challenges (Wang & Song, 2014).

In developing countries, green practices are not fully enforced in all functional areas; in reality, only a few departments do so (Gupta, 2018). The economies of these countries are generally underperforming due to a variety of factors, including a lack of political transition, underdeveloped capital markets, powerful and underperforming public sectors, and extensive trade restrictions. A general lack of political stability, on the other hand, has resulted in war, social disintegration, and tuft migration in such countries (Budhwar et al., 2018). Healthcare is a major service provider in the service sector, and it is a top priority for organizations concerned about environmental problems caused by waste production (Romero & Carnero, 2017). For a number of factors, including ignorance and a willingness to cut costs, the healthcare industry often disregards environmentally friendly practices and the sector's environmental effects (Yellowlees et al., 2010).

Managers in this industry are being pressured by society to expand their responsibilities beyond providing high-quality, low-cost services to include environmental protection and natural resource conservation (Pinzone & Lettieri, 2016). As a consequence, healthcare executives are investing more in sustainability initiatives including recycling, energy management, water conservation, green procurement, and sustainable mobility (McGain & Naylor, 2014).

Theoretical Foundation of the Study

This study employs the following theories; “*social identity, person-organization fit, ability-motivation-opportunity, and supplies-values fit theories*” to investigate the relationship between the perceived GHRM and prospective EGB.

Social Identity Theory

Social Identity Theory (SIT) states that an individual recognizes their membership in a specific social group, as well as the importance that membership in that group has for them. HRM is necessary for them to develop their identity, which is derived clearly from the firm's communication of organizational values to employees (Besharov, 2014). As a result, GHRM uses a variety of practices to communicate the organization's green values and EM goals to its members, gradually changing their attitudes toward them while dealing with environmental issues and increasing their interest in environmental identification of the firm's EM targets.

In the context of green business, SIT may make some suggestions. It has been shown that how individuals perceive themselves with regards to a particular social identity influences their environmental attitudes and behaviors, how group relations influence environmental consequences, and how the content of social identities leads group members to act in more (or less) pro- or anti-environmental ways have all been studied (Fielding et al., 2016). Individuals' self-concepts are defined by their links with social groupings or by their similarity to organizations, according to SIT (Tajfel, 1982). When employees perceive a good fit between themselves and their company, they are more likely to share self-definitional characteristics with them. Their positive reactions to various CSR initiatives are enhanced by their shared characteristics. Workers also prefer to adopt initiatives and practices that align with prominent aspects of their identities and advocate for firms that represent those identities as a result of categorization, comparison, and identification processes (Ashforth & Mael, 1989).

Employees who form attachments to the organization are more likely to be engaged (Rich et al., 2010), participate in positive work behaviors (Hekman et al., 2009), and improve customer-oriented organizational citizenship behaviors (Rich et al., 2009) and (Lu et al., 2016). According to SIT, GHRM will improve employees' identification of the organization's green goals, strengthening their green organization identity, and allowing them to employ T-R EGB at work.

Person-Organization Fit Theory

Researchers have focused on the convenience between patterns of organizational values and individual values when studying the theory of Person-Organization Fit (P-O) which is defined as the compatibility between people and organizations for which they work (Kristof, 1996). They're more likely to accept an offer, adjust faster, perform better, and stay longer (Chatman, 1991).

Employee perceptions of HRM procedures have a beneficial impact on P-O fit according to Boon et al. (2011), who studied the connection between employee perception of HRM practices on employee outcome through P-O fit and empirically deduced that employee perception of HRM practices has a positive effect on P-O fit, and their relationship will be strengthened further by the continuous supply of such HRM practices to employees.

Similarly, Kakar et al. (2019) used a set of HRM practices in organizations, such as TD, to discover that academics' perceptions of HRM practices are positively associated with P-O fit. Kooij and Boon (2018) discovered similar results when they investigated the perception of HR practices and their relationship with perceived P-O fit over time using a multitude of different HR practices such as RS and performance appraisal. Prior studies in a variety of workplaces have suggested that "P-O fit" is associated to a variety of positive implications for employees, including job satisfaction. The empirical findings in the current literature generally confirm the positive effect of "P-O fit" on employees' working attitudes and behavior (Ellis et al., 2017). With a study conducted in a public higher education setting, Jin et al. (2018) argued that perceived fit may influence a worker's turnover intention through its influence on job satisfaction and followership.

Matching employees with the organization are among the most important goals of HRM practices. When an organization uses HRM practices, it delivers a message to its employees that it cares about them and is willing to invest in their progress (Kooij & Boon, 2018).

Ability Motivation and Opportunity Theory

According to the Ability-Motivation-Opportunity (AMO) theory, OP is linked to a person's ability, motivation, and opportunity to contribute (Jackson et al., 2014). Furthermore, this theory suggests that ability (A), motivation (M), and opportunity (O) are significant determinants of the implementation of EM practices (Boselie et al., 2005). In the strategic HRM literature (Gerhart et al., 2015), the AMO theory is an important theoretical paradigm. Its primary assumption emphasizes the effect of HR systems on overall employee behavior and OP. An HR system that seeks to give adequate opportunities and platforms for talented people would best serve organizational objectives, according to a popular model, performance = employees' ability, motivation, and opportunity to engage (Boselie et al., 2005). Employee talents, motivations, and opportunities, according to AMO theory, all contribute to OP (Colbert, 2004). This is a comprehensive method that illustrates how leadership and strategic HRM practice help to increase OP. The AMO theory emphasizes reward management as one of the main aspects of motivation. According to the theory, motivated workers are more likely to perform better, hence employers have a responsibility to encourage workers to achieve higher levels of performance.

Cheema and Javed (2017) backed up this theory, claiming that the AMO model could be used to help manage GHRM concerns. In their research into Pakistan's textile industries, they discovered that the AMO model could be used to motivate workers, senior management, and organizations to create a sustainable environment. Furthermore, Anwar et al. (2018) used AMO theory to explain how GHRM practices can increase workers' discretionary organizational citizenship behavior, which improves a firm's EP. According to the AMO theory, HRM is conducted by increasing worker capabilities by developing high-performing workers, increasing workers' motivation by providing conditional benefits and undertaking effective PM, and delivering effective opportunities for workers to take part in knowledge-sharing and problem-solving activities.

Supplies-Values Fit Theory

Supplies-Values Fit (S-V fit) theory implies that workers' values are becoming coherent with those of the company due to climate perception, and workers make decisions at work to enhance EP and solve environmental concerns. Individual values that align with those provided by the organization, according to the S-V fit theory, create a positive impact on employee work behaviors (Edwards, 2007). While it is conscience that a person's beliefs and the objectives of the company where he works will clash, it is in the maximum intrigues of the corporation to fight towards shared, coherent values (Paarlberg & Perry, 2007).

Worker outputs such as organizational identity and aim of work, as well as positive job attitudes and behavior, are expected to improve with a common ideology that aligns individual values with the company's (Edwards & Cable, 2009). The stronger a person's attachment to his company, the more likely he is to commit to accomplishing the company's goals and objectives through shared values and identity (Cohen & Liu, 2011).

Employee behavior, according to Day and Bedeian (1991), is the result of the individual's interaction with the environment. Employees make explicit judgments about their organization's socially conscious techniques and behavior, according to Rupp et al. (2006), and these assessments influence whether the employees' psychological needs are addressed. As a result, the fundamental subjects of the S-V fit theory (Edwards, 2007) would reinforce the model proposed in this study, namely, that if an institution provides an environment that approves of an employee's values, the employee's green values should be consistent with those of the organization, and the employee should be more likely to display green workplace behavior. Workers will be less likely to engage in environmentally friendly behavior at work if their values contradict those of the company or if the company fails to provide an environment that meets their needs. In other words, individual and corporate green values interact to influence employee green workplace behavior. GHRM practices and psychological green climate reflect employee evaluations of the organization's green values. As a consequence, individual green values will moderate the effects of GHRM and psychological green climate on green behavior in the workplace.

Hypothesis Development

The Impact of Green Human Resource Management on Employee Green Behavior

The goal of GHRM was to balance the social and economic well-being of individuals and businesses while also increasing environmental consciousness (Opatha, 2014) and providing long-term benefits to the organization (Mishra, 2017). According to Evangelinos and Leal (2015), employees' ability to design and implement environmentally sustainable solutions is positively associated with a work environment characterized by GHRM practices. Sustainable development, training, assessing workers' EP, and awards should all be included in GHRM (Perron et al., 2005). According to Renwick et al. (2013), the components of GHRM comprise recruitment, selecting, training, and establishing environmental knowledge. Cheema et al. (2020) state that GHRM hires people who share the company's green objectives and values, creates education plans to develop workers' environmental knowledge, skills, consciousness, and attitudes, and considers indicators in performance appraisal, CM, and worker registration (Sancho et al., 2018).

Through these green-oriented management activities, GHRM may measure and influence employees' T-R and V green behaviors. Tseng et al. (2013) support that providing regular and frequent training on EM systems, as well as creating work environments that assist employees to learn about the environment, enhances employee interest and motivation to employ pro-environmental behaviors. Employees feel their company's HRM practices influence their behaviors at work, according to Nishii et al. (2008). Workers will show behaviors that are consistent with and compatible with the firm's green standards if the organization implements greening into its HR processes. Workers are inspired to participate in and contribute to green activities when a company promotes and recognizes unique EP (Renwick et al., 2013). Employees' environmentally friendly behaviors are influenced by GHRM at the workplace (Dumont et al., 2017).

Saeed et al. (2019) discovered that GHRM practices had a positive impact on employee environmental behavior across a broad spectrum of industries. It was predicted that because GHRM practices were formally approved and awarded, they would have a direct impact on corporate green T-R behavior, which would then become standard practice in the organization. Because voluntary green behavior is not formally acknowledged, individuals' understanding of the firm's green perspective,

commitment to maintaining these behaviors, and green behaviors they participate in their daily life may all be impacted or not by GHRM practices. GHRM has a direct and indirect effect (IDE) on T-R green behavior in the workplace, but only indirectly on V behavior, according to Dumont et al. (2017). In addition, Zhou and Zhang (2018) found that GHRM practices have IDEs on T-R and V green behaviors. According to Chen (2018), an organization's GHRM practices may have a positive effect on green behavior as perceived by its workers. At the turn of 2000, corporations initiated to reply proactively to environmental concerns that went beyond pollution and environmental damage mitigation (Renwick et al., 2013). HRM has a direct link to the practice of EM since HRM encourages its affiliation with EM to progress and additionally establishes the lifeblood of the organization (Jabbour et al., 2013).

Referring to SIT, individuals endeavor for the social concepts in confident levels by associating with respected corporations (Hogg & Abrams, 1988) in order to improve the look of the firm as a good entity and to develop the status and position of the organization. The improved status and position of the firm strengthen the self-concept and the self-esteem of the workers, and hereby, they identify themselves more with the organization. When the OI increases then the employees display the behaviors that help to improve the OP and therefore successful. Moreover, applying practices such as TD and appreciating employees' green contributions, help employees promote abilities and provide the chance to contribute to green practices (Shen et al., 2018). Employees find their work more meaningful when they notice progress in their skills when engaging in green activities. As a result, their OI rises, and eventually, their green behaviors develop. Hence, it is hypothesized that;

Hypothesis 1 (H1). Perceived GHRM is positively related to prospective employees' EGB.

According to a study conducted by Saeed et al. (2019), GHRM practices had a positive impact on EGB in a variety of enterprises. GHRM practices were expected to have a direct impact on T-R EGB, which would then become routine workplace behavior; because they were officially respected and rewarded. Individuals' consciousness of the firm's green culture, their ability to carry out such behaviors, and the green practices that they embrace in their daily life may or may not be influenced by GHRM practices because voluntary green behavior is not formally acknowledged (Dumont et al., 2017). Employees engage in two types of green behavior; voluntary

green behavior and T-R green behavior (Norton et al., 2015). Green behaviors that are done under organizational restraints and within the scope of T-R job duties are referred to as task green behavior by Norton et al. (2015). Green behavior on the task can also be interpreted as behaviors that are formally outlined as part of the job description (Borman & Motowidlo, 1997). VEGB is defined as EGB that requires personal effort and goes above and beyond organizational objectives (Norton et al., 2015). Voluntary (V) behavior is a framework in which task performance is achieved through enhancing the social, organizational, and psychological environment (Borman & Motowidlo, 1993).

GHRM can influence T-R EGB both directly and indirectly, according to Dumont et al. (2017), but only indirectly influence voluntary behavior. Moreover, the data analysis results of Zhou and Zhang (2018) study confirmed the IDEs of GHRM practice on T-R green behavior and V green behavior. Chen (2018) hypothesized that an organization's GHRM practices, as seen by its employees, could have a positive influence on its green behavior. Hence, it is hypothesized that;

H1a. Perceived green HRM is positively related to prospective employees' T-R EGB.

H1b. Perceived green HRM is positively related to prospective employees' VEGB.

The Impact of Green Recruitment and Selection on Employee Green Behavior. According to Yusoff and Nejati (2017), green RS is an important factor in GHRM practices. Candidates assigned to environmental issues are chosen by organizations (Jabbour et al., 2008). Renwick et al. 2013 characterized green RS practices in three perspectives: green candidate awareness, green employer branding, and green criteria to attract applicants. Green consciousness of candidates, and personality qualities that permit the attainment of environmental goals such as green consciousness, conscientiousness, and agreeableness of candidates (Perron et al., 2006) are major aspects of green RS. In order to make sure that all workers are aware of environmental concerns, businesses should use a series of tests to hire and recruit applicants who carry traits of green consciousness. Green employer branding which is shaped through GHRM practices helps to associate the image and reputation of an institution with EM (Jackson et al., 2011).

This practice is used to attract and hire the workforce according to their environmental responsibilities which will help to implement the green strategies contributing to the success of the institutional green objectives (Renwick et al., 2013).

Workers should demonstrate behaviors that correspond with the firm's practices, according to the P-O fit theory. As a consequence, green RS is a critical practice for developing manpower that allocates the institution's green values, achieves EGB, and supports the organization's goals. Therefore, it is hypothesized that;

H2. Perceived green RS is positively related to prospective employees' EGB.

The degree of match between the values, norms, and other characteristics held by both the individual and the environment is referred to as person-environment fit. Furthermore, the employee-organization fit is defined as people and organizations having similar personalities, values, and goals (Jabbour, 2011). The value correspondence lets employees be fulfilled by their work roles and advance V behaviors (Norton et al., 2015). Moreover, according to Norton et al. (2015), value congruence is accepted by means of a kind of self-motivation scheme that leads to employee behaviors.

Green RS practices are intended to attract and hire environmentally conscious employees who will assist in the implementation of the organization's green strategy, resulting in the accomplishment of the firm's environmental objectives (Renwick et al., 2013). It aims to structure the selection process in the firm in such a way that workers adhere to environmental principles and beliefs that are very close to the organization's (Jackson & Seo, 2010). To meet these sustainability objectives, workers must be aware of the organization's environmental culture. Candidates can analyze their fit with the firm's green culture via job description materials and recruitment adverts that clearly demonstrate the firm's green commitment (Renwick et al., 2013). Workers may exhibit behaviors that are consistent with the organizational plan if the P-O fit is ensured. As a consequence, green RS creates labor that shares the firm's green ideals, attitudes, and culture while also participating in T-R and V green behaviors in order to achieve the organization's goals. Therefore, it is hypothesized that;

H2a. Perceived Green RS is positively related to prospective employees' T-R EGB.

H2b. Perceived Green RS is positively related to prospective employees' VEGB.

The Impact of Green Training and Development on Employee Green Behavior. Employees' consciousness, knowledge, and skills can all be improved through training (Sammalisto & Brorson, 2008). Workers can understand the importance of environmental protection through a green training program. Such programs can assist employees in becoming more attentive to this issue (Kjaerheim, 2005). Training of employees must be applied in firms to preserve the climate, increase green consciousness, help employees to boost their skills and identity, and quickly adapt to green affairs, according to Baumgartner and Winter (2014), which would then allow the workers to grasp responsible environmental behavior in the form of EGB (DiasSardinha & Reijnders, 2001). Training is defined as the preparation of multi-talented workers for the acquisition of knowledge and skills necessary for innovation (Liebowitz, 2010). Employee TD is also linked to OP because training instills in employees the knowledge and skills needed to achieve organizational goals and objectives. Workers must be equipped with the necessary skills in order to perform effectively in the organization. Employees' ability to acquire new knowledge can be developed through training, which can then be used for innovation as well as improved organizational performance and competitiveness. The major goal of this practice is to increase the environmental knowledge, skills, attitudes, and consciousness (Renwick et al., 2013) of the workers. OP is tied to an individual's ability, motivation, and opportunity to contribute, according to the AMO theory (Jackson et al., 2014). In terms of the ability (A) component of AMO theory, green TD improves worker skill levels while also assisting in the resolution of environmental issues. As a consequence, they are more psychologically responsive when engaging in commitment to promoting the organization's goals. Therefore, this study hypothesizes that;

H3. Perceived green TD is positively related to prospective employees' EGB.

Raising green consciousness, establishing green values, and boosting workers' abilities to execute green practices are all examples of green TD practices (Zoogah, 2011). It increases their consciousness of the link between their actions and the environment. It equips individuals with the knowledge and abilities they need to identify environmental issues and take measures to address them (Zoogah, 2011). Workers who can perceive and handle organizational environmental challenges are more likely to find their jobs fulfilling, which leads to increased T-R and V green behaviors. A link is established by Pinzone et al. (2006) between green competence

development strategies and collective organizational citizenship behaviors toward the environment in a study of National Health Service organization in Britain. An analysis was carried out by Dumont et al. (2017) between Chinese branches of an Australian multinational enterprise to show a positive alliance between T-R and VEGBs and perceived GHRM, which was evaluated on 6 items, 2 of which were related to green TD. As a result, the following hypothesis is developed in this study:

H3a. Perceived Green TD is positively related to prospective employees' T-R EGB.

H3b. Perceived Green TD is positively related to prospective employees' VEGB.

The Impact of Green Performance Management on Employee Green Behavior. Green PM performance indicators are used in performance appraisals incorporating environmental requirements, carbon emission reduction, and environmental communication to generate green criteria for individuals. Green PM performance reviews are important for both managers and employees, according to Hermann et al. (2007), as are the benefits of following awards and incentives. Green PM, which includes a payment system, is a method that uses promotion, appraisal, and awards to encourage employees to participate in green activities (Renwick et al., 2013). M is the motivation component of AMO theory which refers to the constant appraisal and feedback of the performance of workers towards the achievement of green goals of the organization, whereby individuals are motivated to employ green behaviors thus promoting the EP in the organization. Empirical significant evidence is provided by Pinzone et al. (2006) about the positive relationship between green PM and EGB. As a result, the following hypothesis is developed in this study:

H4. Perceived Green PM is positively related to prospective employees' EGB.

Green PM necessitates developing green performance standards for individuals and assessing their advance toward those standards, according to the motivation component (M) of AMO theory (Ahmad, 2015). Its main goal is to motivate workers to involve in performance behaviors that support the company's environmental goals. Workers are motivated to participate in T-R EGB and VEGB that promote the EP when they are constantly assessed and given feedback on their progress toward achieving green goals. Pinzone et al. (2006) discovered a linkage between green PM and collective organizational environmental citizenship behaviors. Furthermore, Dumont et al. (2017) observed a connection between T-R EGB and VEGB and

perceived GHRM as measured by 6 items. As a result, the following hypothesis is developed in this study:

H4a. Perceived Green PM is positively related to prospective employees' T-R EGB.

H4b. Perceived Green PM is positively related to prospective employees' VEGB.

The Impact of Green Compensation Management on Employee Green Behavior. Compensation is a type of motivation that deals with an employee's desire to perform, which can be boosted by either extrinsic or intrinsic motivation. Compensation is an important tool for attracting and retaining talented employees who are committed to their roles within the organization. Wages, salaries, bonuses, and commissions are examples of direct compensation, whereas indirect compensation includes medical benefits, housing allowances, meal allowances, utility allowances, incentive bonuses, shift allowances, hospitalization expenses, out of station allowance, vehicle loan benefits, annual leave allowances, car and basic allowances. Compensation could be financial or non-financial in nature. Rewards and compensation can be viewed as tools for supporting environmental activities in organizations from the perspective of Green HRM. Modern organizations are developing reward systems to encourage their employees' participation in eco-friendly initiatives. Green CM, which is a financial and nonfinancial rewarding system, attempts to keep and inspire employees to assist achieve environmental goals (Jabbour et al., 2013). AMO theory supports CM as one of the core tenets of inspiration. According to the theory, motivated individuals are more likely to perform better, and hence firms have a responsibility to encourage workers to improve their performance. With this perspective, green CM is critical in creating a green culture among workers; as a consequence, workers who show green behavior should be rewarded both financially and non-financially to help the company accomplish its green goals. As a result, green compensation practices provide critical motivation (M) for EGB commitment while also encouraging workers to involve in green behaviors that sustain the organization's environmental goals. As a result, the following hypothesis is developed in this study:

H5. Perceived Green CM is positively related to prospective employees' EGB.

