GATR-Global Journal of Business and Social Science Review
GATR JOURNALS
Journal homepage: http://gatrenterprise.com/GATRJournals/GJBSSR/vol12_2024_issue2.html
GATR-Global J. Bus. Soc. Sci. Review 12(2) 56 – 66 (2024)

Exploring the Impact of Employee Green Behaviour, and Green HRM on Environmental Performance? The Significance of Green Innovation and Moral Credit

Fadillah Ismail[1*], Muhammad Imran[2]

[1,2]Faculty of Technology Management & Business, Universiti Tun Hussein Onn Malaysia, 86400, Batu Pahat, Johor, Malaysia

ABSTRACT

Objective - At this time, there has been an increasing emphasis devoted to the actions and behaviour of employees at their places of employment as a major factor of environmental issues. Because of this, organizations are starting to implement a wide variety of programs aimed at protecting the environment and implementing green approaches. Moreover, the factors that determine employees' green behaviour (EGB) and green human resource management (GHRM) still need further exploration.

Methodology/Technique – The current study gives an understanding by exploring the factors that influence green innovation (GI) and the environmental performance of organizations (OEP). This study data was acquired from 545 employees working in Malaysia's manufacturing sector using the quantitative research approach.

Finding – It was examined using PLS-SEM. In addition, it was determined that EGB, GHRM, and GI all had a significant positive relationship with OEP. It is important to note that (GI) also acts as a mediator in the interaction between EGB, GHRM, and OEP. Moreover, the association between GI and OEP has been investigated with moral credit serving as a moderator, and the findings confirmed the positive association. Looking at these relationships with OEP and GI to assess their mediation effects is a unique element of this study that significantly contributes to the existing body of research on EGB and GHRM.

Novelty – Furthermore, it provides directions for decision-makers on optimizing green employee behaviour and human resource management in their workplaces, ultimately leading to green innovation to improve organizational environmental performance.

Type of Paper: Empirical
JEL Classification: M10, M12, J24.
Keywords: Employee green behaviour; green human resource management; green innovation; moral credit; organizational environmental performance.

Reference to this paper should be referred to as follows: Ismail, F; Imran, M. (2024). Exploring the Impact of Employee Green Behaviour, and Green HRM on Environmental Performance? The Significance of Green Innovation and Moral Credit, *GATR-Global J. Bus. Soc. Sci. Review,* 12(2), 56–66. https://doi.org/10.35609/gjbssr.2024.12.2(1)

1. Introduction

Over the last several years, it has been noticed that the most significant sources of environmental issues are damaging human actions that cannot be disregarded (Al-Swidi et al., 2021).

[*]Paper Info: Revised: April 15, 2024
Accepted: June 30, 2024
[*]Corresponding author: Fadillah Ismail
E-mail: fadillah@uthm.edu.my
Affiliation: Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Malaysia

ISSN: 2180-0421, e-ISSN 2289-8506 © 2024 **Global Academy of Training & Research (GATR) Enterprise. All rights reserved.**

Various organizations have begun implementing environmentally friendly efforts to shape human activities according to the environment (Jyoti, 2019). While they tended to focus on improving environmental challenges' technical and administrative aspects, they strictly restricted human activities that damage the environment. (Matthews et al., 2015). As a result, they recognized and commended those employees who exhibit pro-environmental conduct while working for an organization. These resources also support organizations engaged in initiatives involving the conservation of natural resources and environmental preservation (McKinley et al., 2017). Despite the growing interest in understanding the relationship between green employee behavior, green human resource management (HRM), green innovation, moral credit, and organizational environmental performance, there is a lack of research on how the mediating role of green innovation and the moderating role of moral credit can influence the relationship between green employee behavior, green HRM, and organizational environmental performance. Specifically, there is a need for research that explores how green innovation can mediate the relationship between green employee behavior, green HRM, and organizational environmental performance (Sobaih et al., 2020), and how moral credit can moderate the relationship between green innovation and organizational environmental performance, thereby enhancing or inhibiting the positive effects of green innovation and organizational environmental performance. This research gap is important because it can provide new insights into the mechanisms that link employee green behavior, green HRM, green innovation, moral credit, and OEP, which can help organizations develop effective strategies for promoting environmental sustainability.