Green CM practices are a broad category of GHRM practices aiming at recognizing workers' contributions to the organization's environmental goals. EI in

green activities can be rewarded with both intrinsic and extrinsic incentives such as profit-sharing programs, wage raises, fringe benefits, awards, and recommendations (Patton & Daley, 1998). By raising green organizational goals and providing the needed motivation (M), green CM can inspire workers to participate in both T-R and VEGB. According to Dumont et al. (2017), there is a link between GHRM that concentrates on green TD, green PM, and green CM and employees' T-R EGB and VEGB. As a result, the following hypothesis is developed in this study:

H5a. Perceived Green CM is positively related to prospective employees' T-R EGB.

H5b. Perceived Green CM is positively related to prospective employees' VEGB.

The Impact of Green Employee Involvement on Employee Green Behavior. Giving employees the opportunity to employ in EM should inspire them to help pollution control and raise the consciousness of environmental advantages (Renwick et al., 2013). Most studies found that improving the performance of EM practices is crucial in getting employees engaged in green functions (Tseng et al., 2013). Organizations must involve employees in human resources development programs such as training to update and improve their knowledge and skills. According to Srivastava and Dhar (2016), when training is provided to workers for updating information on the organization's initiatives, it affects their perception. Green involvement is critical to an organization's long-term performance (Matthes et al., 2014). It refers to opportunities for workers to learn and apply green strategies to impede pollution and other environmental issues (Gupta & Gupta, 2018). The more workers who are engaged and involved in environmental protection activities, the more oriented and focused they will be on environmental responsibilities (Matthes et al., 2014). Renwick et al. (2013) stated that a clear green vision, a green learning climate, several communication channels that offer green practices, and stimulation in green involvement are the required items that measure green EI. This GHRM practice forms a participative culture within an organization in which the workers declare their ideas on prominent issues regarding the environment and additionally offer solutions (Liebowitz, 2010). By enabling (A in AMO theory) employees to get the tasks of the issues in respect to the environment and supplying them the opportunity (O) to contribute to the achievement of environmental goals, green EI practices tend to stimulate workers to be involved in green performance behaviors in order to sustain the green goals of the organization. Pinzone et al. (2006)

found a connection between green EI practices and collective organizational citizenship behavior on environmental issues. As a result, the following hypothesis is developed in this study:

H6. Perceived Green EI is positively related to prospective employees' EGB.

Workers can take part in the organization's greening by using green EI practices. The engagement of the employees in the implementation of environmental strategies improves their consciousness and as well as the ability in dealing with environmental problems, thus contributing to EM (Boiral, 2012). EI reinforces workers (Ahmad, 2015) and creates green subordinates who will maintain the company's sustainability programs (Mandip, 2012). Green EI practices are important to encourage workers to involve in both T-R and V green performance behaviors, reinforcing organizational green targets by encouraging (A) companies to undertake environmental concerns conscientiously and supplying them with the opportunity (O) to donate to the fulfillment of environmental goals. As a result, the following hypothesis is developed in this study:

H6a. Perceived Green EI is positively related to prospective employees' T-R EGB.

H6b. Perceived Green EI is positively related to prospective employees' VEGB.

The Mediation of Environmental Transformational Leadership between Green Human Resource Management practices and Employee Green Behavior

Transformational leaders have a positive impact on their followers' innovative thinking, creativity, pro-environmental behavior, and future vision (Avolio & Bass, 2004). By concentrating on the future vision, a transformational leader inspires followers to remain optimistic and go beyond their previous perceptions (Bass & Riggio, 2006). Scholars have seldom recognized the significance of the fundamental mechanism (such as green dedication) through which transformational leadership influences green dedication in economies with significantly lower carbon-dioxide emissions (such as China).

This sort of leadership inspires followers to go above and beyond what they expected, and in many cases, what they thought was possible (Savelyeva & Lee, 2012). Environmental challenges must be addressed by leaders, and their proactive approach can help firms embrace environmentally acceptable practices. Workers are encouraged to perform and act in environmentally responsible ways that aid future generations and society when transformational leaders serve as role models for sustainable activities (Peng et al., 2020). Employee commitment is critical in general because it creates a social and psychological environment at work that supports the organization's essential functions (Gill & Mathur, 2007).

Transformational leaders usually present their subordinates with a pleasant and appealing vision, emphasizing the alignment of the organization's objectives with their personal values, to unconsciously inspire workers to absorb the organization's aims into their own personal ambitions and make attempts to accomplish them (Bono & Judge, 2003). Employees' values are influenced by their environment (leadership style), which influences their behavior (Stern et al., 1999). Workers will acknowledge the importance and value of green management when organizations comply with green perception in HRM activities; under the circumstances, as long as leaders continue to display high levels of green transformational leadership behavior (Robertson & Barling, 2013), employees will receive more consistent signals from both leadership and organization, become more aware of the significance of green behavior, and presume that GHRM can be implemented in the organization. This is favorable to employees' commitment to engage in green behaviors becoming stronger, resulting in more green behaviors being displayed by employees.

Due to SIT, ETL results in EGBs when self-concordance and relational identification are generated among the employees. Shamir et al. (1993), claim that the power of transformational leaders depends on their accomplishment in aligning their followers' self-concept with the objective of the firm so that they become self-expressive. However, Bass (1988) maintains that it is the cognitive identification with the leader. Furthermore, outcomes such as the exhibition of more self-confidence, involvement in their tasks, self-sacrifice to demonstrate encouragement for the objective of the firm, courage, and setting personal examples proves that transformational leadership increases subordinates' inclination to identify with the leader (Kark et al., 2003). As a result, the following hypothesis is developed in this study:

H7. Perceived green HRM indirectly influences prospective employees' green behavior through the mediation of ETL.

According to studies, transformational leadership's intellectually inspired dimension has a good impact on PM, talent management, and personnel efficiency (Jia et al., 2018; Carton et al., 2014). Because of ETL's focus on individual employee requirements, they may be persuaded to design and apply GHRM principles in order to keep their followers engaged and empowered. According to Francoeur et al. (2019), green actions are mostly V, but T-R behaviors are also crucial. Transformational leaders, according to Bass (1999), inspire their followers to go above and beyond in terms of job performance (V behavior). As a result, transformational leaders may be better at persuading employees to participate in VEGB. As a result, the following hypothesis is developed in this study:

H7a. Perceived green HRM indirectly influences prospective employees' T-R EGB through the mediation of ETL.

H7b. Perceived green HRM indirectly influences prospective employees' VEGB through the mediation of ETL.

The Mediation of Psychological Green Climate Perception between Green Human Resource Management practices and Employee Green Behavior

According to Chou (2014), the green climate is the use of environmentally friendly policies by companies to achieve sustainability goals. This means that the psychological green climate is determined by how individuals perceive a firm's green policies, practices, and activities. The psychological climate is a fundamental contextual factor that can affect employee behaviors. The perceptions of the employees of an organization's environmental policies, procedures, and practices are referred to as EP perceptions (Boxall et al., 2016). As a result, the following hypothesis is developed in this study:

H8. Perceived green HRM indirectly influences prospective employees' green behavior through the mediation of CP.

Climate is important in recognizing and promoting EGB according to Norton et al. (2014). An improvement in green values and EGB is linked to employee perception of an organization's sustainability policies. As a result, employees' perceptions of the business are said to change as they absorb and view HRM practices and policies (Nishii et al., 2008). Employees' perceptions of the organization's psychological climate are shaped during this cognitive phase. When a business communicates a strong environmental policy to its workforce, it conveys a message about the organization's basic principles and ethics (Rangarajan & Rahm, 2011). The organization intends to involve its personnel in green practices through GHRM practices, in addition to delivering a message about its environmental concerns that extends beyond financial gain (Renwick et al., 2013). Individuals are less inclined to participate in EGB if they are not directly liable for the energy expenses, according to Chou (2014) and Manika et al. (2013). This means that employers must define green responsibilities in the workplace by designing and assessing jobs properly. A variety of rewards are offered to encourage EI to participate in green activities by clarifying workplace responsibilities and raising awareness of green values.

Employee attitudes and behavior will be positively impacted if personal values complement those offered by the firm, depending on the theory of supplies-values fit (S-V fit) (Edwards, 2007). Organizations should strive for common values, regardless of how divergent a person's values are from those of the organization they're working for; this is in their own best interests (Paarlberg & Perry, 2007). This study anticipates

that employees will benefit from a shared belief that aligns their personal values with those of the organization (Edwards & Cable, 2009). Through shared values and identity, an individual may contribute to the achievement of organizational goals and objectives if he or she has a strong bond with his or her organization (Cohen & Liu, 2011). The interaction between an individual and their environment determines employee behavior, says Day and Bedeian (1991). The psychological needs of employees are met when workers make specific decisions about their organization's socially responsible practices and behavior, according to Rupp et al. (2006).

As a result, the core concepts of the S-V fit theory (Edwards, 2007) will encourage the model developed in this study, namely, that if an organization provides an environment that is suitable to an employee's values, and as a consequence, the employee's green values are consistent with the organization's, the employee will be more likely to engage in green workplace behavior. Individuals are less likely to participate in green behavior at work if their values differ from those of the company or if the company's environment does not meet their needs. In other words, both individual and organizational green values impact employee green workplace behavior. Employee evaluations of the firm's green values reflect GHRM practices and a psychological green climate. Employee effects of HRM are highly dependent on HRM attributions, according to HRM behavioral literature (Nishii et al., 2008).

For the following reasons, GHRM has an impact on EGB. First, GHRM practices include disseminating knowledge of the firm's green focus, highlighting distinct green values in RS, and fostering green values through training to increase employee green cognition (Renwick et al., 2013). Second, environmentally sustainable job designs, as well as green training strategies that develop employee consciousness and skills are essential processes that allow employees to participate in environmentally friendly practices (Pless et al., 2012). Third, according to the HRM attribution literature, the impact of HRM practices on employee work behavior is determined by employees' perceptions of why the organization adopts such HRM practices (Nishii et al., 2008). A formalized and widely shared list of GHRM practices shows to individuals the firm's commitment to being environmentally friendly and increases the likelihood that employees will follow the organization's green policies. Employees are involved in and contribute to green initiatives through performance-based rewards, appraisals, and benefits (Renwick et al., 2013). Employees are more likely to engage in green activities when they are encouraged, appraised, and

compensated (Renwick et al., 2013). By facilitating the completion of T-R green activities, GHRM will also push workers to participate in V green behavior. The researchers say that psychological climate is a social and psychological process that GHRM uses to influence workers' green workplace behaviors.

Employees' perceptions of their organizations (Burke et al., 2002) make up the psychological climate (Patterson et al., 2005). Therefore, a person's perception of an organization's environmentally friendly policies, processes, and practices can be described as its psychological green climate. Consequently, workers are familiar with the organization's strategies, systems, and practices, which create a psychological climate (Kuenzi & Schminke, 2009). The CP refers to an individual's perception of an organization's pro-environmental rules, processes, and practices that embody the organization's green principles (Dumont et al., 2017). Employees' green behavior is positively related to their psychological climate, according to research (Norton et al., 2017). HRM practices will be evaluated by employees, who will also shape perceptions and values of the organization (Koc & Topcu, 2010). As a result of this cognitive process, workers can influence perceptions of the organization's psychological climate.

When a firm has a defined environmental policy, workers learn about the organization's underlying principles and ethics (Rangarajan & Rahm, 2011). By embracing GHRM practices, it also hopes to include employees in green -related decisions and activities (Renwick et al., 2013). Thus, according to Chou (2014) and Manika et al. (2013), workers who are not directly accountable for the energy expenses or equipment utilized in the workplace are less likely to engage in environmentally beneficial behavior. Businesses must explain their green duties through effective job design and appraisal, good incentives for green actions, which assist clarify green responsibilities in the workplace, and greater employee awareness of green values, which stimulate employee retention in green activities. Employees who work in a GHRM environment report feeling happier.

Literature on organizational climate suggests that employee perceptions of the organization create a major impact on employee behavior (Schneider et al., 2013). To a certain extent, due to Day and Bedeian (1991), organizational climate can influence employee job performance. Workers working for unambiguous and risk-friendly organizations perform more effectively. According to Parker et al. (2003), a comprehensive literature review on psychological environment found that it is linked

to job satisfaction, T-R, and V job performance. Employee attitudes and behaviors are affected by employee perceptions of social programs such as CSR initiatives (Rupp et al., 2006). It was found that employee behavior was influenced by perceived organizational environmental policies, with green climate mediating both T-R and V green behavior (Norton et al., 2014).

From these discussions, it can be concluded that the GHRM and green employee workplace behavior relationship is mediated by the psychological green climate. This finding gives support to Edwards' (2007) theory of S-V fit, which states that congruence between individual values and values overtly demonstrated by an organization result in positive employee workplace outcomes. Dumont et al. (2017) studied Chinese employees and found that green HRM had both direct and IDEs on T-R green behaviors, but only IDEs on V green behaviors through psychological green climate. Employee behavior is primarily affected by employee perceptions of the organization, according to the climate literature (Schneider et al., 2013). Parker et al. (2003) conducted that psychological climate is strongly associated with both T-R and V job performance after conducting a comprehensive literature review. Depending on the discussions, the CP mediates the GHRM and EGB relationship. As a result, the following hypothesis is developed in this study:

H8a. Perceived green HRM indirectly influences prospective employees' T-R EGB through the mediation of CP.

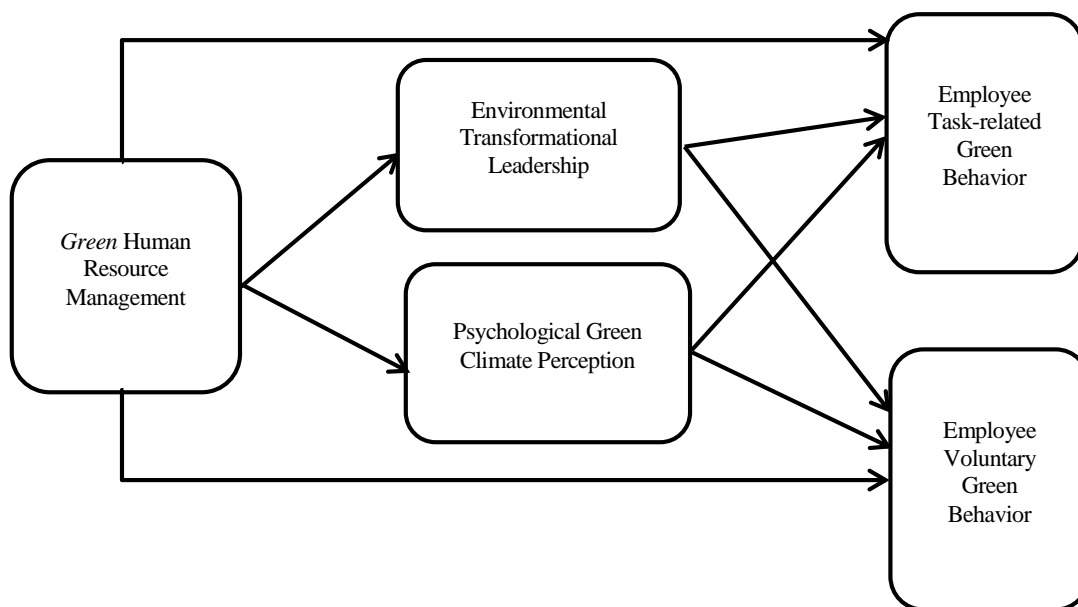
H8b. Perceived green HRM indirectly influences prospective employees' VEGB through the mediation of CP.

Research Model

In light of the above discussion, the conceptual framework for this study is presented in figure 1.

Figure 1

Conceptual Framework



CHAPTER III

Methodology

The literature was reviewed in Chapter II to gain a better understanding of both the theoretical studies that underpinned this study and the previous empirical studies. This chapter provides information about the research strategy, research design, participants and sample, measures, and data collection procedures.

Research Strategy

Quantitative research is an objective measure of quantifiable factual evidence, such as numbers and statistics, that can be used to assess the validity of a hypothesis. Qualitative research evaluates descriptions, points of view, opinions, and alternative theories in a more subjective manner. According to Sobh and Perry (2006), an effective research strategy clarifies how a researcher intends to answer research questions. After considering ethical access and field challenges, the research objectives, questions, hypotheses, and study purpose have been well translated into data collection goals (Thornhill et al., 2003). Quantitative research methods are intended to collect numerical data that can be used to quantify variables. Quantitative data is organized and statistically, yielding objective and conclusive results. Surveys are an excellent tool for quantitative research because they are cost-effective, adaptable, and allow researchers to collect data from a large sample size. It is stated by Sarantakos (1998) that surveys are the most commonly used method of data collection. Yin (2009) implies that one important reason for using the survey research strategy is that it is a competent and viable method for collecting a large amount of data from a large number of people. In this thesis, a quantitative research method was used. This strategy is used to examine both empirical studies and numerical measures for analysis in order to answer research questions (Zikmund et al., 2010).

Research Design

The research design chosen for this study is a descriptive quantitative study. Descriptive research is a qualitative or quantitative approach to observing variable demographics in their natural environment. It is a method for describing the demographics of research variables that aims to statistically analyze data gathered through observations, surveys, or case studies. According to Orodho (2005), descriptive research is used to describe research opinions, attitudes, and beliefs associated with a specific demographic. As descriptive research uncovers patterns in data, it enables researchers to gain future insights based on the pattern. One method of descriptive research is the survey, which includes questionnaires about the topic to which respondents will respond. It can be carried out both online and offline, and it offers a wide range of channels through which they can be circulated. The main advantage of surveys is that they allow you to gather big amounts of data in a short period. When statistical conclusions are required to collect actionable insights, quantitative research is used. When making critical decisions, numbers provide a more accurate perspective. This study employed a survey as quantitative research and used statistical methods to acquire quantitative data from the research study. This is a causal study aimed at determining the link between GHRM practices and EGB via ETL and CP. To test the variables and analyze the results, the researcher employed quantitative methods. In this study, EGB is the dependent variable, with GHRM practices as the independent variable and ETL and green CP as mediators.

Participants and Sample Procedure

For the purposes of this study, the participants were identified as students viewed as prospective employees. In this current study, the sample included students from North Cyprus' largest university, which has a population of 27,000. There are two types of sampling methods: Probability sampling entails random selection, which enables strong statistical conclusions to be drawn about the group members. Non-probability sampling implies making a non-random selection based on convenience or other standards, which allows for easier data collection. The convenience sampling strategy is a non-probability sampling method that gathers data from members of the population who are easily accessible to participate in the study. Hence, responders who were convenient to the researcher were used. There is no predetermined method for obtaining these responders; they could be found by simply asking people on the street,

in a public facility, or at work. Convenience sampling is a type of sampling in which the first available primary data source is used without further investigation. This sampling strategy comprises tracking down individuals wherever they may be found, which is usually the most convenient location. In convenience sampling, no inclusion criteria are set prior to the selection of individuals. In this study, convenience sampling was used as a convenient method of data collection because it can be effective in obtaining a diversity of perspectives and viewpoints, as well as identifying preliminary hypotheses that could be investigated further in future studies.

Measures

According to O'Leary (2014), questionnaires are designed to collect data from a specific population for a study. It could be designed to elicit information from a diverse, widely dispersed, and large group of people. As a result, it is an instrument for collecting answers to questions through the use of a form that the participant fills out on their own. It could be mailed or given to the participant at the same time by allowing them to fill it out and return it later (Bell et al., 2014). This is a quantitative study that used a structured questionnaire to collect data in the form of a survey. The questionnaire used for data analysis consisted of demographics and Green HRM, ETL, CP, and EGB Scales. The scale of GHRM was adopted from Tang et al. (2018) and Dumont et al. (2017) which consisted of 21 items divided into 5 sub-scales; green RS, TD, PM, CM, and EI. Green RS, TD, PM, and CM were all assessed through 4 items each, and green EI was measured through 5 items. On a 5-point Likert scale ranging from 1 (strongly dissatisfied) to 5 (very satisfied), respondents were asked to rate their level of satisfaction or dissatisfaction with each of the 21 items. The respondent students were asked to imagine themselves as employees already working in the job market and respond to each item in the questionnaire as if they were already employees; the respondent students were asked to indicate their level of satisfaction based on their assessment of the GHRM practices conducted by their future workplace. Some sample questions from the Green HRM Scale are as follows: "My company recruits employees who have green awareness", and "My company provides employees with green training to promote green values". The EGB scale was adopted from Norton et al (2014). It consisted of 6 items. Respondents were asked to respond with respect to their future place of work. A sample question from the EGB Scale is as follows: "I will adequately complete assigned duties in an environmentally friendly

way”. The scale of ETL was adopted from Graves et al. (2013). It consisted of 5 items. Respondents were asked to identify the degree of their satisfaction or dissatisfaction with each of the 5 items on a five-point Likert scale. Respondents were asked to respond with respect to their future place of work. A sample question from the ETL Scale is “My supervisor displays confidence about environmental issues”. The scale of CP was adopted from Norton et al. (2014). It consisted of 8 items. On a five-point Likert scale, respondents were asked to rate their satisfaction or dissatisfaction with each of the eight items. Respondents were asked to respond with respect to their future place of work. A sample question from the CP Scale is “At my company, employees care about the environment”.

Reliability

This study began with a test of SPSS to determine whether the data was suitable for analysis. The data screening process included checking for missing data, outliers, normality, linearity, multicollinearity, and homoscedasticity. Regression is a type of parametric analysis. The term parametric refers to the fact that it makes assumptions about data in order to do analysis. Regression is restrictive in nature because of its parametric aspect. With data sets that don't meet its assumptions, it fails to produce good outcomes. Validating these assumptions is therefore critical for successful regression analysis (RA). Therefore, when a regression model is used to model the relationship between a response and a predictor, a few assumptions are made. These assumptions are essential conditions that should be met before the study draw inferences regarding the model estimates and before a model is used to make a prediction. The assumptions are the linear relationship, no multicollinearity, independence of the observations, homoscedasticity of errors, and errors that have to be normally distributed, which were all satisfied in this study. The first assumption is that the association between the independent variables and the dependent variable is defined by a straight, linear line. This assumption was tested in this study by creating scatterplots of the relationship between each of our independent variables (perceived GHRM practices) and the dependent variable (prospective EGB). The second assumption is that the data must be free of multicollinearity. This is based on the assumption that the predictors are not overly correlated with one another. This study looked into collinearity diagnostics to put this assumption to the test. The third assumption is that the residual values must be independent, demonstrating

autocorrelation. This is essentially the same as saying that the observations in the study must be independent of one another (or uncorrelated). The Durbin-Watson statistics were used in the study to test this assumption. The fourth assumption is that the residual variance must be constant. This is known as homoscedasticity, and it assumes that the variation in residuals (or the amount of error in the model) is similar at each point across the model. This was tested in this study by examining the original homoscedastic scatterplot. The last assumption is that the residual values must be normally distributed. The distribution of residuals is used to test this assumption. The normal probability plot was used in the study to accomplish this. Internal consistency tests the correlation between multiple items in a test that are meant to measure the same construct. The study must ensure that all of the components reflect the same thing when creating a group of questions or ratings that will be merged to create an overall score. If responses to different items contradict one another, the test may be unreliable. The qualities of measuring scales and the items that make up the scales can be studied using reliability analysis. The Cronbach alpha of each variable is used to determine internal consistency. Exploratory Factor Analysis was performed to examine for dimensionality in this investigation. Cronbach's alpha is a coefficient of reliability, not a statistical test (or consistency). The Cronbach's alpha values for each of the study variables are presented in Table 2 and Table 3.

Table 2.

Reliability of variables with ETL

Variables	Cronbach's α
<i>GHRM</i>	0.777
RS	0.745
TD	0.779
PM	0.701
CM	0.702
EI	0.806
<i>ETL</i>	0.803
<i>EGB</i>	0.794

“GHRM, Green Human Resource Management, RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, ETL, Environmental Transformational Leadership, EGB, Employee Green Behavior Accepted level for Cronbach's α is 0,7 or 0,6 for Griethuijsen et al., 2014”.

Table 3.

Reliability of variables with CP

	Cronbach's α
RS	0.745
TD	0.779
PM	0.719
CM	0.700
EI	0.806
<i>CP</i>	0.997
EGB	0.794

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, CP, Psychological Green Climate Perception, EGB, Employee Green Behavior Accepted level for Cronbach's α is 0,7 or 0,6 for Griethuijsen et al., 2014”.

All the study variables can be considered reliable in Tables 2 and 3.

Data Collection

In this study, a sample size of 384 has been deemed appropriate, and thousands of publications and theses have used it (Memon et al., 2020). This criterion was utilized by the researchers to determine the study's sample size. To collect data about perceptions of university students, this study administered a survey, a total of 400 questionnaires, with closed-ended questions either electronically or in hard copy. The researchers approached the students and inquired whether they would be interested to engage in this research. The responders were informed that their privacy, anonymity, and right to self-determination would be protected. The value and objective of this research were also explained to the responders. Before respondents began filling out the questionnaires, they are given a detailed description of the variables used in the survey. Respondents were informed that their engagement was entirely voluntary and that any information obtained would be used solely for academic purposes. Respondents who opted to complete the survey on paper were provided a copy to complete and return to the authors. Those that requested the survey in an online version were asked for their e-mail addresses, which were then used to send the questionnaire. There was no set deadline for respondents to complete and return the questionnaire. 395 of the 400 surveys distributed were returned. The demographics of the respondents were as follows: 45 % of the respondent students were female, while 55 % of the

respondent students were male, a total of 27 % were aged 18, 41 % were aged between 19 and 21, and 32 % were aged between 22 and 25.

Data Analysis

In this thesis, the following data analysis methods were used. FA is a technique for condensing a large number of variables into a smaller number of elements. This technique takes all of the variables' highest common variance and translates it to a single score. There are 3 types of factor analysis which are; exploratory and confirmatory analysis and structural equation modeling (SEM). They are used in various types of research.

Exploratory Factor Analysis

Spearman (1904) was the first to use exploratory factor analysis (EFA), and it quickly became a standard tool for evaluating theories and validating measuring tools (Haig, 2014). The links between constructs and associated indicator variables are crucial, according to Edwards and Bagozzi (2000), because they allow for unambiguous mapping of theoretical constructs onto empirical phenomena and, as a result, meaningful testing of theories (Meehl, 1990). EFA is used to examine the internal reliability of a measure, investigate the factors that might be represented by a set of items and assess the quality of individual items.

Common Method Bias (CMB)

CMB develops when estimates of relationships between two or more variables are biased due to the use of the same measurement technique (Podsakoff & Organ, 1986). Method bias is caused by a variety of factors. One of the primary causes is that raters' response tendencies can be applied consistently across assessments. This could be because of the responder's social desirableness, and propensity to submit or respond in a mild, moderate, or extreme manner (Podsakoff et al., 2012; Spector, 2006). Parallelism in the structure of survey questions that arouse alike responses from responders, the closeness of items in an instrument, and the schedule, and location in which measurement data are collected can all lead to CMB (Edwards, 2008). Common method variance (CMV) can highlight associations when data is acquired from an individual source. "Harman's single-factor test" is a straightforward and widely used statistical tool for detecting CMV. Using this method, explorers enter all of the items

into an EFA and analyze the unrotated factor solution to determine the number of components with eigenvalues greater than one that defines the aggregate variance. Harman's single-factor test was used to see if one general factor could explain the majority of the variance. As a result, it was utilized to determine whether CMV existed.

FA should point out a single factor that fits the data if method variance enables factor covariation. The first element accounted for only 25.35 % of the total, which was acceptable to prior studies' criteria (Podsakoff et al., 1986; Fuller et al., 2016). The data set did not include CMB.

Confirmatory Factor Analysis (CFA)

This is a statistical strategy for confirming the observed variable's factor structure. It's a multivariate statistical method for determining how well measured variables relate to the number of constructs. Researchers can use CFA to identify the minimum number of components that must be included in the data, as well as which measurable variable is associated with which latent variable. CFA is an instrument for confirming or rejecting measurement theories. It has evolved into a valuable method for investigating a wide range of social and behavioral sciences. CFA belongs to the SEM family that enables the investigation in a priori specified models of causal relations between latent and observed variables. SEM, a highly sophisticated statistical process for testing complex theoretical models on data, is used to carry out CFA. CFA is only utilized in the model's measurement part. The main benefit of the CFA is that it is capable of helping researchers overcome the often-observed gap between theory and observation. CFA helps to test the hypothesis of a correlation between observed variables and their latent constructs. CFA is a widely known method for investigating construct validity. CFA is a technique for reducing the total number of observed variables to latent components by using data similarities. CFA can help reduce measurement errors and compare a priori models at the latent factor level. CFA can also be used to statistically compare the factor structure of two or more variables. CFA can help in the development of shorter variants of an instrument or validation of its probable sub-domains by examining the construct validity of hypothesis-based testing instruments. By providing brief summaries of the sample and measurements, descriptive statistics helps in summarizing the properties of a certain data set. The means and standard deviation are two often used descriptive statistics. The standard deviation explains the variance or distribution of data observed in this variable around

its mean, whereas the mean describes the average level of data seen in this variable. Correlation analysis is a statistical approach for determining whether or not two variables/datasets are related and, if so, how strong the relationship is.

CHAPTER IV

Results and Findings

This section presents the results of the data analysis. In this chapter, descriptive statistics, correlation analysis, factor analysis, results of hypothesis testing, and findings from the data analysis were presented. Prior to the data analysis, the data screening was first performed in the previous chapter in detail to address the possible missing data.

Reliability, Validity, Factor Analysis, and Common Method Bias

This study utilized IBM SPSS Statistics 25 (a statistical package for social sciences) and IBM SPSS AMOS 24 for the data analysis. The results of reliability, validity, factor analysis, and common method bias are explained in this chapter.

The dimension of the effect of the variables was analyzed and the results have been presented as descriptive statistics. Moreover, a correlation analysis was carried out to evaluate the degree of correlation between GHRM practices. RA was conducted to measure the Direct, Indirect, Total, and Mediation effects of the variables by the SPSS Process.

This research utilized EFA with SPSS 25 to assess sample adequacy, and CFA with AMOS 24 to test the validity of the constructed constructs. Finally, this research used Hayes and Rockwood's (2017) SPSS Process Macro to determine the direct, indirect, and mediating effects of variables, and then tested the hypotheses. The Kaiser-Meyer-Olkin (KMO) test determines how well the data is suited for FA. The test determines sampling adequacy for each variable in the model as well as for the entire model. The statistic is a measure of the proportion of variance that may be a common variance among variables. The lower the proportion, the better your data is suited to FA. Bartlett's test of sphericity is used to determine whether the correlation matrix is an identity matrix, which shows that the variables are unrelated and thus unsuitable for structure detection. At first, EFA has been used to test how the constructs load on the factors with KMO which was 0.880 for the analysis conducted with the mediator ETL, and 0,854 with the mediator CP. Bartlett's test of sphericity is a test used to verify that factor analysis can actually compress the data in a meaningful

way which was significant ($p < 0.01$) in this study. The result of KMO was greater than 0.5 which meant that the sample size was sufficient. Table 4 and 5 show that the determinants were equal to $1,638e-7$ (Determinant= $1,638e-7 = 0,0000001638$) and $2,881e-6$ ($0,000002881$) which were not equal to zero, these results proved that the assumption of positive definiteness was not violated. The results illustrated that GHRM items can be categorized as RS, TD, PM, CM, and EI.

Table 4.

Results of KMO and Bartlett's Tests with ETL

KMO and Bartlett's	
KMO	0,880
Bartlett's	Sig. 0,000

With mediator ETL

Table 5.

Results of KMO and Bartlett's Tests with CP

KMO and Bartlett's	
KMO.	0,854
Bartlett's	Sig. 0,000

With mediator CP

The correlations between the variables and the factors are represented by the factor correlation matrix. Table 6 showed the factor correlation matrix with mediator ETL that the results were below 0.70 which showed that discriminant validity was satisfied. Table 7 showed the factor correlation matrix with mediator CP that the results were below 0.70 which showed that discriminant validity was satisfied.

Table 6.

Factor Correlation Matrix with ETL

Factor	EI	EGB	ETL	TD	RS	CM	PM
EI	1	0,330	0,444	0,413	0,447	0,308	0,385
EGB	0,330	1	0,539	0,341	0,429	0,361	0,316
ETL	0,444	0,539	1	0,481	0,523	0,417	0,296
TD	0,413	0,341	0,481	1	0,557	0,575	0,344
RS	0,447	0,429	0,523	0,557	1	0,481	0,322
CM	0,308	0,361	0,417	0,575	0,481	1	0,399
PM	0,385	0,316	0,296	0,344	0,322	0,399	1

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, ETL, Environmental Transformational Leadership, EGB, Employee Green Behavior”.

Table 7.

Factor Correlation Matrix with CP

Factor	EGB	EI	CM	TD	RS	CP	PM
EGB	1	0,339	0,343	0,298	0,462	0,353	0,376
EI	0,339	1	0,458	0,221	0,481	0,445	0,374
CM	0,343	0,458	1	0,282	0,557	0,397	0,607
TD	0,298	0,221	0,282	1	0,356	0,195	0,321
RS	0,462	0,481	0,557	0,356	1	0,354	0,473
CP	0,353	0,445	0,397	0,195	0,354	1	0,452
PM	0,376	0,374	0,607	0,321	0,473	0,452	1

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, CP, Psychological Green Climate Perception, EGB, Employee Green Behavior”.

The basic output of principal components analysis is the rotated component matrix, commonly known as the loadings. It offers correlation estimates for each variable and their estimated components. The rotated component matrix can be used to figure out what the components represent. The factor loading of each item has been presented in Tables 8 and 9 which show the variance explained by each item on that particular factor.

Table 8.

Rotated Component Matrix via ETL

	1	2	3	4	5	6	7	8
EI19	0,755							
EI21	0,717							
EI20	0,697							
EI17	0,667							
EI18	0,648							
EGB30		0,76						
EGB32		0,693						
EGB28		0,649						
EGB29		0,641						
EGB31		0,641						
ETL23			0,744					
ETL25			0,712					
ETL24			0,689					
ETL26			0,658					
ETL22			0,418					
TD8				0,733				
TD6				0,73				
TD7				0,686				
TD5				0,535				
RS2					0,778			
RS3					0,701			
RS1					0,662			
RS4					0,535			
CM15						0,762		
CM16						0,67		
CM14						0,552		
PM11							0,709	
PM10							0,686	
PM9							0,591	
PM12							0,468	
IN27								0,587
CM13								0,51

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, ETL, Environmental Transformational Leadership, EGB, Employee Green Behavior, F, Factor *Note that*; IN27, CM 13, and PM 12 are all deleted from the model”.

Table 9.
Rotated Component Matrix via CP

	1	2	3	4	5	6	7	8
EGB32	0,72							
EGB30	0,705							
EGB31	0,699							
EGB28	0,698							
EGB29	0,648							
EGB27	0,529							
EI19		0,764						
EI21		0,73						
EI20		0,695						
EI17		0,659						
EI18		0,649						
CM15			0,703					
CM16			0,649					
PM12			0,618					
CM14			0,604					
CM13			0,507					
TD6				0,729				
TD7				0,704				
TD8				0,662				
TD5				0,522				
RS2					0,749			
RS1					0,695			
RS4					0,634			
RS3					0,616			
CP 38						0,93		
CP 33						0,929		
PM9							0,69	
PM10							0,539	
PM11							0,489	
CP 34								0,651
CP 35								0,528
CP 36								0,49

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, CP, Psychological Green Climate Perception, EGB, Employee Green Behavior, F, Factor. Note that; PM 9 & 12 are deleted from model and CP 34, 35, 36, 37, 39,40 are all deleted from model”.

Figure 2
Structural Model with mediator ETL

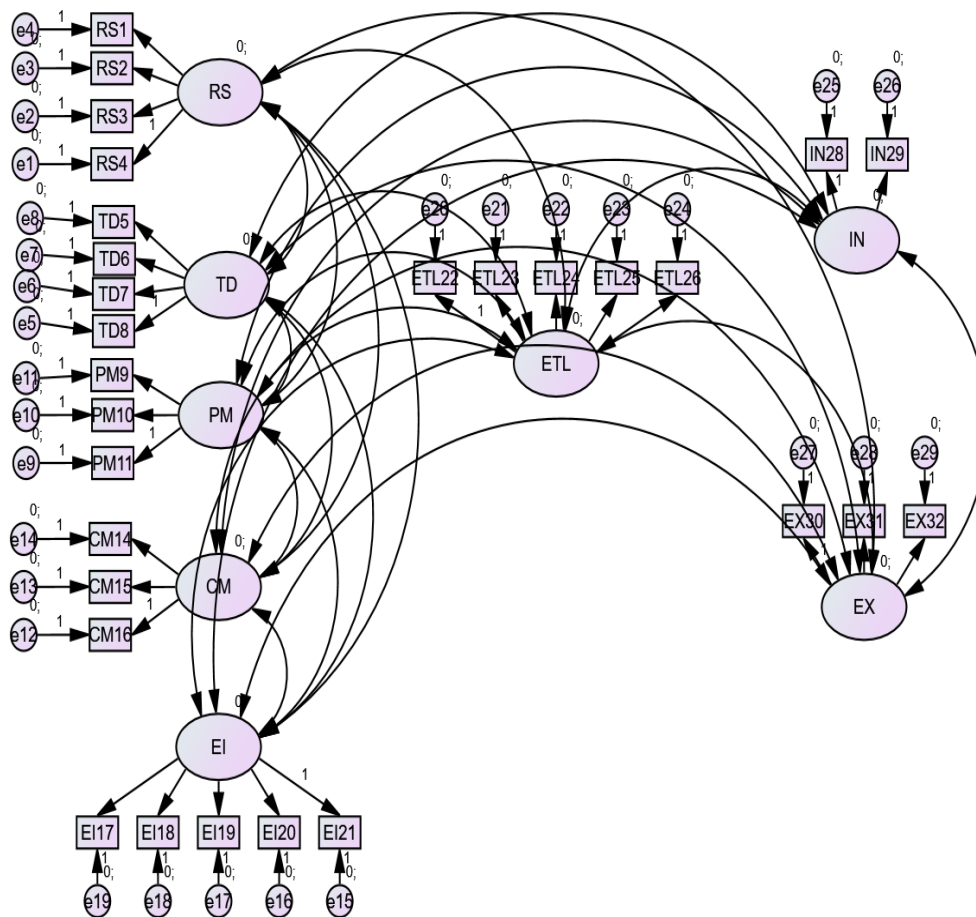
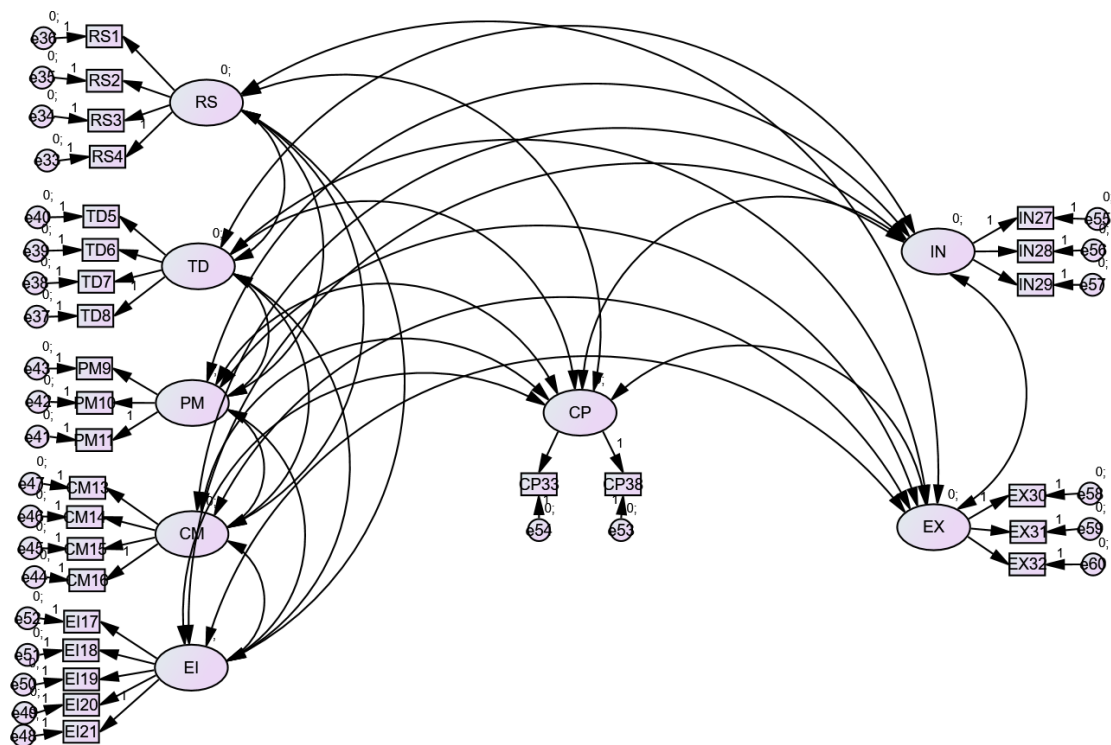


Figure 3

Structural Model with mediator CP



The construct validity (green RS, TD, PM, CM, EI, ETL, CP, and T-R EGB and VEGB) was done using CFA. The factor loadings were all significant in the CFA testing model. In AMOS 24, CFA was used to assess construct validity (Cv). If the items are grouped in an issue of instruments to measure every aspect of thinking of a variable to be measured by these instruments, the instrument is said to have construct validity. The Cv is determined by the average value of Average Variance Extracted (AVE). This study used it to try to decrease the overall number of observed variables into latent components by looking for data commonalities. The factor structure of two or more groups can also be compared statistically with the CFA.