This research investigates the direct effect of green employee behaviour (EGB), GHRM, green innovation as a mediating variable, and moral credit employed as a moderator on the relationship between green innovation and organizational environmental performance (OEP). It makes many important contributions to the canon of current literature. First, it validates direct and indirect links between EGB, GHRM, GI, and MC with OEP. Secondly, the results provide credence to the notion that EGB, GHRM, GI, and MC collectively perform a positive role in the process of OEP. Thirdly, the present study provides light on the function of green innovation as a mediator between EGB, GHRM, and OEP. Fourthly, it was shown a positive and substantial association between the variables. Fifthly, the research demonstrates that the proposed framework applies to understanding Malaysia's organizations involved in manufacturing. In conclusion, it has been stated that study on green employee behaviour is still in their infancy, especially in developing nations (Mousa & Othman, 2020). This paper intends to give an empirical examination of this topic in Malaysia.

2. Literature Review

2.1 Employee green behaviour and green innovation

Employee green behaviour indicates an awareness of the environment and concern for others (Norton et al., 2015). "Green behaviour" refers to task-related and voluntary green activity. Performing formal green tasks that are a necessary component of an employee's performance evaluation is called task green behaviour. In contrast, voluntary green behaviour demonstrates an employee's willingness to go above and beyond the requirements of their official job and is not acknowledged in the employee's or supervisor's performance evaluation (Paillé & Boiral, 2013). Employee green behavior, task green behavior, and voluntary green behavior can all significantly impact the development of green innovation within an organization. Employee green behavior refers to the environmentally sustainable actions and practices that employees engage in while performing their job duties. Task green behavior, on the other hand, focuses on the specific environmentally sustainable actions and practices required to complete a particular task or project. Voluntary green behavior refers to environmentally sustainable actions and practices that employees voluntarily engage in, outside their job duties. All three forms of employee green behavior can contribute to developing green innovation within an organization. Employee green behavior can create a culture of environmental sustainability within the organization, which can stimulate the development of new environmentally sustainable products, services, and processes (Ones & Dilchert, 2013). Task green behavior can help identify areas where environmentally

sustainable practices can be integrated into organizational processes, leading to the development of more sustainable practices and products (Chaudhary, 2020). Voluntary green behavior can also stimulate innovation by generating new ideas for environmentally sustainable practices and products that can be implemented within the organization (Aboramadan, 2022). The following hypotheses are suggested below.

H1: Employees' green behaviour is positively related to green innovation.
H1a: Task green behaviour is positively related to green innovation.
H1b: Voluntary green behaviour is positively related to green innovation.

2.2 Employee green behaviour and organizational environmental performance

Significant research suggests that employee green behavior, task green behavior, and voluntary green behavior are related to organizational environmental performance. Employee green behavior, such as recycling, reducing energy consumption, and advocating for sustainable practices within the workplace, can directly impact an organization's environmental footprint (Fawehinmi et al., 2020). Furthermore, when employees actively promote sustainability within the workplace, it can lead to reduced waste, lower energy consumption, and increased compliance with environmental regulations (Abdulghaffar, 2017). Additionally, employees who are engaged in green behavior may be more motivated and productive, leading to benefits beyond just environmental performance. Task green behavior, which involves incorporating sustainable practices into job-specific tasks, can also impact an organization's environmental performance. (Karmoker et al., 2021) argued that manufacturing processes that use eco-friendly materials and energy-efficient technologies can reduce an organization's carbon footprint, while logistics processes that minimize transportation and packaging waste can help to reduce emissions and waste. Voluntary green behavior, such as participating in environmental volunteer activities or advocating for environmental protection, can also positively impact organizational environmental performance. Organizations that prioritize and incentivize green behavior among their employees are more likely to achieve their sustainability goals, improve their environmental performance, and create a culture of sustainability that benefits both the organization and the environment. The following assumptions are provided regarding the above discussion:

H2: *Employee green behaviour is positively related to organizational environmental performance*.
H2a: *Task green behaviour is positively related to organizational environmental performance.*
H2b: *Voluntary green behaviour is positively related to organizational environmental performance*.

2.3 Green HRM and green innovation

GHRM has been a significant method for implementing green practices that enhance environmental performance and promote sustainable development in recent years (Ren et al., 2018). Consequently, substantial research has been undertaken to establish how and when GHRM impacts environmental performance, providing the business with competitive advantages (Hameed et al., 2020). According to the results of (Guerci et al., 2016), for instance, GHRM impacts the link between stakeholder pressure and environmental performance. However, few studies have studied the links between GHRM and green innovation. Moreover, recognizing environmental efforts and new ideas for environmentally friendly products or processes may assist in creating an organizational atmosphere that encourages creativity in the workplace (Horng et al., 2017). A human resource management study concludes that HRM systems may benefit product or process innovation (Chowhan, 2016), indicating that complementary HR practices can have a greater impact on innovation than employing distinct techniques. As a consequence, we analyze the three facets of GHRM practices together, as they all contribute in some manner to green innovation. Consequently, we propose the following hypothesis:

H3: *GHRM is positively related to green innovation.*
H3a: *Green training is positively related to green innovation.*
H3b: *Green rewards are positively related to green innovation.*
H3c: *Green recruitment and selection are positively related to green innovation*.

2.4 Green HRM and Organizational Environmental Performance

Green HRM is a term that refers to human resource management techniques that are focused on an organization's economic and environmental impacts during a period of increased awareness of environmental issues and the production of environmental assets (Rehman et al., 2022), and it is associated with an excellent ecological strategy and green tasks of employees (Roscoe et al., 2019). As a result, GHRM reflects the organization's intended environmental protection direction on management to take note of organizational programmes and approaches that facilitate employees' participation in green behaviour to minimize environmental pollution at work (Singh et al., 2020). While green recruitment and selection are part of the human resource management (HRM) process, incentivizing potential employers to implement GHRM efforts. The marketing efforts of environmentally conservative organizations aim to attract competent, well-known green practitioners who are similarly concerned with green practices and long-term sustainability challenges. Green employees appreciate organizations that consider environmental and social responsibility while doing their primary activities (Chaudhary, 2018). Organizations' job descriptions should include and communicate environmental concerns, and the job analysis process should communicate the needs of the chosen candidate (Paillé, 2019). When an organization aligns its compensation system with its green practices, it is called a green compensation system. It should develop green workplace activities, green lifestyle programs, and carbon emission reduction measures (Ahmad, 2015). Individuals must be paid for their contributions to developing environmentally friendly ideology; this compensation must be equitable (Mishra, 2017). This might be one of several various incentives' organizations can utilize to acquire environmentally friendly capabilities. Among the types of environmental management (EM) bonuses available are financial-oriented EM awards (such as premiums or cash payments) as well as non-financial EM rewards (such as vacation, gifts, study leave bonuses), acknowledged EM (for example, external roles and regular lounges), and constructive EM rewards (Ahakwa et al., 2021) (Rawashdeh, 2018). In light of the above debate, the following hypotheses are provided as consideration:

H4: *GHRM is positively related to organizational environmental performance.*
H4a: *Green training is positively related to organizational environmental performance.*
H4b: *Green rewards are positively related to organizational environmental performance.*
H4c: *Green recruitment and selection are positively related to organizational environmental performance.*

2.5 The Mediating role of Green Innovation

Green innovation can directly impact organizational environmental performance by helping organizations reduce their environmental impact and achieve their sustainability goals. Research has found that organizations that prioritize green innovation are more likely to achieve their environmental goals and improve their environmental performance (Sahoo et al., 2023). By investing in research and development, implementing innovative technologies and processes, and collaborating with stakeholders to promote sustainability, organizations can create a culture of sustainability that benefits both the environment and the organization. Overall, the research suggests that green innovation can positively impact organizational environmental performance (Hussain et al., 2022). As a result, we recommend the following hypothesis in the manufacturing sector:

H5: *Green innovation is positively related to organizational environmental performance.*

Employee green behaviour is often regarded as the most important factor in attaining sustainable operations. Furthermore, organizational citizenship behaviour towards the environment has been intensively explored to better understand employees' psychological mechanisms when implementing an organization's environmental policies and practices (Cho & Yoo, 2021) (Gilal et al., 2019). (Masoudi & Shahin, 2021) stated that such behaviour is voluntary and may not be explicitly acknowledged by the organization's formal incentive system since it is focused on benefitting the environment rather than the organization itself. This green corporate citizenship behaviour results in actions that enhance care about the environment and, in some cases, even the production of beneficial ideas regarding more environmentally friendly goods, services, and manufacturing processes (Awan et al., 2019).