For the calculation of reliability and convergent validity of the constructs, composite reliability (CR) and AVE were assessed. It is stated by Hair et al. (2014) that AVE should be higher than 0.50 to satisfy convergent validity and CR should be higher than 0.70 to satisfy reliability. It has been additionally suggested by Hair et al. (2014) that convergent validity can also be analyzed through factor loading which was found to be very high and satisfying. The scales are reliable and meet the validity criteria which are presented in Table 10. The results showed that the structural models were fit.

Table 10.

Scale items, reliability, and validity measures with ETL

Factor loading=sq root of CR, Error Variance=1-CR							
	EI	PM	CM	TD	RS	ETL	EGB
AVE	0,502	0,505	0,507	0,545	0,56	0,584	0,574
CR	0,826	0,702	0,703	0,768	0,767	0,784	0,809
Factor Loading	0,908	0,837	0,838	0,876	0,876	0,885	0,899
Error Variance	0,174	0,298	0,297	0,232	0,233	0,216	0,191

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, ETL, Environmental Transformational Leadership, EGB, Employee Green Behavior, AVE, Average variance extracted, CR, Composite reliability”

The scales are reliable and meet the validity criteria which are presented in Table 11. The results showed that the structural models were fit.

Table 11.

Scale items, reliability, and validity measures with CP

Factor loading=sq root of CR, Error Variance=1-CR							
	EI	PM	CM	TD	RS	CP	EGB
AVE	0,501	0,502	0,505	0,536	0,554	0,586	0,576
CR	0,828	0,7	0,711	0,752	0,769	0,927	0,829
Factor Loading	0,909	0,772	0,843	0,867	0,877	0,962	0,91
Error Variance	0,172	0,403	0,289	0,248	0,231	0,073	0,171

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, CP, Psychological Climate Perception, EGB, Employee Green Behavior, AVE, Average variance extracted, CR, Composite reliability”

The results showed that the AVE for each factor ranged from 0.501 to 0.586, “which was greater than 0.5”, indicating that the questionnaire was both convergent and discriminantly valid (Hair et al., 2014). In SEM, goodness of fit indices of the model was evaluated by the indices of the comparative fit index (CFI), the Tucker–Lewis index (TLI), chi-square mean/degree of freedom (CMIN/df), the root mean square error (RMSEA) and standardized root mean square residual (SRMR). It was implied by Hair et al. (2014) that a good model fit should have CFI and TLI above 0.90, RMSEA below 0.06, and Root Mean Square Residual (RMR) below 0.08. The results of these fit indicators yielded that the model adequately fit the data. The CFA model with mediator ETL proved a good model fit (the Goodness of Fit Index, GFI=0,970, CMIN/df = 1,325, CFI = 0,971, TLI = 0.962, RMSEA = 0.045). As a result, the overall model was accepted as fit. On the other hand, for mediator CP, the CFA model proved a good model fit (the Goodness of Fit Index, GFI=0,910, CMIN/df = 2,159, CFI = 0,916, TLI = 0,902, RMSEA = 0.058). As a result, the overall model was accepted as fit. The results of these fit indicators yielded that the model adequately fit the data. The CMIN/DF < 3 indicates an acceptable fit between the hypothetical model and sample data (Kline, 1998), and CMIN/DF <5 indicates a reasonable fit (Marsh & Hocevar, 1985). Chisquare/df=Minimum Discrepancy was less than 5. Therefore, it was determined that the parsimonious model fit was satisfactory. The

GFI, NFI, CFI, and TLI were all satisfied and acceptable. Furthermore, RMSEA was found to be less than 0.06. As a result, the overall model was accepted as fit.

The results of all the indices (with mediator ETL) are shown in Table 12 below;

Table 12.

The Goodness of Fit Indices with ETL

CMIN/DF	1,325
NFI	0,902
TLI	0,962
CFI	0,971
RMSEA	0,045

“CMIN, chi-square minimum, df, degree of freedom, CMIN/df, chi-square minimum/degree of freedom, Goodness of Fit Index (GFI), CFI, comparative fit index; NFI, normative fit index, TLI, Tucker–Lewis index, RMSEA, root mean square error of approximation”.

The results of all the indices (with mediator CP) are shown in Table 13 below;

Table 13.

The Goodness of Fit Indices with CP

CMIN/DF	2,159
NFI	0,857
TLI	0,902
CFI	0,917
RMSEA	0,058

“CMIN, chi-square minimum, df, degree of freedom, CMIN/df, chi-square minimum/degree of freedom, Goodness of Fit Index (GFI), CFI, comparative fit index; NFI, normative fit index, TLI, Tucker–Lewis index, RMSEA, root mean square error of approximation”.

Results of Descriptive Statistics and Correlation Analysis

The average mean values of the individual GHRM practices proved to be more than 4, which was indicative of a strongly satisfying scale. According to the descriptive statistics in Tables 14 and 15, the average mean value of GHRM overall was 4,15, indicating that prospective employees had positive perceptions of their future organizations' GHRM practices. It was observed that the mean values of each GHRM practice were high. This showed that students had favorable perceptions of their future organizations' GHRM practices. The mean score of the mediators was higher than the GHRM perceptions as ETL and CP showed a mean score of 4,19 and 4,28 respectively. This indicated that the respondents strongly believe that ETL should display attributes and behaviors relevant to environmental issues. Lastly, EGB showed a mean score of 4,27 and 4,29 respectively, which implied that the students' EGB was higher than other variables.

Table 14.

Descriptive Statistics via ETL

Construct	Av Mean	Av SD
PM	4,13	0,5
CM	4,04	0,55
TD	4,26	0,46
RS	4,15	0,45
EI	4,16	0,52
ETL	4,19	0,49
EGB	4,27	0,49
GHRM	4,15	0,65

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, ETL, Environmental Transformational Leadership, EGB, Employee Green Behavior, GHRM, Green Human Resource Management”.

Table 15.

Descriptive Statistics via CP

	Av Mean	Av SD
PM	4,13	0,5
CM	4,05	0,58
TD	4,26	0,46
RS	4,15	0,45
EI	4,16	0,52
CP	4,28	0,48
EGB	4,29	0,49
GHRM	4,15	0,65

“RS, Recruitment and Selection, TD, Training and Development, PM, Performance Management, CM, Compensation Management, EI, Employee Involvement, CP, Psychological Green Climate Perception, EGB, Employee Green Behavior, GHRM, Green Human Resource Management”.

This indicated that prospective employee perceptions were high regarding their future organizations' GHRM activities. For example, the first item measures the recruitment and selection practice (RS1) which was about the company's attraction of green employees by the standard deviation of 0,67 (SD) and a Mean of 4,26. The respondents strongly agreed that their company was strongly inclined toward hiring green employees. The results concerning RS1 indicated a great convergence of the views relating to the company's attraction to green employees. These results showed that companies leaned toward hiring green employees. Further analysis showed that the mediator ETL's average means the score was 4,19. This indicated that the respondents strongly believed that ETL should display attributes and behaviors relevant to environmental issues. The average mean score of overall GHRM was 4,15 which proved that the participants strongly agreed with the effect of GHRM practices on the EGB.

In Table 16, it was seen that green RS had a positive correlation with EGB; $r=0,429, p < 0.05$) and ETL; $r=0,523, p < 0.05$). ETL and EGB were similarly positively and significantly linked with all GHRM practices. ETL and EGB had a positive correlation; $r=0,539, p < 0.05$).

Table 16.

Correlation coefficients of variables with ETL

No	Variable	1	2	3	4	5	6	7
1	Recruitment & Selection	1	0,557	0,322	0,481	0,447	0,523	0,429
2	Training & Development	0,557	1	0,344	0,575	0,413	0,481	0,341
3	Performance Management	0,322	0,344	1	0,399	0,385	0,296	0,316
4	Compensation Management	0,481	0,575	0,399	1	0,308	0,417	0,361
5	Employee Involvement	0,447	0,413	0,385	0,308	1	0,444	0,33
6	Environmental Transformational Leadership	0,523	0,481	0,296	0,417	0,444	1	0,539
7	Employee Green Behavior	0,429	0,341	0,316	0,361	0,33	0,539	1

In Table 17, it was seen that green RS had a positive correlation with EGB; $r=0,462, p < 0.05$) and CP; $r=0,354, p < 0.05$). CP and EGB were positively and significantly linked with all GHRM practices. EGB and CP had a positive correlation; $r=0,353, p < 0.05$).

Table 17.

Correlation coefficients of variables with CP

No	Variable	1	2	3	4	5	6	7
1	Recruitment & Selection	1	0,356	0,473	0,557	0,481	0,354	0,462
2	Training & Development	0,356	1	0,321	0,282	0,221	0,195	0,298
3	Performance Management	0,473	0,321	1	0,607	0,374	0,452	0,376
4	Compensation Management	0,557	0,282	0,607	1	0,458	0,397	0,343
5	Employee Involvement	0,481	0,221	0,374	0,458	1	0,445	0,339
6	Psychological Climate Perception	0,354	0,195	0,452	0,397	0,445	1	0,353
7	Employee Green Behavior	0,462	0,298	0,376	0,343	0,339	0,353	1

The control variables had no significant relationship with T-R EGB and VEGB. Insignificant control variables, according to Petersitzke (2009), can impact the model's variables significantly. Hence, the control variables were not included in the model.

Results of Hypothesis Testing via Environmental Transformational Leadership

To test the hypotheses, Process Macro for SPSS Version 3.1 was used. This is a modeling tool for observed variable ordinary least squares (OLS) and logistic regression path analysis. This software was developed by Hayes (2018) to measure the correlations between variables that have a mediator or moderator. Tables 19 and 20 showed the fragmentation of the effect of GHRM on T-R EGB and VEGB into direct and indirect causal effects working through ETL. The results showed that all GHRM practices were moderately correlated and there was no multicollinearity between independent variables. Besides, GHRM (overall) and individual GHRM practices demonstrated a significant correlation with EGB. Although the GHRM practices related significantly to EGB, RA was applied to check their predictive ability. There was a significant DE of GHRM on EGB, but there was also a significant IDE of ETL between GHRM and EGB. GHRM's total effect (TE) was greater than ETL's mediating effect. This demonstrated that the mediation model was partially mediated and that it was not superior to the main model (Thoemmes, 2015). Next, the SPSS Process Macro was implemented to analyze GHRM (overall). The results of RA made on overall GHRM, which is the predictor of EGB, have been provided in Table 18. The R² values and estimated path coefficients are also shown in Table 18.

Table 18.

Causal effects of GHRM overall and ETL predicting EGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,2089	0,000	0,5758	0,2874

“GHRM, Green Human Resource Management”.

The results of RA made on overall GHRM, which is the predictor of T-R EGB, have been provided in Table 19. Although there was a significant DE of GHRM on T-R EGB, there was also a significant IDE of ETL between GHRM and T-R EGB. GHRM's TE was greater than ETL's mediating effect. Table 19 also included R² values and predicted path coefficients. The mediated model did not supersede the main model, implying that it was only partially mediated.

Table 19.

Causal effects of GHRM overall and ETL predicting T-R EGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,1502	0,000	0,5160	0,2156

“GHRM, Green Human Resource Management”.

Table 20 shows the results of a RA performed on overall GHRM, which is a predictor of VEGB. A significant DE of GHRM on VEGB was detected, and additionally, there was a significant IDE of ETL between GHRM and VEGB as well. The TE of GHRM overall was higher than the mediating effect of ETL. The R² values and estimated path coefficients are also shown in Table 20. The mediated model did not outperform the primary model, leading to the conclusion that it was only partially mediated.

Table 20.

Causal effects of GHRM overall and ETL predicting VEGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,1861	0,000	0,6156	0,2500

“GHRM, Green Human Resource Management”.

Direct Effect

SPSS Process Macro with model 4 was used to investigate the effects of total (TE), direct (DE), indirect (IDE), and mediation. The TE model exhibited “a significant and positive relationship” between perceived GHRM and prospective EGB (0, 5758, p=0, 000) and the DE model showed a significant positive relation between GHRM and EGB (0, 3177, p=0, 000) (see Table 21). Thus, H1 has been supported. The TE model exhibited significant positive association between RS, TD, PM, CM, EI and EGB (0, 3065, 0, 3723, 0, 2854, 0,2851, 0,2805 respectively) and the DE model showed significant positive relationship between RS, TD, PM, CM, EI and EGB (0, 1196, 0, 1804, 0, 1425, 0, 1389, 0, 1061 respectively) (see Table 21). Thus, H2, H3,

H4, H5, and H6 have all been supported. The TE model exhibited “a significant and positive relationship” between GHRM and T-R EGB (0, 5160, $p=0,000$) and the DE model showed a significant and positive relationship between perceived GHRM and prospective T-R EGB (0, 2667, $p=0,000$) (see Table 22). Thus, H1a has been supported. The TE model exhibited a significant and positive relationship between RS, TD, PM, CM, EI and T-R EGB (0, 2949, 0,3690, 0,2296, 0,3001, 0,1963 respectively) and the DE model showed a significant and positive relationship between RS, TD, CM, and T-R EGB (0, 1235, 0, 1993, 0, 1721, respectively) (see Table 22). Thus, H2a, H3a, H4a, H5a, and H6a have all been supported. Note that, the *DE of PM and EI was not significant*. The TE model exhibited a significant and positive relationship between perceived GHRM and prospective VEGB (0, 6156, $p=0,000$) and the DE model showed a significant and positive relationship between perceived GHRM and prospective VEGB (0, 3517, $p=0,000$) (see Table 23). Thus, H1b has been supported. The TE model exhibited a significant and positive relationship between RS, TD, PM, CM, EI and VEGB (0, 3142, 0, 3745, 0, 3226, 0, 2751, 0, 3367 respectively) and the DE model showed a significant and positive relationship between RS, TD, PM, CM, EI and EGB (0, 1170, 0, 1679, 0, 1764, 0, 1167, 0, 1638 respectively) (see Table 23). Thus, H2b, H3b, H4b, H5b, and H6b have all been supported.

H1 indicated that perceived GHRM (overall) had “a significant and positive” direct influence on EGB ($R^2 = 0,2089$, $p = 0,000$). Perceived GHRM (overall) explained 20,89 % of the variance of EGB. Then, the effect of individual GHRM practices on EGB was analyzed with the application of a RA.

H1a indicated that GHRM (overall) had “a significant and positive” influence on T-R EGB ($R^2 = 0,1502$, $p=0,000$). GHRM (overall) explained 15,02% of the variance of T-R EGB.

H1b indicated that GHRM (overall) had “a significant and positive” influence on VEGB ($R^2 = 0,1861$, $p=0,000$). GHRM (overall) explained the 18,61% of the variance of VEGB.

H2 found that perceived RS had “a significant and positive” DE on EGB ($R^2 = 0,0878$, $p=0,000$).

H2a found that RS had “a significant and positive” effect on T-R EGB ($R^2 = 0,0728$, $p=0,000$).

H2b found that RS had “a significant and positive” effect on VEGB ($R^2 = 0,0719$, $p=0,000$).

H3 found that perceived TD had “a significant and positive” DE on EGB ($R^2 = 0,1563$, $p= 0,000$).

H3a found that TD had “a significant and positive” effect on T-R EGB ($R^2 = 0,1373$, $p= 0,000$).

H3b found that TD had “a significant and positive” effect on VEGB ($R^2 = 0,1232$, $p= 0,000$).

H4 found that perceived PM had “a significant and positive” DE on EGB ($R^2 = 0,1011$, $p= 0,000$).

H4a found that PM had “a significant and positive” influence on T-R EGB ($R^2 = 0,0585$, $p= 0,000$).

H4b found that PM had “a significant and positive” influence on VEGB ($R^2 = 0,1007$, $p= 0,000$).

H5 found that perceived CM had “a significant and positive” DE on EGB ($R^2 = 0,1221$, $p=0,000$).

H5a found that CM had “a significant and positive” influence on T-R EGB ($R^2 = 0,1211$, $p=0,000$).

H5b found that CM had “a significant and positive” influence on VEGB ($R^2 = 0,0886$, $p=0,000$).

H6 found that perceived EI had “a significant and positive” DE on EGB ($R^2 = 0,0966$, $p= 0,000$).

H6a found that EI had “a significant and positive” influence on T-R EGB ($R^2 = 0,0423$, $p=0,000$).

H6b found that EI had “a significant and positive” influence on VEGB ($R^2 = 0,1084$, $p=0,000$).

Therefore, the hypotheses all yielded statistically significant results and thus, were supported. The summary of hypotheses testing results has been provided in Tables 21, 22, and 23. Thus, H1, H2, H3, H4, H5, and H6 have all been supported.

Table 21.

Causal effects of GHRM practices and ETL predicting EGB and Hypotheses results

Hypothesis	IV	R ²	p	Total effect	R ² with mediator	Direct Effect	Hypothesis Acceptance
H1	GHRM	0,2089	0,000	0,5758	0,2874	0,3177	Supported
H2	RS	0,0878	0,000	0,3065	0,2571	0,1196	Supported
H3	TD	0,1563	0,000	0,3723	0,2730	0,1804	Supported
H4	PM	0,1011	0,000	0,2854	0,2678	0,1425	Supported
H5	CM	0,1221	0,000	0,2851	0,2697	0,1389	Supported
H6	EI	0,0966	0,000	0,2805	0,2571	0,1061	Supported

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Table 22.

Causal effects of GHRM practices and ETL predicting T-R EGB and Hypotheses results

Hypothesis	IV	R ²	p	TE on T-R EGB	R ² with mediator	Direct effect on T-R EGB	Hypothesis Acceptance
H1a	GHRM	0,1502	0,000	0,5160	0,2156	0,2667	Supported
H2a	RS	0,0728	0,000	0,2949	0,2002	0,1235	Supported
H3a	TD	0,1373	0,000	0,3690	0,2191	0,1993	Supported
H4a	PM	0,0585	0,000	0,2296	0,1976	0,0915	Supported
H5a	CM	0,1211	0,000	0,3001	0,2222	0,1721	Supported
H6a	EI	0,0423	0,000	0,1963	0,1898	0,0195	Supported

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Table 23.

Causal effects of GHRM practices and ETL predicting VEGB and Hypotheses results

Hypothesis	IV	R ²	p	TE on VEGB	R ² with mediator	Direct effect on VEGB	Hypothesis Acceptance
H1b	GHRM	0,1861	0,000	0,6156	0,25	0,3517	Supported
H2b	RS	0,0719	0,000	0,3142	0,2188	0,1170	Supported
H3b	TD	0,1232	0,000	0,3745	0,2287	0,1679	Supported
H4b	PM	0,1007	0,000	0,3226	0,2366	0,1764	Supported
H5b	CM	0,0886	0,000	0,2751	0,2235	0,1167	Supported
H6b	EI	0,1084	0,000	0,3367	0,2313	0,1638	Supported”

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Mediating Effect

SPSS was used to test the ETL mediation effect. The DE model revealed that when ETL was included in the model, the impact of perceived GHRM on prospective EGB decreased from 0.5758, $p=0.000$ to 0.3177, $p=0.000$ (with no change in the significance level), revealing partial mediation, which was then confirmed by analyzing the significance of IDEs. The IDE (mediation effect) of perceived GHRM on EGB (0.2581) through ETL was significant. Therefore, this indicated that ETL partially mediated the impact of GHRM on EGB, and hence, it provided support for H7.

The DE model showed that the influence of perceived GHRM on T-R EGB reduced from 0.5160, $p=0.000$ to 0.2667, $p=0.000$ (with no change in the significance level) when ETL was included in the model and this revealed a partial mediation, which was then verified by analyzing the significance of IDEs. The IDE (mediation effect) of perceived GHRM on T-R EGB (0.2493) through ETL was significant. Therefore, this indicated that ETL partially mediated the impact of GHRM on T-R EGB, and hence, it provided support for H7a. The DE model showed that the effect of perceived GHRM on VEGB reduced from 0.6156, $p=0.000$ to 0.3517, $p=0.000$ (with no change in the significance level) when ETL was included in the model and this revealed a partial mediation, which was then verified by analyzing the significance of IDE's. The IDE (mediation effect) of perceived GHRM on VEGB (0.2639) through ETL was significant. Therefore, this indicated that ETL partially mediated the impact of GHRM on VEGB, and hence, it provided support for H7b.

H7 indicated that perceived GHRM (overall) indirectly influenced EGB through the mediation of ETL which were ($R^2 = 0,2874$, $p=0,000$).

H7a indicated that GHRM (overall) indirectly influenced T-R EGB through the mediation of ETL which were ($R^2 = 0,2156$, $p=0,000$).

H7b indicated that GHRM (overall) indirectly influenced VEGB through the mediation of ETL which were ($R^2 = 0,2500$, $p=0,000$).

The hypotheses all yielded statistically significant results and thus, were supported. Thus, H7, H7a, and H7b have all been supported.

Results of Hypothesis Testing via Psychological Green Climate Perception

Table 24 shows the results of a RA performed on the overall GHRM, which is a predictor of EGB. An effect of perceived GHRM on EGB was found to be highly significant, but there was also a significant IDE of the interaction between perceived GHRM and EGB due to the presence of the CP. GHRM's TE was greater than the mediating effect of CP. Table 24 also shows the R² values and estimated path coefficients, indicating that the mediated model was not superior to the main model, implying that the model was partially mediated.

Table 24.

Causal effects of GHRM (Overall) and CP predicting EGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,2149	0,000	0,5430	0,2397

“GHRM, Green Human Resource Management”.

The results of RA made on GHRM (overall), which is the predictor of T-R EGB, have been provided in Table 25. A significant DE of perceived GHRM on T-R EGB was found, and there was a significant IDE from CP between perceived GHRM and T-R EGB as well. The TE of GHRM was greater than the CP mediating effect. As a result, the mediation model did not supersede the main model, indicating that the model was partially mediated.

Table 25.

Causal effects of GHRM (Overall) and CP predicting T-R EGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,1619	0,000	0,4719	0,1856

“GHRM, Green Human Resource Management”.

The results of RA made on overall GHRM, which is the predictor of VEGB have been provided in Table 26. A significant DE of perceived GHRM on VEGB was

found, and, additionally, there was a significant IDE of CP between perceived GHRM and VEGB. Because the TE of perceived GHRM was greater than the mediation effect of CP, this model was not supreme to the main model, and thus the model was partially mediated.

Table 26.

Causal effects of GHRM (Overall) and CP predicting VEGB

Principle Hypothesis	R ²	p-value	coefficient	R ² with mediator
Overall GHRM	0,1833	0,000	0,6141	0,2006

“GHRM, Green Human Resource Management”.

Direct Effect

The effects of total (TE), direct (DE), indirect (IDE), and mediation were all tested using the SPSS process macro with model 4. TE model displayed “a significant and positive relationship” between perceived GHRM and EGB (0, 5430, p=0, 000) and the DE model showed “a significant and positive relationship between perceived GHRM and EGB” (0, 4785, p=0, 000) (see Table 27). Thus, H1 has been supported. The TE model exhibited a significant and positive relationship between RS, TD, PM, CM, EI and EGB (0,3042, 0,3503, 0,2806, 0,2811, 0,2601 respectively) and the DE model showed “a significant and positive relationship” between RS, TD, PM, CM, EI and EGB (0, 2516, 0, 2945, 0, 2313, 0, 2338, 0, 2255 respectively) (see Table 27). Thus, H2, H3, H4, H5, and H6 have all been supported. TE model exhibited “a significant and positive relationship between perceived GHRM and T-R EGB” (0, 4719, p=0, 000) and the DE model showed a significant positive relation between perceived GHRM and T-R EGB (0, 4087, p=0, 000) (see Table 28). Thus, H1a has been supported. The TE model exhibited “a significant and positive relationship” between RS, TD, PM, CM, EI and T-R EGB (0, 2941, 0, 3260, 0, 2386, 0, 2586, 0, 1835 respectively) and the DE model showed significant positive relation between RS, TD, CM and T-R EGB (0, 2463, 0, 2749, 0, 2148 respectively) (see Table 28). Thus, H2a, H3a, H4a, H5a, and H6a have all been supported. The TE model exhibited “a significant and positive relationship” between perceived GHRM and VEGB (0, 6141,

$p=0,000$) and the DE model showed “a significant and positive relationship” between perceived GHRM and VEGB (0,5482, $p=0,000$) (see Table 29). Thus, H1b has been supported. The TE model exhibited “a significant and positive relationship” between RS, TD, PM, CM, EI and VEGB (0,3142, 0,3745, 0,3226, 0,3037, 0,3367 respectively) and the DE model showed “a significant and positive relationship” between RS, TD, PM, CM, EI and VEGB (0,2569, 0,3141, 0,2710, 0,2528, 0,3009 respectively) (see Table 29). Thus, H2b, H3b, H4b, H5b, and H6b have all been supported.

H1 indicated that perceived GHRM practices had “a significant and positive influence” on EGB ($R^2 = 0,2149$, $p = 0,000$). GHRM (overall) explained the 21,49 % variance of EGB.

H1a indicated that perceived GHRM practices had “a significant and positive” influence on T-R EGB ($R^2 = 0,1619$, $p=0,000$). GHRM (overall) explained 16,19 % variance of T-R EGB.

H1b indicated that perceived GHRM practices had “a significant and positive” influence on VEGB ($R^2 = 0,1833$, $p=0,000$). GHRM (overall) explained 18,33% variance of VEGB.

H2 indicated that perceived RS showed “a significant and positive” impact on EGB ($R^2 = 0,1010$, $p=0,000$).

H2a indicated that perceived RS showed “a significant and positive” impact on T-R EGB ($R^2 = 0,0943$, $p=0,000$).

H2b indicated that perceived RS showed “a significant and positive” impact on VEGB ($R^2 = 0,0719$, $p=0,000$).

H3 indicated that perceived TD showed “a significant and positive” impact on EGB ($R^2 = 0,1615$, $p= 0,000$).

H3a indicated that perceived TD showed “a significant and positive” impact on T-R EGB ($R^2 = 0,1397$, $p= 0,000$).

H3b indicated that perceived TD showed “a significant and positive” impact on VEGB ($R^2 = 0,1232$, $p= 0,000$).

H4 indicated that perceived PM showed “a significant and positive” influence on EGB ($R^2 = 0,1142$, $p= 0,000$).

H4a indicated that perceived PM showed “a significant and positive” influence on T-R EGB ($R^2 = 0,0824$, $p= 0,000$).

H4b indicated that perceived PM showed “a significant and positive” influence on VEGB ($R^2 = 0,1007$, $p= 0,000$).

H5 indicated that perceived CM showed “a significant and positive” influence on EGB ($R^2 = 0,1164$, $p=0,000$).

H5a indicated that perceived CM showed “a significant and positive” influence on T-R EGB ($R^2 = 0,0982$, $p=0,000$).

H5b indicated that perceived CM showed “a significant and positive” influence on VEGB ($R^2 = 0,0906$, $p=0,000$).

H6 indicated that perceived EI showed “a significant and positive” influence on EGB ($R^2 =0,0970$, $p: 0,000$).

H6a indicated that perceived EI showed “a significant and positive” influence on T-R EGB ($R^2 =0,0482$, $p: 0,000$).

H6b indicated that perceived EI showed “a significant and positive” influence on VEGB ($R^2 =0,1084$, $p: 0,000$).

Therefore, all of the hypotheses produced statistically significant results and were thus accepted. Tables 27, 28, and 29 show the results of the hypothesis testing.

Table 27.

Causal effects of GHRM practices and CP predicting EGB and Hypotheses results

Hypothesis	IV	R ²	p	coef. /Total effect	R ² with mediator	Direct Effect	Hypothesis Acceptance
H1	GHRM	0,2149	0,000	0,5430	0,2397	0,4785	Supported
H2	RS	0,1010	0,000	0,3042	0,1566	0,2516	Supported
H3	TD	0,1615	0,000	0,3503	0,1915	0,2945	Supported
H4	PM	0,1142	0,000	0,2806	0,1635	0,2313	Supported
H5	CM	0,1164	0,000	0,2811	0,1665	0,2338	Supported
H6	EI	0,0970	0,000	0,2601	0,1621	0,2255	Supported

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Table 28.

Causal effects of GHRM practices and CP predicting T-R EGB and Hypotheses results

Hypothesis	IV	R ²	p	coef. /Total effect	R ² with mediator	Direct Effect	Hypothesis Acceptance
H1a	GHRM	0,1619	0,000	0,4719	0,1856	0,4087	Supported
H2a	RS	0,0943	0,000	0,2941	0,1401	0,2463	Supported
H3a	TD	0,1397	0,000	0,3260	0,1647	0,2749	Supported
H4a	PM	0,0824	0,000	0,2386	0,1270	0,1916	Supported
H5a	CM	0,0982	0,000	0,2586	0,1410	0,2148	Supported
H6a	EI	0,0482	0,000	0,1835	0,1088	0,1501	Supported

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Table 29.

Causal effects of GHRM practices and CP predicting VEGB and Hypotheses results

Hypothesis	IV	R ²	p	coef. /TE	R ² with mediator	Direct Effect	Hypothesis Acceptance
H1b	GHRM	0,1833	0,000	0,6141	0,2006	0,5482	Supported
H2b	RS	0,0719	0,000	0,3142	0,1160	0,2569	Supported
H3b	TD	0,1232	0,000	0,3745	0,1466	0,3141	Supported
H4b	PM	0,1007	0,000	0,3226	0,1367	0,2710	Supported
H5b	CM	0,0906	0,000	0,3037	0,1293	0,2528	Supported
H6b	EI	0,1084	0,000	0,3367	0,1548	0,3009	Supported

“GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement”.

Mediating Effect

The mediation effect of CP was tested using SPSS. The DE model indicated that the effect of perceived GHRM on EGB reduced from 0, 5430, $p= 0, 000$ to 0, 4785, $p= 0, 000$ (without any change in the significance level) when CP was included in the model. This showed a partial mediation, which was then verified by analyzing the significance of IDEs. The IDE (mediation effect) of perceived GHRM on EGB (0, 0646) through CP was significant. Therefore, this indicated that psychological climate perception partially mediated the impact of perceived GHRM on EGB, and hence, it provided support for *H8*. The DE model indicated that the effect of perceived GHRM on T-R EGB reduced from 0, 4719, $p= 0, 000$ to 0, 4087, $p= 0, 000$ (without any change in the significance level) when CP was included in the model. This displayed a partial mediation, which was then verified by analyzing the significance of IDEs. The IDE of perceived GHRM on T-R EGB (0, 0632) through CP was significant. Therefore, this indicated that psychological climate perception partially mediated the impact of perceived GHRM on T-R EGB, and hence, it provided support for *H8a*. The DE model indicated that the effect of perceived GHRM on VEGB reduced from 0, 6141, $p= 0, 000$ to 0, 5482, $p= 0, 000$ (without any change in the significance level) when CP was included in the model. This displayed a partial mediation, that was then verified by analyzing the significance of IDEs. The IDE (mediation effect) of perceived GHRM on VEGB (0, 0659) through CP was significant. Therefore, this indicated that psychological climate perception partially mediated the influence of perceived GHRM on VEGB, and hence, it provided support for *H8b*.

Hypothesis 8 (H8) indicated that perceived GHRM (overall) indirectly influenced EGB through the mediation of CP which were ($R^2 = 0,2397$, $p= 0,000$).

H8a indicated that perceived GHRM (overall) indirectly influenced T-R EGB through the mediation of CP which were ($R^2 = 0,1856$, $p= 0,000$).

H8b indicated that perceived GHRM (overall) indirectly influenced VEGB through the mediation of CP which were ($R^2 = 0,2006$, $p= 0,000$).

CHAPTER V

Discussion of Findings

Subsequent to the data analysis and interpretation in the preceding chapter, the discussion of the findings is presented in this chapter to appropriately address the research questions highlighted in chapter I of the thesis.

Introduction

This study contributes significantly not only to literature but also to the quest to empirically develop new ways to create employee green workplace behaviors that in turn enhance sustainable corporate performance in business corporations.

General Discussion of Green Human Resource Management Practices

Human resources are the most valuable asset in any company, and they play a critical role in "employee management." Despite the recent rise in institutional interest in greening the firm, HR managers have been tasked with incorporating the green HR idea into the corporate strategy plan. Through the mediation of ETL and CP, this thesis examined the correlation between perceived GHRM practices and EGB. The findings supported the "positive significant effect" of perceived GHRM on EGB. The findings implied that with the involvement of mediators ETL and CP, the estimated coefficients of RS, TD, PM, CM, and EI were decreased. One possible explanation is that, rather than being immediate, the effect of GHRM practices on EGB may take place through some interfering social and psychological processes (Kehoe & Wright, 2013). Therefore, perceived GHRM practices had both direct and IDEs on prospective employee green performance behavior.

The main effect of perceived GHRM practices was found to be greater than the IDE of the mediators ETL and CP. Besides, the proportion of variance explained by each predictor was increased by the involvement of the mediators in the model. This showed the strong effectiveness of each mediator in the model. The findings of the mediating effect of ETL between perceived GHRM practices and EGB justified the SIT which stated that ETL leads to EGB when it helped promote self-concordance and relational identification among their followers. Individuals cultivate positive social concepts through associating with prestigious organizations (Hogg & Abrams, 1988).

In other words, OI should exist to observe EGB. Another finding of the study concluded that the main effect of perceived GHRM on EGB was higher than the mediating effect created by ETL between perceived GHRM and EGB. However, ETL had a bigger part to play in justifying positive GHRM practices such as RS, TD, PM, CM, and EI as a means whereby ETL inspired, stimulated, and motivated followers to achieve organizational objectives (Zhu et al., 2005). It has been found that the mediation (indirect) effect of ETL was much more effective on EGB when compared to the main effect of perceived GHRM (overall). Therefore, it would be fair to claim that the AMO theory works on perceived GHRM practices in organizations and has more effect on EGB. Among perceived GHRM practices, TD and RS were the most effective practices in terms of their effects on EGB.

There is a positive, significant and predictive relationship between perceived GHRM (overall) and prospective EGB. However, CP had a bigger part to play in supporting positive GHRM practices such as RS, TD, PM, CM, and EI as a means whereby CP inspired, stimulated, and motivated followers to achieve organizational goals (Zhu et al., 2005). It has been found that the mediation (indirect) effect of CP was much more effective on prospective EGB when compared to the main (total) effect of perceived GHRM (overall). As a result, it is reasonable to assert that the S-V fit theory works on perceived GHRM practices in organizations and has a greater impact on prospective EGB. There is a “positive significant mediation effect of CP” between perceived GHRM (overall) and prospective EGB. The proportion of variance in the prospective EGB predicted by perceived GHRM (overall) was $R^2 = 0, 2149$, and by the inclusion of the mediator, it increased to $0, 2397$.

The findings illustrated the significant link between perceived RS and prospective EGB. It is demonstrated that, according to SIT, by the mediation effect of ETL, followers' identification increased and as a result, the followers displayed behaviors that were aligned with the organizational strategy which supported the P-O fit theory (Zhu et al., 2005). Workers who have the expertise, knowledge, and environmental principles and behaviors that fit the organization's environmental policies, processes, values, and goals are more likely to contribute to green activities and, hence, demonstrate green behaviors (Dumont et al., 2017). This finding supports the studies carried out on perceived green RS that can lead to increased EGB by creating a workforce that shares green organizational culture and result in the success of perceived green behaviors (Renwick et al., 2013).

According to S-V fit theory, if personal values correlate with those provided by the organization, this has a positive impact on employee work attitudes and behavior. RS is a very crucial practice that should aim to construct labor that shares the green values of the organization resulting in the accomplishment of prospective EGB that supports organizational objectives. The literature defines green climate as the climate that refers to firms that implement a variety of environmentally friendly policies in order to achieve long-term goals (Norton et al., 2014). The values of organizational rules, practices, and procedures that people both encounter and witness in the workplace are influenced by the social employee relationships, resulting in a psychological climate (Kuenzi & Schminke, 2009). The results of this study showed that perceived RS was a practice that created an effect on prospective EGB according to the P-O fit theory, but when CP was included in the model, it was found that the percentage of variance explained by RS and CP increased together. As the theory S-V fit supports, the impact of CP caused values of workers to become congruent with those of the organization, resulting in green behavior in the workplace (Edwards, 2007), and thus R^2 was increased.

Concerning the AMO theory (Appelbaum et al., 2000), this research proposed that ETL influences perceived GHRM to enhance followers' abilities to engage in activities related to EM (Haddock-Millar et al., 2016) for green innovations and EP (Dumont et al., 2017; Haddock-Millar et al., 2016). Green TD educated prospective employees to solve environmental problems and involve in behaviors that strengthen the organization's goals, according with ability component of the AMO theory (Jackson et al., 2014). The findings of this study endorsed the AMO theory, indicating that ETL encouraged, stimulated, and motivated followers by increasing perceived TD practices to advance followers' abilities to accomplish organizational goals. Additionally, the result supported both AMO and S-V fit theories which CP inspired, stimulated, and motivated the followers to achieve organizational goals. CP increased perceived TD practice from such a point of view that it was enhancing the followers' abilities to increase their prospective employees' green behavior.

Jia et al., 2018 and Carton et al., 2014 found that ETL has a positive effect on perceived PM. The M component of AMO theory implies that for the success of organizational green goals prospective employees should be motivated to engage in green behavior with constant assessment and feedback on their performance (Dumont et al., 2017). The findings indicated that the relationship between perceived PM and

EGB increased by the effect of ETL that positively influenced perceived PM so that the correlation between perceived PM and prospective EGB via ETL increased where this result supported the AMO theory. Therefore, for the success of organizational green goals, companies should utilize ETL to enhance perceived PM practice that operates on continuous appraisal and feedback of prospective employees to motivate them to engage in green behaviors.

The findings showed that the correlation between perceived PM and EGB increased by 40,43%, the reason was the rewarding property of CP positively influenced perceived PM so that the correlation between perceived PM and EGB via CP increased where this result supported the AMO theory. Companies should use CP to improve perceived PM practice that operates on continuous appraisal and feedback of workers to enable them to participate in prospective EGB for the success of organizational green goals.

AMO theory supports CM as one of the essential aspects of motivation. According to the theory, motivated employees perform better, so companies must inspire their prospective employees to achieve higher levels of performance. ETL's emphasis on addressing the unique requirements of its prospective employees may drive them to improve and enforce perceived GHRM practices in order to keep their prospective employees motivated and empowered. Finally, this study supports that ETL plays a larger role in endorsing perceived positive GHRM practices, such as compensation and incentive systems, as a means of encouraging and inspiring subordinates to attain organizational objectives (Zhu et al., 2005). Green compensation and reward practices provide the necessary motivation (M) for green behavior engagement and stimulate prospective employees to exhibit green behaviors that support organizational environmental objectives Dumont et al. (2017). The findings revealed that ETL improved perceived CM in such a way that it increased followers' willingness to participate in green initiatives and accomplish environmental organizational goals; as a result, these findings supported the AMO theory. Additionally, the results showed that the correlation between perceived CM and prospective EGB via CP was 40,81% which proved that there is a significantly positive and predictive correlation between perceived CM and prospective EGB, and CP strengthens CM in such a manner that it enhances the followers' motivations to engage in environmental activities, to succeed in green organizational goals. It was found that the effect of ETL on perceived CM created a higher outcome in prospective EGB

compared to the mediating effect of CP, which supported the higher effect of AMO theory than S-V fit theory.

Green EI practices tend to encourage workers to employ green performance behaviors (Pinzone et al., 2006). Perceived EI showed the lowest level of perception among GHRM practices. The findings displayed that the correlation between perceived EI and prospective EGB increased. This indicated that prospective employee perceptions of EI were fully incorporated. ETL has proved to provide supportive leadership by increasing the concern of followers, taking care of their needs (Rafferty & Griffin, 2004), and by giving them the opportunity (O) to carry out practices that help to achieve environmental goals. The study also found that the level of correlation increased with the addition of ETL to the model, lending support to the AMO theory, which states that prospective employees should have the ability and motivation to engage in green behavior. According to the findings, the relationship between perceived EI and EGB increased by 40.26 %, indicating that prospective employees' perceptions of EI were fully incorporated. Therefore, it is important for universities in North Cyprus that for further improvement in the EP, the level of perception of EI practices has to be increased.