(Trang et al., 2019) said that green behaviour is when someone comes up with new green ideas for saving the environment or improving the environment that can be turned into green practices. Despite the expected advantages, green employee behaviour is still a relatively under-explored subject in the organization literature (Zhang et al., 2019). Employee green behaviour is when this conduct is focused on the workplace and is important to individuals. Organizational workplace behaviour has evolved into employee green behaviour, which serves as a proxy for green innovation to provide more environmentally friendly services while reducing the organization's overall environmental impact (Cho & Yoo, 2021) (Paillé & Raineri, 2015). But organizations must link their sustainability philosophy with an innovative attitude to generate green organizational initiatives and stimulate green creativity (Aboramadan & Karatepe, 2021). By recognizing the importance of green innovation and its role between employee task green behavior and organizational environmental performance, organizations can take a proactive approach to sustainability and work towards creating a more environmentally responsible workplace (Roscoe et al., 2019).

Moreover, (Aboramadan, 2022) revealed that the role of green innovation between employee voluntary green behavior and organizational environmental performance suggests that green innovation may serve as a mechanism through which the positive effects of employee voluntary green behavior are translated into improved environmental performance at the organizational level. Similarly, when employees engage in voluntary green behavior, such as reducing energy consumption, waste production, or carbon emissions, they may inspire or encourage the development and implementation of new green innovations within the organization. These innovations, in turn, can lead to further environmental improvements and enhanced organizational performance. In light of the above debate, we have proposed the following hypothesis.

H6: *Green innovation mediates the relationship between employee green behaviour and organizational environmental performance.*

H6a: *Green innovation mediates the relationship between task green behaviour and organizational environmental performance.*

H6b: *Green innovation mediates the relationship between voluntary green behaviour and organizational environmental performance.*

Using greener raw materials, making products with fewer materials, and using less water, energy, and other raw materials are all examples of green innovation. These are all factors' organizations can do to make their products more environmentally friendly (Singh et al., 2022). Several earlier studies have shown that green innovation businesses are very competitive (Gürlek & Tuna, 2018), supported by current research. The GHRM helps improve green innovation and business performance (Rehman et al., 2021) (Singh et al., 2020). According to a previous study, GHRM impacts green innovation (Song et al., 2021). Furthermore, according to their research, (Feng & Chen, 2018) indicate that strategic human resource management benefits product innovation in organizations with a developmental environment and a flat organizational structure. Furthermore, research suggests that the green recruiting and selection procedure should hire potential

employees based on their environmental values rather than their previous work experience (Roscoe et al., 2019). The recruits will be able to perceive the ecological significance and perspectives of the organization (Renwick et al., 2016), and they will be able to draw on future employees' ideas about the environment (Mohanty et al., 2021). GHRM practices that promote environmental efficiency include green training and development, green rewards and compensation, and reimbursement (Singh et al., 2020). Specifically, we assert that green training programmes focused on advancing skills and institutionalizing eco-friendly goals, roles, and performance management system evaluations for people employed in green places of work, recycling, waste management, and energy conservation will help employees advance their careers and achieve their environmental goals (Singh et al., 2020).

The role of green innovation highlights the importance of taking a holistic approach to environmental sustainability. By investing in green training, offering green rewards, and recruiting and selecting employees committed to sustainability, organizations can foster a culture of sustainability and generate new ideas and innovations that help them achieve their environmental goals. Organizations can reap the benefits of improved environmental performance, higher efficiency, and increased competitiveness by converting these investments into green innovation. Considering the preceding discussion, researchers believe that green innovation mediates the relationship between GHRM practices such as green training, green rewards, and green recruitment & selection with environmental performance. As a result, we recommend the following hypothesis:

H7: *Green innovation mediates the relationship between GHRM and organizational environmental performance.*

H7a: *Green innovation mediates the relationship between green training and organizational environmental performance.*

H7b: *Green innovation mediates the relationship between green rewards and organizational environmental performance.*

H7c: *Green innovation mediates the relationship between green recruitment & selection and organizational environmental performance.*