According to the S-V fit theory, CP has proven to provide supportive aspects in the organization by increasing the commitment of employees who perceive the correlation between themselves and the organization as favorable to the extent that the organization supports and values the individual. This, in turn, facilitates employee reciprocity through increased involvement (Eisenberger et al., 1990; Shore & Tetrick, 1991) and by providing them with the opportunity (O) to carry out practices that aid in the achievement of environmental goals. The study also yielded that the level of correlation increased from 31,14% to 40,26% with CP's input into the model and this result supported AMO theory.

Discussion of the Link between Green Human Resource Management Practices and Employee Green Behavior via Environmental Transformational Leadership

In the analysis of T-R EGB it was found that, by the involvement of the ETL, the TE of perceived RS decreased from 0, 2949 to 0, 1235. In other words, the mediating effect of ETL caused a decrease in TE of perceived RS, thus the DE was 0, 1235. The results indicated that there is a significantly positive and predictive correlation between perceived RS and T-R EGB. The R^2 of 0, 2002 showed that the percentage of variance for T-R EGB which was described by perceived RS was 20,02 % of the observed variation. R was 0, 4474 which indicated the correlation between perceived RS and prospective EGB via ETL and explained the strength of the relationship that was increased from 0, 2697 to 0, 4474 by the involvement of ETL in the model. The results of this study displayed that perceived RS was a practice that created an effect on T-R EGB according to the P-O fit approach, but when ETL was included in the model, it was found that the percentage of variance explained by perceived RS and ETL together increased. SIT implies that, the effect of ETL increases followers' identification, and as a result, the followers demonstrate behaviors that align with the organizational strategy, supporting the P-O fit (Zhu et al., 2005), and thus R^2 increases.

In the analysis of VEGB it was found that, by the involvement of ETL, TE of perceived RS decreased from 0, 3142 to 0, 1170. In other words, the mediating effect of ETL caused a decrease in TE of perceived RS, thus the DE was 0, 1170. The results indicated that there is a significantly positive and predictive correlation between perceived RS and VEGB. The R^2 of 0, 2188 showed that the percentage of variance for VEGB which was described by RS was 21,88 % of the observed variation. R was 0, 4678 which indicated the correlation between perceived RS and prospective EGB via ETL and explained the strength of the relationship that was increased from 0, 2682 to 0, 4678 by the involvement of ETL in the model. The results of this study displaced that perceived RS was a practice that created an effect on voluntary prospective EGB according to the P-O fit theory, but when ETL was included in the model, it was found that the percentage of variance explained by perceived RS and ETL together increased. This showed that, by the effect of ETL, according to SIT followers' identification increased and as a result, the followers displayed behaviors that aligned with the organizational strategy which supported the P-O fit theory (Zhu et al., 2005) and thus, R^2 increased.

In the analysis of T-R EGB it was found that by the involvement of ETL as a mediator, the main estimated coefficient levels of perceived TD decreased from 0,3690 to 0,1993. This demonstrated that there is a significant, positive, and predictive relationship between perceived TD and T-R EGB. The R^2 of 0,2191 which referred to the ETL involved model, showed that the proportion of the variance for prospective EGB that's explained by perceived TD was 21,91 % of the observed variation that was explained by the model's input, TD. R-value was found to be 0,4680 which indicated the correlation and strong relationship between perceived TD and prospective EGB via ETL. The result supported the theory of AMO which ETL inspired, stimulated, and motivated the followers to achieve organizational goals. ETL increased perceived TD practice from such a point of view that it was enhancing the followers' abilities to increase their prospective EGB.

In the analysis of VEGB it was found that by the involvement of ETL as a mediator, the main estimate coefficient levels of perceived TD decreased from 0,3745 to 0,1679. This demonstrated that there is a significant positive predictive relationship between perceived TD and VEGB. The R^2 of 0,2287 which was referred to the ETL involved model, showed that the proportion of the variance for VEGB that's explained by TD was 22,87 % of the observed variation that was explained by the model's input, TD. R-value was found to be 0,4782 which indicated the correlation and strong relationship between perceived TD and VEGB via ETL. The result supported the theory of AMO which ETL inspired, stimulated, and motivated the followers to achieve organizational goals. ETL increased perceived TD practice from such a point of view that it was enhancing the followers' abilities to increase their voluntary perceived EGB.

In the analysis of T-R EGB, it was found that by the inclusion of ETL there was no significant correlation between perceived PM and T-R EGB via ETL as a mediator. Additionally, there was no significant relationship between perceived EI and T-R EGB via ETL as a mediator.

In the analysis of VEGB, it was found that by the inclusion of ETL, the main effect of perceived PM decreased from the estimated coefficient value of 0,3226 ($R^2 = 0,1007$) to 0,1764 ($R^2 = 0,2366$), but it showed that the proportion of the variance for VEGB that's explained by perceived PM increased and 23,66% of the observed variation that was explained by the model's input PM. The findings indicated that the link between perceived PM and VEGB increased by 48.64 %, which was due to ETL

positively influencing perceived PM, which increased the correlation between perceived PM and VEGB, and this result supported the AMO theory. Therefore, for the success of organizational green goals, companies should utilize ETL to enhance perceived PM practice that operates on continuous appraisal and feedback of employees to motivate them to engage in prospective EGB voluntarily.

In the case of T-R EGB, it was found that by the inclusion of ETL as a mediator, the result showed an increase in the proportion of the variance for EGB that's explained by perceived CM, and 22,22% of the observed variation that was explained by the model's input CM. The results showed that the correlation between CM and T-R EGB via ETL was 47,14% which proved that there was a significantly positive and predictive correlation between perceived CM and prospective EGB and ETL strengthened perceived CM in such a manner that it enhanced the followers' motivations to engage in environmental activities and succeed in green organizational goals, supporting the AMO theory.

In the case of VEGB it was found that by the inclusion of ETL as a mediator, the result showed an increase in the proportion of the variance for VEGB that's explained by perceived CM and 22,35% of the observed variation, which was explained by the model's input CM. The results showed that the correlation between perceived CM and VEGB via ETL was 47,28% which proved that there was a significantly positive and predictive correlation between perceived CM and VEGB and ETL strengthened CM in such a manner that it enhanced the followers' motivations to engage in environmental activities, and succeed in green organizational goals, supporting the AMO theory.

EI showed the level of perception with a TE of 0, 3367. With the involvement of ETL, it decreased to 0, 1638. R^2 of the TE of perceived EI was 0, 1084, by the involvement of ETL the R^2 increased to 0, 2313 which indicated that the proportion of the variance for VEGB that's explained by perceived EI increased and 23,13% of the observed variation was explained by the model's input EI. Furthermore, the results showed that the correlation between perceived EI and VEGB increased by 48.09%. This indicated that prospective employee perceptions of perceived EI were fully incorporated.

Perceived GHRM (Overall) significantly explained T-R and VEGB by a very high main effect of 51,60% for T-R and 61,56% for VEGB. The findings yielded that the R-value of GHRM was 0, 3875 for T-R and 0, 4314 for V. However, when ETL

mediated the relationship, the R-value increased to 0,4644 and 0,5000 respectively, which proved that ETL's emphasis on recognizing individual needs persuaded them that it was necessary to construct and apply GHRM practices so that subordinates remain inspired and invested. There is a positive significant predictive relationship between perceived GHRM (overall) and T-R EGB and VEGB.

Perceived GHRM (overall) significantly explained T-R and V behaviors by a very high main effect of 47,19% for T-R and 61,41 for VEGB. The findings yielded that the R-value of perceived GHRM was 0,4024 for T-R and 0,4282 for V. The R-value increased to 0,4308 and 0,4478 when CP mediated the relationship, demonstrating that CP's focus on understanding individual needs convinced them that it was important to build and apply perceived GHRM practices for subordinates to remain motivated and invested. As a result, there is a significant, positive and predictive correlation between perceived GHRM (overall) and T-R and VEGBs.

Discussion of the Link between Green Human Resource Management Practices and Employee Green Behavior via Psychological Green Climate Perception

In the analysis of T-R EGB it was found that, by the involvement of the CP, the TE of perceived RS decreased from 0, 2941 to 0, 2463. In other words, the mediating effect of CP caused a decrease in the TE of perceived RS, thus the DE was 0, 2463. The findings displayed that there is a significant, positive, and predictive relationship between perceived RS and T-R EGB. The R^2 of 0, 1401 indicated that the percentage of variance for T-R EGB described by RS was 14,01 percent of the observed variation. R was 0, 3743, indicating a correlation between perceived RS and prospective EGB via CP and explaining the strength of the relationship, which was increased from 0, 3070 to 0, 3743 by incorporating CP into the model. The results of this study showed that perceived RS was a practice that created an effect on T-R EGB according to the P-O fit approach, but when CP was included in the model, it was found that the percentage of variance explained by perceived RS and CP increased together. This showed that, by the effect of CP, according to S-V fit theory the values of employees had become congruent with those of the organization and then employees demonstrated green behavior at work (Edwards, 2007) and therefore R^2 increased.

In the analysis of VEGB it was found that, by the involvement of CP, TE of perceived RS decreased from 0, 3142 to 0, 2569. In other words, the mediating effect of ETL caused a decrease in TE of perceived RS, thus the DE was 0, 2569. The results demonstrated that there is a significant positive and predictive correlation between perceived RS and VEGB. The R^2 of 0, 1160 showed that the percentage of variance for VEGB which was described by perceived RS, was 11,60 % of the observed variation. R-value was 0, 3406 indicating the correlation between RS and prospective EGB via CP and explaining the strength of the relationship which increased from 0, 2682 to 0, 3406 by the involvement of CP in the model. The results of this study showed that perceived RS was a practice that created an effect on VEGB according to the P-O fit approach, but when CP was included in the model, it was found that the percentage of variance explained by perceived RS and CP increased together. VEGB is a style of green behavior that employees engage in on their own initiative at the workplace to improve their EP and address challenges. This showed that, by the effect of CP, according to S-V fit theory the values of employees became coherent with those

of the organization and that workers followed their own initiative at work to advance their EP and clarify environmental issues resulting in an increase in R^2 .

T-R EGB is a sort of behavior at work that employees adapt to encounter the demands of their job and is in line with the organization's principles and standards. In the analysis of T-R EGB it was found that by the involvement with CP as a mediator, the main estimated coefficient levels of perceived TD decreased from 0,3260 to 0,2749. This showed that there is a significant, positive, and predictive relationship between perceived TD and prospective T-R EGB. The R^2 of 0,1647, which referred to the CP involved model, indicated that the proportion of EGB variance explained by TD was 16,47 percent of the observed variation explained by the model's input TD. R-value was found to be 0,4059 which indicated the correlation and strong relationship between TD and EGB via CP. The findings backed up the AMO theory that CP inspired, stimulated, and motivated followers to achieve organizational objectives. CP increased perceived TD practice in such a way that it improved the followers' ability to improve their T-R EGB.

VEGB is a green behavior at work that employees adapt on their own initiative to boost their EP and improve environmental problems. In the analysis of VEGB it was found that by the involvement with CP as a mediator, the main estimated coefficient levels of perceived TD decreased from 0,3745 to 0,3141. This showed that there is a significant positive predictive relationship between perceived TD and VEGB. The R^2 of 0,1466 which referred to the CP involved model, showed that the proportion of the variance for VEGB that's explained by TD was 14,66 % of the observed variation explained by the model's input TD. R-value was found to be 0,3829 which indicated the correlation and strong relationship between perceived TD and VEGB via CP. The findings backed up the AMO theory that CP inspired, stimulated, and motivated followers to achieve organizational objectives. CP increased TD practice to the point that it improved the followers' ability to increase their VEGB.

Employees are supported to participate in and contribute to green activities through performance-based promotions, appraisals, and awards (Renwick et al., 2013). According to S-V fit theory, hence, perceived GHRM facilitates prospective employees' completion of T-R green tasks. In the analysis of T-R EGB, it was found that the main effect of perceived PM decreased from the estimated coefficient value of 0,2386 ($R^2=0,0824$) to 0,1916 ($R^2=0,1270$), but it showed that the proportion of the variance for T-R EGB that's explained by perceived PM increased and 12,70% of the

observed variation that was explained by the model's input PM. The findings demonstrated that the relationship between perceived PM and T-R EGB increased by 35,64%, the reason was the rewarding property of CP positively influenced PM so that the correlation between PM and T-R EGB via CP increased where this result supported the AMO theory. Therefore, for the success of organizational green goals, companies should utilize CP to enhance PM practice that operates on continuous appraisal and feedback of employees to motivate them to engage in T-R EGB.

According to S-V fit theory, hence, GHRM facilitates employees' completion of voluntary green tasks. In the analysis of VEGB, it was found that by the inclusion of CP, the main effect of perceived PM decreased from the estimated coefficient value of 0,3226 ($R^2=0,1007$) to 0,2710 ($R^2=0,1367$), but it showed that the proportion of the variance for VEGB that's explained by PM increased and 13,67% of the observed variation explained by the model's input PM. The results showed that the relationship between perceived PM and VEGB increased by 36,98%, the reason was the rewarding property of CP positively influenced PM so that the correlation between perceived PM and VEGB via CP increased where this result supported the AMO theory. Therefore, for the success of organizational green goals, companies should utilize CP to enhance PM practice that operates on continuous appraisal and feedback of employees to motivate them to engage in prospective EGB voluntarily.

In the case of T-R EGB it was found that by the inclusion of CP as a mediator, the result showed an increase in the proportion of the variance for prospective EGB that's explained by CM, with 14,10% of the observed variation that was explained by the model's input CM. The results showed that the correlation between CM and T-R EGB via CP was 37,55% which proved that there is a significant positive predictive relationship between perceived CM and T-R EGB and CP strengthens perceived CM in such a manner that it enhances the followers' motivations to engage in environmental activities and succeed in green organizational goals, these results are in both support of the S-V fit and AMO theories.

In the case of VEGB it was found that by the inclusion of CP as a mediator, the result showed an increase in the proportion of the variance for VEGB that's explained by CM, with 12,93% of the observed variation which was explained by the model's input CM. The results showed that the correlation between perceived CM and VEGB via CP was 35,96% which proved that there was a significant positive predictive relationship between perceived CM and VEGB, and CP strengthened CM in such a

manner that it enhanced the followers' motivations to engage in environmental activities and succeed in green organizational goals, these findings supported both the S-V fit and AMO theories.

Perceived EI showed the level of perception with a TE of 0, 1835. With the involvement of CP, it decreased to 0, 1501. R^2 of the TE of EI was 0, 0482, by the involvement of CP the R^2 increased to 0, 1088 which indicated that the proportion of the variance for T-R EGB that's explained by EI increased and 10,88% of the observed variation explained by the model's input EI. Furthermore, the findings showed that the link between perceived EI and T-R EGB increased by 32.98%. This indicated that prospective employee perceptions of EI were fully incorporated.

Perceived EI showed the level of perception with a TE of 0, 3367. With the involvement of CP, it decreased to 0, 3009. R^2 of the TE of EI was 0, 1084, by the involvement of CP the R^2 increased to 0, 1548 which indicated that the proportion of the variance for VEGB that's clarified by EI increased and 15,48% of the observed variation was explained by the model's input EI. Furthermore, the results revealed that the relationship between perceived EI and VEGB increased by 39.34%, indicating that prospective employee perceptions of EI were fully incorporated.

When an organization promotes an effective environmental agenda, it gives a message to its employees about the organization's core values and principles (Rangarajan & Rahm, 2011). With the main effect of 54.30 %, GHRM (overall) significantly explained prospective EGB. According to the S-V fit theory, if individual values align with those provided by the organization, employee attitudes and behavior will improve (Edwards, 2007). The findings of the study yielded that the R-value of perceived GHRM was 0, 4636. However, when CP mediated the relationship, the R-value increased to 0,4895, which proved that CP's emphasis on strengthened OI persuaded them that it was necessary to construct and apply GHRM practices so that subordinates would exhibit positive work attitudes and behavior. Between perceived GHRM (overall) and EGB, there is a significant, positive, and predictive relationship. CP, on the other hand, had a larger role in promoting positive GHRM practices including RS, TD, PM, CM, and EI by inspiring, stimulating, and motivating followers to attain organizational goals (Zhu et al., 2005). It has been found that the mediation (indirect) effect of CP is much more effective on prospective EGB when compared to the main effect of perceived GHRM (overall). Therefore, it would be fair to claim that the S-V fit theory works on perceived GHRM practices in organizations and has more

effect on EGB. There is a positive and significant mediation effect of CP between perceived GHRM (overall) and prospective EGB. The proportion of variance in the EGB predicted by GHRM (overall) as $R^2 = 0,2149$, and by the inclusion of the mediator, it increased to $0,2397$.

Perceived GHRM (overall) significantly explained T-R and VEGB by a very high main effect of 47,19% for T-R EGB and 61,41% for VEGB. The findings of the study yielded that the R-value of GHRM was $0,4024$ for T-R and $0,4282$ for V. However, when CP mediated the relationship, the R-value increased to $0,4308$, and $0,4478$ respectively, which proved that CP's emphasis on recognizing individual needs persuaded them that it was necessary to construct and apply perceived GHRM practices so that subordinates would remain inspired and invested. As a result, there is a positive, significant and predictive relationship between perceived GHRM (overall) and T-R EGB and VEGB.

The fit of employee-organization is described as the similarities among workers and organizations in their personality and values (Greguras et al., 2009). By using person-environment theory, this research discusses that workers who correspond with the firms, are likely to have similar values, which in turn, stimulate them to exhibit certain behaviors (Van, 2018). Due to the mediation of CP, the highest increase in R-value was found to be between practice, EI, and T-R EGB. This showed the importance of perceived EI as a practice, thus, prospective employees affected by CP, considered EGB meaningful and were willing to engage in green T-R behaviors, thus, the next step would be to participate in EGB voluntarily. Furthermore, the R-value between perceived EI and VEGB was found to be among the highest, lending support to the theory. According to Van (2018), the "V green behavior" of those who regard themselves as insiders of the organization is influenced by the green organizational atmosphere. Evidently, the theory of person-environment fit shows that fit with the climate leads to appropriate behaviors. Furthermore, employees who believe they have "insider status" have a larger motivation to react to and agree with the company's high expectations for green behavior. As a result, those who regard themselves as insiders are more likely to internalize the organization's green values, which are formed through perceived GHRM activities, as components of self, encouraging them to demonstrate green behaviors at work when they perceive a green organizational environment. Employee green cognition is likely to improve as a result of GHRM strategies such as disclosing information about the organization's green emphasis and

highlighting individual green qualities in RS, as well as encouraging green values through training (Renwick et al., 2013). Furthermore, environmental-friendly job designs, as well as green training practices that develop employee knowledge, abilities, and competence, are crucial procedures that motivate employees to engage in green activities (Pless et al., 2012). On the other hand, results showed that the least effect was found between perceived TD practices and T-R EGB and VEGB via CP. Green management standards should be clearly defined in work activities, and organizations should begin providing enough green TD facilities to staff. Employees will gain the essential skills and competence to reach green management goals as a result of this training, which offers a number of advantages. Employee knowledge and comprehension of green management, as well as corporate green ideals, has grown. VEGB seems to be a green behavior in the workplace that employees embrace on their own initiative in order to develop their EP and solve environmental issues (Ardito et al., 2018). Thus, T-R EGB is a type of green behavior in the workplace that employees adapt to satisfy the demands of their jobs while adhering to the organization's legislation and requirements. In this research, it was found that perceived GHRM practices had both a direct and indirect influence on T-R and voluntary green behaviors whereas the practices of PM and EI influenced voluntary green behavior only indirectly through the mediation of ETL. The insignificant effects of perceived PM and EI practices on T-R EGB showed that the behaviors in the workplace were not adopted to encounter the requisites of the work that were not in accordance with the organization's standards and procedures. This showed that perceived PM and EI influenced VEGB at work by boosting individual motivation through the supportive effects of ETL to behave voluntarily. The subjective factors which were related to individual perception influenced the preference for VEGB.

Table 30 shows the main contribution of the study compared to similar studies conducted in the literature.

Table 30.