2.6 The moderating role of Moral credit

The self-crediting process in which previous good action is seen as credit that may be utilized to participate in future activity without the risk of being discredited or detracting from one's positive self-image is called moral credit (Miller & Effron, 2010). Self-credit, for example, can be activated by moral activities (Ng & Yam, 2019), affirmations of racial justice (Effron et al., 2009), and the disclosure of financial interests (Ren et al., 2023). Employees who make positive environmental initiatives may assume they have earned 'credit' for their efforts. As a result, employees who work in an innovative business are more inclined to take credit for morally commendable endeavors and to ascribe good contributions to their actions, as indicated in the following hypothesis (figure 1):

H8: *Moral credit moderate between green innovation and organizational environmental performance.*

3. Research Methodology

A quantitative survey research approach was used to evaluate the hypotheses' correlations. The questionnaire items were developed from previous research, and answers to numerous assertions were evaluated on a 5-point Likert scale to help establish the reliability and validity of the data (Hair et al., 2014). We used a random selection process to find human resource managers in the organization located in eight states. Then we contacted them to advise them of the study's objectives, data-collecting procedures, and confidentiality of information. We were able to get the employees' e-mail addresses at their organizations with the assistance of this personnel. In January 2022, the confidential survey questionnaire was administered

online. It comprised the following five measurement categories: employee green behaviour, green innovation, moral credit, organizational environmental performance, and GHRM. E-mails were sent out to a total of 700 employees. A total of 620 questionnaires were submitted for this study. After eliminating the 75 questions with inadequate or confusing replies, the remaining 545 questionnaires were deemed acceptable.

4. Results and Findings

Table 1. Direct and indirect hypothesis relationships.

Hypothesis	Paths	β value	S. D	T-values	P- values
H1	EGB -> GI	0.257	0.062	4.145	0.000
H1a	TGB -> GI	0.133	0.032	4.142	0.000
H1b	VGB -> GI	0.136	0.033	4.092	0.000
H2	EGB -> OEP	0.100	0.035	2.886	0.004
H2a	TGB -> OEP	0.052	0.018	2.883	0.004
H2b	VGB -> OEP	0.053	0.018	2.866	0.004
H3	GHRM -> GI	0.718	0.062	11.565	0.000
H3a	GT -> GI	0.245	0.021	11.621	0.000
H3b	GR -> GI	0.252	0.022	11.689	0.000
H3c	GR & S -> GI	0.252	0.023	11.076	0.000
H4	GHRM -> OEP	0.278	0.054	5.161	0.000
H4a	GT -> OEP	0.095	0.018	5.183	0.000
H4b	GR -> OEP	0.097	0.019	5.197	0.000
H4c	GR & S -> OEP	0.098	0.019	5.137	0.000
H5	GI -> OEP	0.387	0.074	5.257	0.000
H6	EGB -> GI -> OEP	0.100	0.035	2.886	0.004
H6a	TGB -> GI -> OEP	0.052	0.018	2.883	0.004
H6b	VGB -> GI -> OEP	0.053	0.018	2.866	0.004
H7	GHRM -> GI -> OEP	0.278	0.054	5.161	0.000
H7a	GT -> GI -> OEP	0.095	0.018	5.183	0.000
H7b	GR -> GI -> OEP	0.097	0.019	5.197	0.000
H7c	GR & S -> GI -> OEP	0.098	0.019	5.137	0.000
H8	MR > GI -> OEP	0.028	0.012	2.391	0.017

This study's positive and significant effects of employee green behavior and green HRM on organizational performance suggest that organizations recognize the value of environmental sustainability and invest in strategies to support it. Organizations can realize various benefits by prioritizing environmental sustainability and promoting environmentally responsible behavior among employees, including reduced costs, improved reputation, and enhanced competitiveness. It is worth noting that the positive effects of employee green behavior and green HRM may depend on various factors, including implementing specific green practices. Therefore, organizations need to adopt a comprehensive and integrated approach to environmental sustainability that considers all of these factors and involves all stakeholders in the organization. Overall, the confirmation of the positive and significant effects of employee green behavior and green HRM on organizational performance is a promising sign that organizations are recognizing the importance of environmental sustainability and taking steps to support it. By continuing to invest in these strategies, organizations can achieve improved environmental performance and reap the many benefits associated with sustainable business practices. Additionally, this study also shows that green innovations, such as the development of sustainable products and services, contribute to an organization's competitive advantage and enhance its environmental performance. Finally, ethical credit, an organization's reputation for ethical and

socially responsible behavior, enhances its legitimacy and stakeholder support, thereby increasing environmental performance. Promoting and integrating these factors into the organization's operations can lead to improved environmental performance and demonstrate its commitment to sustainability. Moreover, the study's questions have been verified.