A Comparison of the Literature and the Study Findings

Author	Variable	Main Findings	Present Study's Main Findings
Dumont et al., 2017	GHRM	A significant relationship between GHRM practices and EGB exists.	Perceived GHRM has a positive effect on prospective EGB. GHRM practices have a greater impact on VEGB compared to T-R EGB.
Jackson et al., 2011 & Edwards et al., 2007	RS	Prospective employees can make a strong connection between their values and those of a company through green employer branding. Also, through RS the employees' values become congruent with those of the organization and encourage employees to demonstrate green behavior in the workplace.	RS practice has a greater influence on T-R behavior. Through the effect of RS, the employees' values become congruent with those of the organization which in turn encourages employees to demonstrate green behavior in the workplace.
Dumont et al., 2017 & Renwick et al., 2013	TD	There is a positive association between GHRM. Furthermore, in regards to the ability (A) component of the AMO theory, it was concluded that green TD develops skill levels of prospective employees which in turn will help them to contribute to problem-solving regarding the environment.	Perceived TD practices have the greatest influence on voluntary behavior. TD practices develop the skill levels of employees and enable them to be more psychologically available in engaging with T-R behaviors.
Pinzone et al., 2016 & Dumont et al., 2017	PM	There is a connection between green PM and EGB and observed a link between employee green T-R and voluntary behavior and perceived GHRM, two of which focused on green PM.	Prospective employees were influenced directly by PM and demonstrate green T-R and voluntary behaviors.
Jabbour et al., 2013	CM	CM practices increase prospective employees' morale and encourage them to put in the extra effort through displaying T-R green behaviors.	Perceived CM is the least effective practice compared to other GHRM practices.
Ahmad S., 2015	EI	The prospective employees are likely to enroll in T-R and voluntary green performance behaviors as a result of green EI practices.	Perceived EI is especially significant for the voluntary behavior of prospective employees. They attach themselves to the organization and identify with the organizational values.
Dumont et al., 2017	CP	The psychological green climate is positively related to EGB and psychological green climate is strongly related to both T-R and voluntary job performance. Furthermore, psychological green climate mediates the relationship between GHRM practices and T-R EGB as well as GHRM practices and VEGB.	Psychological green climate mediates the relationship between GHRM practices and EGB T-R and voluntary behaviors.
Jia et al., 2018	ETL	The ETL personifies top management's ideas and values and has a significant impact on GHRM in the workplace."	The mediating effect of ETL is much more effective on EGB when compared to the main effect of GHRM.

"GHRM, Green Human Resource Management, PM, Performance Management, CM, Compensation Management, TD, Training and Development, RS, Recruitment and Selection, EI, Employee Involvement, EGB, Employee Green Behavior".

CHAPTER VI

Conclusion and Recommendations

This chapter introduces a summary of the findings of the study, the conclusions drawn, contributions to theory and practice, and recommendations. At the end of this chapter, the limitations and suggestions for future studies are also included.

Summary of Findings

This study adds to the behavioral HRM literature by focusing on the green side of HRM and contributing to the EM literature. The findings of this thesis revealed an understanding of prospective employees' (students') perceptions of GHRM practices and how they influence their future green workplace behaviors.

Conclusion

The empirical findings show that prospective employee perceptions of GHRM not only influence employees' behavior directly but also indirectly through ETL and CP. Furthermore, the findings of the mediation model testing show that indirect effects are dependent on the SIT and S-V fit theories. Overall, this study examines perceived GHRM-prospective employee behavior links from a theoretical perspective of SIT, P-O Fit, and AMO theories.

Theoretical Implications

Organizations must foster the progress of green behaviors among employees that are compatible with the organization's green goals to successfully implement an ES strategy. This study showed that GHRM is one of the strategies for eliciting and promoting such behaviors; as a result, to attain the green performance goals, organizations need to incorporate effective green practices within their HRM framework. This research broadens the application of theories to comprehend better the influence of prospective employees' green ability, motivation, and opportunity on ETL and CP, and EGB. HRM practices affecting current employees are often investigated using AMO theory. The findings of this research are considered to be valuable to businesses that implement environmental practices. As a result, individuals

are more inclined to join in the environmental initiatives of the organization, concluding with green behaviors (Dumont et al., 2017). The findings revealed that prospective employees' green ability and P-O fit are crucial and key resources for enhancing EGB. In this research, human resources are acknowledged as playing a prominent role in sustaining GHRM practices and recruiting new employees who are more environmentally conscious. HRM may contribute significantly to the organization's sustainability efforts by empowering, supporting, and motivating people. This study found that ETL and CP are mediators in the link between perceived GHRM and prospective EGB.

According to Kim et al. (2019), SIT has garnered a lot of attention from academics for its ability to define the link between perceived GHRM and EGB. Workers who have a positive perception of GHRM activities may reach a high degree of organizational commitment (Basavaiah et al., 2021). According to theory, people seek social principles in their confidence levels by forming alliances with reputable organizations in order to strengthen the company's image as a thriving entity and to further establish the firm's position. As a result of the organization's better position, workers' self-esteem grows, and they feel more attached to the organization. Furthermore, when OI rises, workers exhibit behaviors that contribute to higher OP. The results of this study support the assumption that there is a correlation between prospective employees' perceptions of GHRM practices and EGB. This study's noteworthy findings will aid our comprehension of the impact of GHRM on EP.

According to Zibarras and Coan (2015), a careful examination of the systems and procedures by which GHRM influences environmental behavior is needed. There are results to analyze when studying the impact of GHRM on EGB, including psychological and personal factors. Psychological instruments that alter the link between GHRM and EGB depended on the S-V fit theory are being investigated by researchers. The perceived environmental reputation of GHRM encourages green behavior among employees by facilitating communication about the company's environmental challenges that are more than just about financial gain. This study, which uses university students' perceptions as the study population, confirms the psychological mechanism of GHRM's influence on EGB and also proposes a significant relationship between prospective employees and organizations. As a result of CP, employees' values become more aligned with the organization. To summarize, GHRM provides sufficient encouragement to the future workforce by supporting the

firm in communicating its climate impacts to employees and involving them in green activities, thereby encouraging them to engage in environmentally friendly behavior.

Workers should demonstrate actions that are consistent with the company's procedures, according to the P-O fit principle. Green RS is an important method for producing a workforce that shares the institution's green values, practices EGB, and is committed to the organization's goals. Workers are more likely to demonstrate actions that are in line with the organizational goal if this theory is established. In order to achieve the company's goals, green RS is more likely to create a workforce that appreciates the company's green culture while also engaging in both T-R and V green behaviors. As the theory implies, workers should exhibit behaviors that are consistent with the organizational practices, and the findings confirm that green RS is significant for developing a workforce that allocates the institution's green principles, practices EGB, and supports the organization's goals. Consequently, employers should try to increase the fit levels among individuals and organizations throughout the recruitment process. First, individuals that have a stronger alliance between their own values and the firm's principles should be recruited as much as possible during the recruiting and selection process. Personal beliefs are difficult to change, so businesses should select people who share the company's values and support T-R green behavior. Second, people training and PM are essential to build the fit between personal ability and job requirements in order to support T-R green conduct. Finally, to improve the match between requirements and supplies, green behaviors should be encouraged through the introduction of incentive structures (for example, wage incentives, training opportunities as well as opportunities for promotion, etc.).

AMO theory is used to comprehend the effect of green TD in improving employee skill levels and helping them to be more psychologically available to engage in activities that promote organizational goals. Green PM, as defined by the AMO theory's motivation component (M), entails setting green performance goals for workers and tracking their advances toward those goals (Sobaih et al., 2019). Organizations should stimulate employees to promote their performance because the AMO theory specifies that motivated employees are more productive. Thus, Employees that exhibit green behavior should be rewarded both financially and non-financially in order to assist the organization in meeting its green goals. Green compensation approaches also include strong motivation (M) for EGB participation, as well as encouraging employees to engage in environmentally friendly activities that

support the organization's goals. Green CM practices can encourage employees to engage in both T-R and V behaviors by supporting corporate environmental targets and providing the necessary motivation (M) for green behavior involvement. Green TD, PM, CM, and employee green T-R and V behaviors are all linked to GHRM (Dumont et al., 2017). By allowing individuals to assume environmental responsibilities, the ability aspect of AMO, and providing them with the opportunity (O) to support the achievement of sustainability criteria, green EI practices tend to encourage employee participation in green behaviors critical for sustaining green organizational objectives.

This research contributes to the theory of behavioral HRM by examining interferences from the perspective of potential employees. Moreover, it concentrates on the green aspects of HRM, resulting in findings that have made major supplements to the EM literature. This study will also assist legislators in better understanding how to raise green awareness and how HRM contributes to a successful EM by helping them to pass rules that encourage businesses to utilize GHRM practices. Employee training should inform employees about the prominence of EM and equip them with the knowledge, skills, and resources they need to carry out their green duties.

As a result of creating a GHRM model to fill numerous gaps in the literature on sustainability, as well as the literature on EM and behavioral HRM, the findings of this research provide key theoretical insights. The study adds to the small number of studies that have been conducted on the green behavior of GHRM, CP, and prospective employees. It provides a better understanding of the interplay between perceived GHRM, CP, and prospective employees' green behavior. Perceived GHRM has a positive and significant impact on CP, and CP has a favorable and large impact on EGBs in the workplace, according to the data. The study found that CP acts as a bridge between GHRM and EGB. This shows that the findings of perceived GHRM can be used in other contexts.

Practical Implications

The findings of this thesis have crucial implications for managers seeking to inspire frontline employees' behaviors, which have become increasingly significant in business. The findings show that developing GHRM strategies is an effective procedure to promote and motivate employees' green behaviors. Managers should include GHRM initiatives aimed at internal stakeholders as well as external GHRM initiatives that benefit the environment, the local community, and consumers.

Another goal of this study was to gather empirical evidence to support the link between T-R and voluntary green performance behaviors among employees, as well as their perceived level of GHRM. T-R EGB and VEGB were found to be significantly predicted by GHRM (overall). In terms of its influence on T-R EGB and VEGB, however, Green TD was found to be the most effective among individual GHRM practices, with 0.01 and 0.05 levels of significance, respectively. EI and PM showed no significant effect on T-R EGB when ETL was included in the model, with one possible explanation being the employees' assessment of a low level of application of the practices.

Managers and employers should be aware of the results of this study. Employee retention should be achieved through GHRM practices, according to the conclusions of this study. Recruiting and choosing people with pro-environmental behavior should be prioritized by managers in organizations. A personality test should be undertaken before selecting the right people to confirm these types of behaviors.

GHRM was formed as a framework for implementing projects and talent management throughout the organization as a result of the findings. This is designed to help firms build green staff who will assist them in achieving their green goals by engaging in the needed behaviors. Workers should undertake green training to inform them perceive the significance of EM and to equip them with the required abilities and expertise to successfully carry out their green obligations. Moreover, in order to encourage green behavior, firms should evaluate and recognize employees' green performance. Ultimately, employees should be informed about the organization's green initiatives on a regular basis in order to promote a positive perception of the organization's green practices, which will lead to improved EP. Based on the findings of this study, organizations can improve their EP more sustainably than before by better understanding and expanding the scope and depth of their GHRM practices. Greening organizations and their operations are made easier by GHRM practices.

Through the adaptation of GHRM practices, human resources' green performance, green behaviors, attitudes, and competencies can be shaped and reshaped. As a result of this research, organizations should prioritize making each HRM function green.

Academic background in HRM's role has risen in recent years (Jackson et al., 2010). According to the findings of the study, GHRM has a direct and IDE on EGB via CP. This research makes several theoretical contributions by developing a GHRM model to fill different gaps in the literature on ES, as well as in the literature on EM and behavioral HRM. A recent trend in environmental psychology suggests that CP should be studied in organizational contexts (Dumont et al., 2017). According to this study, GHRM affects EGB through climate perception. This clarifies the grey area between GHRM and EGBs, such as T-R EGB and VEGB.

When the relationship between GHRM and EGB, T-R EGB, and VEGB was studied, it was found that the largest difference between total and IDEs was identified between GHRM and VEGB via ETL, indicating that ETL was an effective mediator in this study.

There was no significant IDE of PM on T-R EGB. By the IDE of ETL, PM practice was enhanced to motivate employees to engage in EGB voluntarily. Besides, there was no significant IDE of EI on T-R EGB. With the supportive leadership of ETL, the prospective employee perception level of EI increased which gave rise to the production of the employee voluntary behavior which was VEGB.

As part of the recruitment process, environmental concerns should be taken into account, and environmental criteria should be incorporated into messages. The candidate's environmental knowledge and awareness may be assessed during interviews. The results showed that RS practice created an effect on EGB by the IDE of CP which makes the individuals' values congruent with those of the firm and eventually employees show green behavior in the workplace. The T-R and V behavior were both increased although it was seen that T-R behavior was much more effective compared to voluntary behavior. This shows that individual green values must be considered and the organizational green agendas must be developed during the RS process.

Providing all employees with environmental training is critical to fostering a culture of ES. The training needs analysis should be used to identify employees' green training needs. While developing their skills and expertise, organizations should help workers do their tasks in a green manner. Companies should clarify their

environmental policies and strategies to prospective employees so that they may form realistic perceptions of the company. The effect of TD practices was increased by the mediation of CP, which raised both T-R and V behaviors. T-R behavior was found to be far more effective than voluntary behavior, indicating that through the effect of CP, Employees learn the importance of green management through TD practices, which provide them with the skills and knowledge they need to properly carry out their green T-R tasks as well as voluntary behavior in the workplace.

According to the findings, PM is an important practice in the organization because it clarifies green duties in the organization with proper appraisals, which in turn increases employee awareness of green values, resulting in the establishment of a psychological climate in the organization. The individuals comprehend and explain the firm's GHRM practices and policies and form their perceptions of the organization. Integrate organizational EM aims into the performance appraisal system, provide regular feedback to workers to assist them to achieve their green objectives, and evaluate employee EP as a performance measure. The measures should be included in organizations' PM systems and appraisals. As a result, organizations should offer green incentives to workers and engage them in problem-solving and decision-making linked to environmental challenges. The study showed that voluntary behavior was much more effective compared to T-R behavior. This showed that this behavior was not officially appraised. Instead of direct influence from GHRM practices, they were the result of the adoption by their perceptions of organizational climate.

CM is a crucial practice in the organization that it clarifies green responsibilities in the organization with proper rewards that enhance employee awareness of green values in return and this results in the formation of a psychological climate in the organization. The study showed that T-R behavior was much more effective compared to V behavior. Green T-R employee behavior was formally tied to incentives and thus regular workplace behavior, and it was influenced directly by green CM.

Due to GHRM, management must assure that employees are engaged in their work. Perceived EI stimulates employees to engage in voluntary behaviors within the organization, and thus encourages them to become involved in green organizational practices. Because of their identification with the values of the organization, they feel a strong sense of loyalty to it. It is also possible to improve environmental behavior by involving workers in green suggestion schemes and collaborative dialogues on

environmental concerns. EI practices showed the lowest perception in the study. This is because, in order to improve even more benefits, prospective employees should be given the advantage to involve in the organization's green activities, which will motivate them to come up with more innovative ideas and help the firm reach its green goals. The study showed that voluntary behavior was much more effective compared to T-R behavior. This showed that by the adoption of EI practices, individual perception of organizational green climate was formed which resulted in voluntary green behavior. The highest IDE was found between TD and EGB via CP and ETL. On the other hand, the lowest IDE was found between EI and EGB via CP and between PM and EGB via ETL. The results showed that the mediation effect of ETL was higher than CP. The preceding literature review demonstrates the inherent ability of HRM functions to green workers and organizational operations. HRM has enormous potential for greening an organization and its operations, from job design to employee relations. The main challenge for HR professionals is to comprehend the breadth and depth of GHRM in order to transform their organizations into green entities. This effort eventually results in a better EP for the firm. By greening HRM functions, the organization's negative environmental impacts will be reduced while its positive environmental impacts will be increased. The people factor is one of the most important factors in improving organizational EP. GHRM practices are critical for developing, implementing, and maintaining environmentally-related innovative behaviors in employees, as well as fostering a positive attitude toward greening. It is hard to create and sustain sustainable EP without proper GHRM practices. As a result, this study posits that by comprehending the breadth and depth of GHRM practices, organizations will be able to perform in a more environmentally friendly manner than ever before.

Limitations and Future Research Directions

This study has a number of limitations that could be addressed in future research. First, there was no space in the questionnaire for open-ended questions allowing participants to respond with their own perspectives on the GHRM and EGB relation. Moreover, regardless of the fact that the variables were extensively stated in the questionnaire's introduction, respondents had no way of checking for misinterpretations or seeking clarifications. As a result, the future study may additionally take a qualitative approach, relying on interviews to acquire data. Second, the study's generalizability is limited because it used a cross-sectional sample collection method. This method benefits researchers to contrast multiple variables at the same time at little or no extra cost. Cross-sectional studies, on the contrary, may not provide absolute evidence of cause-and-effect relationships. This is because such studies render a snapshot of a single point in time and do not take into account what occurs before or after the snapshot. Researchers conduct multiple observations of the same subjects over an extended period of time in a longitudinal study. A longitudinal study has the advantage of permitting researchers to detect shifts in the characteristics of the target population at both the group and individual levels. The key point to remember is that longitudinal studies extend beyond a specific point in time. Eventually, they are able to generate event sequences. A longitudinal study is more likely than a cross-sectional study to suggest cause-and-effect relationships due to its scope. Longitudinal studies are more time-consuming to complete than cross-sectional studies. In order to establish more valid inferences, researchers should replicate this study by producing research that is based on longitudinal research. Third, although convenience sampling was adopted in this study, the studies in the future should adopt a random sample method to ensure a more statistically balanced population selection. Because of the convenience sample used in this study, generalizability is limited; thus, future research should use random sampling to allow for broader generalizations. Fourth, respondents came from only one university in the sample. Expanding the sample and replicating the study at other North Cyprus universities could be a promising research topic. Fifth, the demographic profile of the respondents was not taken into account in this study. In conclusion, more research should be conducted to examine the effects of age, gender, study fields, and levels (undergraduate and graduate) on perceived GHRM and prospective EGBs. Sixth, other variables could be used to investigate the link between perceived GHRM and prospective EGB in the

future. GHRM practices encourage EGB through underlying mechanisms. Green employer branding and green criteria are two moderating variables that can be used to investigate the relationship of GHRM and EGB in various contexts. Ultimately, because GHRM embraces a wide range of management strategies, the theoretical study discovered that different GHRM practices are oriented in various directions and have varying effects on employees. Various studies on the effects of green RS, TD, PM, and EI on prospective EGB may be conducted in the future.

Contributions

By providing an overview of GHRM and highlighting specific gaps in the literature, this study has contributed scientifically to making the current literature more structured, which is addressed in the thesis. This study also has practical implications in that it provides insight into whether or not to incorporate GHRM and, if so, which practices can be used to do so, increasing the awareness of HRM's added value in organizations. Furthermore, it emphasizes the value and significance of GHRM, which could lead to the development of more green businesses. The study adds to the body of knowledge by identifying a gap in the use of human resource policies as a mechanism for promoting corporate sustainable growth in Cyprus, which lays the groundwork for managers to take corrective action. How to raise awareness and change perceptions in order to pique interest in implementing the GHRM concept in North Cyprus organizations and broadening the extent of its application as an instrument for long-term enterprise growth. This is especially important in the growth of young companies since implementing the GHRM concept at an early stage allows for better results in terms of influencing green attitudes and creating a corporate culture that supports sustainable development.

The results of this study back up the idea that perceived GHRM practices should be used to increase employee retention. Implementing GHRM could be one of the solutions because businesses face financial losses due to employee turnover. This study emphasized the importance of raising awareness about the critical need to integrate sustainability aspects into HRM departments, as well as the importance of GHRM practices in accomplishing ES. It also contributed to the literature on GHRM concept awareness by providing a conceptual model of the link between GHRM and EGB, which is still in its early stages. Moreover, studying the relationship between GHRM and EGB, provided a detailed understanding of their interactions from the perspective of workers and thus, to the contribution to the literature about behavioral HRM. Furthermore, this research contributes to the environmental aspects of HRM, resulting in findings that contribute significantly to the EM literature. The awareness of GHRM is still in its infancy in North Cyprus, and so this study will advance the knowledge of how to create green awareness and also develop a comprehension on how HRM assists towards an effective EM that can guide policymakers to implement policies that motivate firms to adopt GHRM practices. To implement green initiatives effectively, the employee should be provided with green training by organizations to

support them comprehend the significance of green management and also to supply them with the necessary skills and expertise to successfully complete their green responsibilities. For the success of organizational green goals, companies should use ETL to enhance PM practices that operate on continuous appraisal and feedback of employees to motivate them to engage in EGB. Hence, organizations should assess and adopt green EP to inspire green behaviors. Moreover, employees should be provided an opportunity to participate in the company's green practices so that they may contribute more to green behavior. The findings additionally show that CP mediates RS practices and EGB, causing employees' values to align with those of the corporation, resulting in green business behavior. This shows that individual green values must be considered and the organizational green agendas must be developed during the RS process.