The findings shed light on the fact that EGB results in a considerable improvement in environmental performance. The findings are consistent with what (Farooq et al., 2022) found, which is that EGB boosts the performance of organizations. In addition to that, EGB has a positive association with green innovation. In measuring green innovation, the researchers gave EGB very little regard; however, the present study's findings demonstrate that EGB cannot be neglected when assessing the environmental performance of organizations. GHRM significantly impacts the performance of an organization's environmental initiatives. These results, aligned with those (Jabbar & Abid, 2014) (Hameed et al., 2020), indicate that GHRM is essential in enhancing an organization's environmental performance. It has been shown in the research that GHRM is very dependent on the organizational workplace. This is because GHRM is often seen as the effect of a developing economy (Yusliza et al., 2019). In addition, the findings shed light on the fact that GHRM is a crucial factor in green innovation. The results are comparable to those found in the research conducted by (Song et al., 2021) in that GHRM enables businesses to build environmental skills that ultimately result in a competitive advantage.

Meanwhile, green innovations make a substantial contribution to improved environmental performance. The results are consistent with Singh, Del Giudice, Chierici, and Graziano (2020), who that green innovation considerably improves the environmental performance of businesses. Finally, green innovation strongly influences the relationship between EGB, GHRM, and the environmental performance of organizations. According to the findings of this research, green innovation has both a direct and an indirect impact on OEP. Additionally, there is a direct as well as an indirect influence that green innovation has on the environmental performance of organizations. Through this research, we were able to show that GI protects OEP while also being connected with moral credit. This research shows that the association between GI and OEP positively influences moral credit. Furthermore, the findings of this research demonstrated that moral credit considerably enhances the performance of the organizational environment.

5. Conclusion

This study intends to evaluate the relationship between EGB, GHRM, and organizational environmental performance in the Malaysian manufacturing sector, emphasizing the mediating function of green innovation. EGB and GHRM are seen as organizational resources with the potential to substantially contribute to the growth of OEP (Al-Swidi et al., 2021). According to the results of (Gill et al., 2021), an organization's environmental performance has a beneficial effect on EGB. In addition, EGB is recognized as a crucial element in enhancing organizational performance. GHRM studies OEP and indicates that GHRM increases organizational environmental performance in the Malaysian manufacturing sector, according to this study. The results indicate that GHRM directly impacts the environmental performance of organizations, which is consistent with the findings of the past study that GHRM greatly enhanced the environmental performance of businesses (Gilal et al., 2019). In addition, the EGB and GHRM significantly impact green innovation. This study also found that environmentally responsible innovation is a major predictor of the environmental performance of firms. In conclusion, green innovation has significantly mediated the link between EGB, GHRM, and firms' environmental performance.

References

Abdulghaffar, N. (2017). Green Workplace Behavior in Saudi Arabia: The Case of EnviroCo. *J. Mgmt. & Sustainability*, *7*, 19.

Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, *30*(1), 7–23.

Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, *33*(10), 3199–3222.

Ahakwa, I., Yang, J., Tackie, E. A., & Asamany, M. (2021). Green human resource management practices and environmental performance in Ghana: the role of green innovation. *SEISENSE Journal of Management*, *4*(4), 100–119.

Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management*, *2*(1), 1030817.

Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, *316*, 128112.

Awan, U., Sroufe, R., & Kraslawski, A. (2019). Creativity enables sustainable development: Supplier engagement as a boundary condition for the positive effect on green innovation. *Journal of Cleaner Production*, *226*, 172–185.

Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, *27*(2), 630–641.

Cho, M., & Yoo, J. J.-E. (2021). Customer pressure and restaurant employee green creative behavior: serial mediation effects of restaurant ethical standards and employee green passion. *International Journal of Contemporary Hospitality Management*, *33*(12), 4505–4525.