This study has important implications for the employees to promote green behavior. Integrating GHRM practices into the firm's growth strategy should be prioritized. Organizations should use GHRM practices to efficiently and effectively implement their green initiatives. As part of the recruitment process, environmental concerns should be taken into account, and environmental criteria should be incorporated into messages. The candidate's environmental knowledge and awareness may be assessed during interviews. Employees must be informed of their goals and responsibilities if they are to become more environmentally conscious. By including managerial EM objectives into the performance appraisal, offering regular feedback to employees to assist them in fulfilling their environmental goals or promoting their EP, and measuring EP as a performance indicator, organizations can promote their PM structures. Performance measures should be included in PM systems and organizational assessments. Employees should also be rewarded for their environmental initiatives, and they should be involved in problem-solving and green decision-making. Another crucial point to consider when making a decision is green TD. Employee concern and engagement in environmental protection can be improved through environmental training. As part of the training needs analysis, it is important to identify the employees' training needs in the area of sustainability. While developing their skills and expertise, companies should help workers do their jobs in an environmentally friendly manner.

An increase in EI is a result of the successful adoption of GHRM practices, and the management should take steps to ensure this happens. Due to GHRM, management

must ensure that employees are engaged in their work. Employee engagement in green organizational practices is aided by EI. EI encourages employees to engage in voluntary activities within the company and so become involved in green organizational practices. Because of their identification with the values of the organization, they feel a strong sense of loyalty to it. It is also possible to improve environmental behavior by involving workers in green suggestion plans and in cooperative dialogues on green issues. Lastly, management should not emphasize mainly on one EGB, but on all of them. green behaviors that are both T-R and V are equally important.

Recommendations

Companies must analyze prospective employees' environmental values during the RS process. Individuals with higher green values are more likely to be encouraged to participate in EGB at work than those with lower values. Additionally, it is highly recommended that educational institutions incorporate GHRM into their curricula to increase awareness to be more environmentally conscious so that graduates would already be familiar with the concept of GHRM practices. Green TD practices help employees aware of sustainability practices and equip them with the qualifications and abilities they need to complete their green T-R tasks and, thereby, demonstrate voluntary behavior in the workplace. Furthermore, an additional study on the effect of GHRM on workplace green behavior is needed to obtain more evidence-based results that will explain its significance.

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APPENDICES

Appendix-1.

NEAR EAST UNIVERSITY QUESTIONNAIRE

A Dissertation on The Relationship between Green Human Resource Management Practices and Employee Green Workplace Behaviors

Name: Ozlem Ercantan

School: Near East University

Supervised by: Serife Z. Eyupoglu

Dear University Student,

This study seeks information about the effect of green human resource management (GHRM) practices on pro-environmental behavior in business organizations. We are inviting your participation in this study, which will involve a survey. The survey is confidential and is for scientific purposes only. Your participation is voluntary and you may stop taking part at any time. The survey should take about 10 minutes to complete. There are no right or wrong answers. Candid responses based on your personal thoughts are greatly appreciated. If you have any questions concerning the research study, please feel free to contact us using the information stated above.

Thanks,

Özlem Ercantan

QUESTIONNAIRE

Section A: DEMOGRAPHICS

1. Age:
2. Gender: Male Female
3. Nationality:
4. Your department of study:
5. Your year of study:

Section B: This research specifically aims to measure your perceptions towards organizations/companies practicing green human resource management and how these perceptions will influence your future green behavior in the workplace. Therefore, when answering each of the questions listed below, please rate your level of satisfaction or dissatisfaction considering the practices carried out by your future employer and your perception of such practices that will affect your green workplace behavior.

Green human resource management refers to the set of policies, practices, and systems that stimulate the green behavior of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible workplace and overall organization.

Green workplace behavior refers to employee green behaviors as scalable actions and behaviors employees engage in that contribute to environmental sustainability. Employee green behavior includes activities such as saving energy, using resources efficiently, avoiding waste, recycling, and conserving water.

Environmentally specific transformational leadership is a leadership style in which the primary purpose of the leader is to offer employees a clear vision, inspiration, and motivation while also supporting their developmental needs in order to fulfill the organization's environmental goals.

Psychological green climate perception refers to the employee perception of their organization and coworkers in terms of environmental sustainability.

1. GHRM Items					
Green Recruitment and Selection	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
1. My company attracts green employees					
2. My company uses green employer branding to attract green employees					
3. My company recruits employees who have green awareness					
4. My company considers candidates' green attitudes in recruitment and selection					
Green Training and Development	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
5. My company develops training programs in environment management to increase environmental awareness, skills and expertise of employees					
6. My company provides employees with green training to promote green values					
7. My company has integrated training to create the emotional involvement of employees in environment management					
8. My company provides employees with green training to develop employees' knowledge and skills required for green management					
Green Performance Management	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
9. My company sets green targets, goals and responsibilities for managers and employees					
10. My company uses green performance indicators in performance appraisals					
11. My company considers employees' workplace green behaviors in promotion					
12. At my company, there are dis-benefits in the performance management system for noncompliance or not meeting environment management goals					

Green compensation and reward	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
13. My company relates employees' workplace green behaviors to rewards and compensation					
14. My company makes green benefits (transport/travel) available rather than giving outpre-paid cards to purchase green products.					
15. At my company there are financial or tax incentives (bicycle loans, use of less polluting cars)					
16. My company has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates).					
Green Employee Involvement	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
17. My company has a clear developmental vision to guide the employees' actions in environment management					
18. At my company there is a mutual learning climate among employees for green behavior and awareness.					
19. At my company there are a number of formal or informal communication channels to spread green culture.					
20. At my company employees are involved in quality improvement and problem-solving on green issues.					
21. My company offers practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions and green action teams.					
Source: Tang et al. (2018); Dumont et al. (2017).					
2. Environmentally Specific Transformational Leadership Scale	Indicate your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
22. My supervisor displays confidence about environmental issues (idealized influence attributes).					

23. My supervisor talks about the importance of protecting nature (idealized influence behaviors).					
24. My supervisor talks enthusiastically about what we need to do to protect nature (inspirational motivation).					
25. My supervisor gets me to look at environmental problems in new ways (intellectual stimulation).					
26. My supervisor provides teaching and coaching on environmental issues (individualized consideration).					
Source: Graves et al. (2013).					
3. Employee green behavior	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
27. I will adequately complete assigned duties in environmentally friendly ways					
28. I will fulfil responsibilities specified in my job description in environmentally friendly ways					
29. I will perform tasks that are expected of me in environmentally friendly ways					
30. I will take a chance to get actively involved in environmental protection at work					
31. I will take initiative to act in environmentally friendly ways at work					
32. I will do more for the environment at work than I am expected to					
Source: Norton et al. (2014)					
4. Green work climate perceptions	Indicate (X) your level of satisfaction/dissatisfaction for each of the practices below in respect to your future place of work				
	Strongly satisfied	Satisfied	Don't know	Dissatisfied	Strongly dissatisfied
33. My company is worried about its environmental impact					
34. My company is interested in supporting environmental causes					
35. My company believes it is important to protect the environment					
36. My company is concerned with becoming more environmentally friendly					
37. At my company, employees pay attention to environmental issues					
38. At my company, employees are concerned about acting in environmentally friendly ways					

39. At my company, employees try to minimize harm to the environment					
40. At my company, employees care about the environment					
Source: Norton et al. (2014)					

Appendix-2.

ARAŞTIRMA ANKETİ

The Relationship between Green Human Resource Management Practices and Employee Green Workplace Behaviors

Yeşil İnsan Kaynakları Yönetimi'nde kullanılan yöntemlerin, Yeşil İşyeri Davranışları üzerine olan etkisi

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Sayın Üniversite Öğrencisi

Bu araştırma yeşil insan kaynakları yönetiminin işletmelerde çevre yanlısı davranışlar üzerine olan etkisini araştırmaktadır. Bu çalışmaya katkı koymanız için bir anket düzenledik. Çalışma kişiye mahsus olacak ve sadece bilimsel amaçlar için kullanılacaktır. Katılımınız gönüllü olacak ve ne zaman isterseniz çalışmayı sonlandırabileceksiniz. Anketi tamamlamanız sadece 10 dakikanızı alacaktır. Doğru ya da yanlış cevap yoktur. Sizin kişisel düşünceleriniz yeterli olacaktır. Araştırma ile ilgili herhangi bir sorunuz varsa eğer, yukarıdaki bilgiler ışığında bizimle iletişime geçebilirsiniz.

Bölüm A: Toplumsal İstatistikler (Demografik)

1. Yaş:

2. Cinsiyet: Erkek Kadın

3. Uyruk: ...

4. Bölümünüz.....

5. Eğitim yılınız:

Bölüm B: Bu araştırma sizin yeşil insan kaynakları yönetimi **(YİKY)** ile ilgili yöntemleri uygulayan firmalara karşı olan algınızı ölçmek ve ayrıca bu algılarınızın sizin gelecekteki işyerinizdeki yeşil davranışlarınızı nasıl etkileyeceğini araştırmaktadır. Bu sebeple, aşağıdaki soruları cevaplarken, memnuniyet veya memnuniyetsizlik seviyelerinizi gelecekteki işvereninizin kullandığı yöntemleri gözönünde bulundurarak ve dolayısıyla bu yöntemleri algılamanızla ilgili olarak ortaya çıkan yeşil işyeri davranışlarınızı gözönünde bulundurarak değerlendirme yapınız.

Yeşil insan kaynakları yönetimi (YİKY), insan kaynakları yönetiminin bir dalıdır. İlgili alanında çalışanları normal işçi olmaktan çıkararak yeşil işçilere dönüştürme vardır. Amaç işletmenin çevre ile ilgili olan hedeflerini başarmak ve final olarak çevresel sürdürülebilirliğe önemli bir katkıda bulunmaktır. Kişisel, toplumsal, doğal çevre ve işletme faydasına işletmedeki işçileri yeşil işçi yapmak için kullanılan politikalara, yöntemlere ve sistemlere denir (Opatha, 2013; Opatha and Anton Arulrajah, 2014).

Yeşil işçi davranışları (YİD), işçilerin yeşil davranışlarını göstermektedir. Çevresel zararı en aza indirgeyen ve hatta faydalandıran davranışlara denir (Steg & Vlek, 2009). Örneğin, örgütler geri dönüşüm, doğal kaynakları koruma ve atık azaltımı gibi davranışları cesaretlendirmek için daha fazla çaba sarfetmelidirler. Bu davranışlar çevresel sürdürülebilirliğe ve çalışma yöntemlerinin yeşil hale gelmesine katkıda bulunacaktır ve aynı zamanda kaliteyi artıracaktır.

Çevreci transformasyonel (dönüşümcü) liderlik, liderin temel amacının çalışanlara net bir vizyon, ilham ve motivasyon sunarken aynı zamanda kuruluşun çevresel hedeflerini gerçekleştirmek için gelişim ihtiyaçlarını desteklemek olduğu bir liderlik tarzıdır.

Çevreci psikolojik iklim algısı, çalışanların örgütlerinin ve iş arkadaşlarının çevresel sürdürülebilirlik açısından algılarını ifade eder.

1. YİK Y Maddeleri					
Yeşil İşe Alım ve Seçim	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
1. İşyerim yeşil işçileri tercih eder					
2. İşyerim yeşil işçi istihdam etmek için yeşil işveren markalaşma yöntemi kullanır					
3. İşyerim yeşil farkındalığı olan işçileri işe alır					
4. İşyerim iş alımında ve seçim yaparken yeşil davranışları olan adayları gözönünde bulundurur					
Yeşil Eğitim ve Gelişim	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
5. İşyerim, çalışanların çevre bilincini, becerilerini ve uzmanlığını artırmak için çevre yönetimi konusunda eğitim programları geliştiriyor					
6. İşyerim, işçilere yeşil eğitim vererek <i>yeşil değerlerini</i> geliştirir.					
7. İşyerim, çalışanların çevre yönetimine duygusal katılımını sağlamak için eğitimi entegre etti					
8. İşçilerin yeşil yönetim açısından bilgi ve becerilerini geliştirmek için, işyerim çalışanına yeşil eğitim sağlamaktadır.					
Yeşil Performans Yönetimi	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
9. İşyerim yöneticiler ve işçiler için yeşil hedefler, amaçlar ve sorumluluklar koyar					
10. İşyerim, performans değerlendirmelerinde yeşil performans göstergelerini kullanıyor					
11. İşyerim, iş yerinde terfi için çalışanların yeşil davranışlarını dikkate alıyor					

12. İşyerimde, iş yeri uyumsuzluğu veya çevre yönetimi hedeflerini karşılayamama açısından performans yönetim sisteminde dezavantajlar vardır.					
Yeşil Ücret Yönetimi ve Ödül	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
13. İşyerim, çalışanların iş yerindeki yeşil davranışlarını ödül ve tazminatla ilişkilendirir					
14. İşyerim, yeşil ürünleri satın almak için önceden ödenmiş kartlar vermek yerine çevreci faydaları (ulaşım / seyahat) kullanıma sunuyor					
15. İşyerimde finansal teşvikler veya vergi teşvikleri vardır (bisiklet kredisi, daha az kirletici araç kullanımı)					
16. Şirketimin personel için çevre yönetiminde tanınmaya dayalı ödülleri var (kamuoyu tarafından tanınma, ödüller, ücretli tatil izinleri, mesai dışı saatler, hediye sertifikaları).					
Yeşil Çalışan Katılımı	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
17. İşyerim, çalışanlarının çevre yönetimindeki eylemlerine rehberlik edecek net bir gelişim vizyonuna sahiptir					
18. İşyerimde, çalışanlar arasında yeşil davranış ve farkındalık oluşturmak için karşılıklı bir öğrenme iklimi vardır					
19. İşyerimde yeşil kültürü yaymak için bir dizi resmi veya gayri resmi iletişim kanalı var					
20. İşyerimde, çalışanlar, yeşil konularda kalite iyileştirme ve problem çözme ile ilgileniyorlar					
21. İşyerim, çalışanların haber bültenleri, öneri şemaları, problem çözme grupları, düşük karbon şampiyonları ve yeşil eylem ekipleri gibi çevre					

yönetimine katılmaları için çalışmalar sunmaktadır.					
Source: Tang et al. (2018); Dumont et al. (2017).					
2. Çevreci Dönüşümcü Liderlik Ölçeği	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
22. Yöneticim çevre sorunları konusunda güven sergiler (idealleştirilmiş etki özellikleri).					
23. Yöneticim , doğayı korumanın önemi hakkında konuşur (idealize edilmiş etki davranışları).					
24. Yöneticim , doğayı korumak için ne yapmamız gerektiği (ilham verici motivasyon) hakkında coşkuyla konuşuyor.					
25. Yöneticim çevre sorunlarına yeni yöntemlerle bakmamı sağlıyor (entelektüel uyarım).					
26. Yöneticim çevre sorunları hakkında eğitim ve koçluk sağlar (kişiselleştirilmiş değerlendirme).					
Source: Graves et al. (2013).					
3. Yeşil İşçi Davranışı	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
27. Verilen görevleri çevre dostu yollarla yeterli düzeyde tamamlayacağım					
28. İş tanımımda belirtilen sorumlulukları çevreye duyarlı yollarla yerine getireceğim					
29. Benden beklenen görevleri çevreye duyarlı bir şekilde yerine getireceğim					
30. İş yerinde çevrenin korunmasına aktif olarak dahil olma şansını yakalayacağım					
31. İş yerinde çevreye duyarlı şekilde hareket etmek için inisiyatif alacağım					
32. İş yerinde çevre için beklenenden daha fazlasını yapacağım					
Source: Norton et al. (2014)					

4. Yeşil iş ortamı algıları (Çevreci psikolojik iklim algısı)	Gelecekteki işyerinizin aşağıdaki maddeleri uygulamasına göre; Aşağıdaki her madde için memnun / memnun değil olarak (X) ile belirtiniz.				
	Çok Memnunum	Memnunum	Kararsızım	Memnun Değilim	Hiç Memnun Değilim
33. İşyerim, çevreye olan etkisi konusunda düşüncelidir					
34. İşyerim, çevresel nedenleri desteklemekle ilgilenir					
35. İşyerim çevreyi korumanın önemli olduğuna inanır					
36. İşyerim iyi bir çevre dostu olma konusunda ilgilidir					
37. İşyerimde, çalışanlar çevre sorunlarına dikkat ediyor					
38. İşyerimde, çalışanlar çevreye duyarlı şekilde davranma konusunda ilgilidir					
39. İşyerimde, çalışanlar çevreye verilen zararı en aza indirmeye çalışıyor					
40. İşyerimde, çalışanlar çevreyi önemsiyor					
Source: Norton et al. (2014)					

Appendix-3.
Turnitin Similarity Report

THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE
MANAGEMENT PRACTICES AND EMPLOYEE GREEN
WORKPLACE BEHAVIOR by Özlem Ercantan (20173546)

ORIGINALITY REPORT

15	9	12	%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.mdpi.com <small>Internet Source</small>	4	%
2	onlinelibrary.wiley.com <small>Internet Source</small>	1	%
3	<p style="color: purple;">Ozlem Ercantan, Serife Eyupoglu. "How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as Prospective Employees", Sustainability, 2022</p> <small>Publication</small>	1	%
4	<p style="color: teal;">Sanjay Kumar Singh, Manlio Del Giudice, Roberto Chierici, Domenico Graziano. "Green innovation and environmental performance: The role of green transformational leadership and green human resource management", Technological Forecasting and Social Change, 2020</p> <small>Publication</small>	1	%

ETHICS COMMITTEE APPROVAL

06.10.2020

Dear Ozlem Ercantan

Your application titled **The Relationship between Green Human Resource Management Practices and Employee Green Workplace Behaviors** with the application number YDÜ/SB/2020/791 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee



Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.

University Approval

YAKIN DOĞU ÜNİVERSİTESİ



NEAR EAST UNIVERSITY

26 Ekim 2020

Sayın Prof. Dr. Şerife Eyüpoğlu,

Yakın Doğu Üniversitesi Doktora öğrencisi Özlem Ercantan'ın "*The Relationship between Green Human Resource Management Practices and Employee Green Workplace Behaviours*" adlı anketinin, 3.sınıf ve 4.sınıf üniversite öğrencilerine uygulanması uygun bulunmuştur.

Bilgi ve gereğini rica ederim.



Prof. Dr. İrfan Suat GÜNSEL
Mütevelli Heyeti Başkanı

Ek- (1) Anket Formu

CV

1. **Name Surname:** Özlem Ercantan
2. **Birth Date:** 21.06.1970
3. **Academic Title:** Research assistant, Lecturer
4. **Work Organization/ Çalıştığı Kurum** : Near East University
5. **Educational background:**

Degree	Field	University	Year
Undergraduate	B.Sc. in Biology	Hacettepe University, Ankara	1992
Master	M.B.A (Master's in Business Administration)	Eastern Mediterranean University	1996
Postgraduate	PhD in Business Administration	Near East University	2017- 2022

6. 1) The relationship between energy consumption and economic growth: Evidence from non-Granger causality test

by: Faisal, Faisal; Tursoy, Turgut; Ercantan, Ozlem

Conference: 9th International Conference on Theory and Application of Soft Computing, Computing with Words and Perception (ICSCCW) Location: Budapest, Hungary Date: Aug 22-25, 2017

9th International Conference on Theory and Application of Soft Computing, Computing with Words and Perception, ICSCCW 2017 Book Series: Procedia Computer Science Volume: 120 Pages: 671-675 Published: 2017

- 2) The burden of non-communicable diseases in relation to the economic status of countries,

by: Pervaiz, Ruqiya; Ercantan, Ozlem

Biomedical Research and Therapy
Volume: 5 Issue: 1 Pages: 1967-1974 Published: 2018

- 3) 2019 IMDA World Business Congress

Life expectancy and its determinants: A study for Turkey, Azerbaijan and Ukraine for the years of 1994-2015

by: Özlem Ercantan, Near East University, North Cyprus

4) III. Uluslararası Akdeniz Bilimsel Arařtırmalar Kongresi

17-20 Haziran 2021

Linking Environmentally Specific Transformational Leadership to Employee Green Workplace Behavior

by: Özlem Ercantan, Near East University, North Cyprus

5) How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as prospective Employees

by: Ercantan, Ozlem: Eyupoglu, Serife

Sustainability 2022, 14(3), 1718; <https://doi.org/10.3390/su14031718>**7. Experience**

University of Tulsa, Oklahoma USA educated in English Institute for one year

Şişli Etfal Hospital, 24 months PhD student

10 months' internship in Bahçeşehir College,1997

Since 2000 till 2016 March, work in private sector (Ercantan Group & Co. Ltd.) (MÖG Trading Ltd.), (Kansu Ercantan Ltd.).

Worked at Molecular Biology & Genetics Department as full time lecturer in Near East University, Medicine Faculty.

Full time lecturer and research assistant in Business Administration Department and Economic and Administrative Sciences Faculty in Near East University.

8. Awards

Hacettepe University, Science Faculty, Biology Department, 1st honor award

Science Faculty,.2nd honor award

Royal music school expertise in playing piano.