Chowhan, J. (2016). Unpacking the black box: understanding the relationship between strategy, HRM practices, innovation and organizational performance. *Human Resource Management Journal*, *26*(2), 112–133.

Effron, D. A., Cameron, J. S., & Monin, B. (2009). Endorsing Obama licenses favoring whites. *Journal of Experimental Social Psychology*, *45*(3), 590–593.

Farooq, K., Yusliza, M. Y., Muhammad, Z., & Saputra, J. (2022). Developing a conceptual model of employee ecological behavior using an integrative approach. *Journal of Environmental Management & Tourism*, *13*(1), 29–38.

Fawehinmi, O., Yusliza, M.-Y., Wan Kasim, W. Z., Mohamad, Z., & Sofian Abdul Halim, M. A. (2020). Exploring the interplay of green human resource management, employee green behavior, and personal moral norms. *Sage Open*, *10*(4), 2158244020982292.

Feng, Z., & Chen, W. (2018). Environmental regulation, green innovation, and industrial green development: An empirical analysis based on the Spatial Durbin model. *Sustainability*, *10*(1), 223.

Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, *26*(6), 1579–1590.

Gill, A., Ahmad, B., & Kazmi, S. (2021). The effect of green human resource management on environmental performance: The mediating role of employee eco-friendly behavior. *Management Science Letters*, *11*(6), 1725–1736.

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance–the mediating role of green HRM practices. *The International Journal of Human Resource Management*, *27*(2), 262–289.

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*, *41*(7), 1061–1079.

Horng, J.-S., Liu, C.-H., Chou, S.-F., Tsai, C.-Y., & Chung, Y.-C. (2017). From innovation to sustainability: Sustainability innovations of eco-friendly hotels in Taiwan. *International Journal of Hospitality Management*, *63*, 44–52.

Hussain, Y., Abbass, K., Usman, M., Rehan, M., & Asif, M. (2022). Exploring the mediating role of environmental strategy, green innovations, and transformational leadership: the impact of corporate social responsibility on environmental performance. *Environmental Science and Pollution Research*, *29*(51), 76864–76880.

Jabbar, M. H., & Abid, M. (2014). GHRM: Motivating employees towards organizational environmental performance. *MAGNT Res Rep*, *2*(4), 267–278.

Jyoti, K. (2019). Green HRM–people management commitment to environmental sustainability. *Proceedings of 10th International Conference on Digital Strategies for Organizational Success*.

Karmoker, K., Kona, F. A., Oyshi, A. H., & Yasmin, K. S. (2021). Effects of green human resource management on employee green behavior: moderating role of employee environmental knowledge. *International Journal of Sustainable Development & World Policy*, *10*(2), 64–80.

Masoudi, E., & Shahin, A. (2021). Structural Relation between Green Entrepreneurial Orientation and Green Innovation by role of Supply Chain Learning as a Mediator in SMEs. *Journal of Entrepreneurship Development*, *14*(3), 521–539.

Matthews, T., Lo, A. Y., & Byrne, J. A. (2015). Reconceptualizing green infrastructure for climate change adaptation: Barriers to adoption and drivers for uptake by spatial planners. *Landscape and Urban Planning*, *138*, 155–163.

McKinley, D. C., Miller-Rushing, A. J., Ballard, H. L., Bonney, R., Brown, H., Cook-Patton, S. C., Evans, D. M., French, R. A., Parrish, J. K., & Phillips, T. B. (2017). Citizen science can improve conservation science, natural resource management, and environmental protection. *Biological Conservation*, *208*, 15–28.

Miller, D. T., & Effron, D. A. (2010). Psychological license: When it is needed and how it functions. In *Advances in experimental social psychology* (Vol. 43, pp. 115–155). Elsevier.

Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, *25*(5), 762–788.

Mohanty, S., Mishra, S., & Mohanty, A. (2021). Green human resource management: A review of integration of environment and hrm practices in hotel industry. *Journal of Environmental Management & Tourism*, *12*(6 (54)), 1572–1575.

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, *243*, 118595.

Ng, T. W. H., & Yam, K. C. (2019). When and why does employee creativity fuel deviance? Key psychological mechanisms. *Journal of Applied Psychology*, *104*(9), 1144.

Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, *28*(1), 103–125.

Ones, D. S., & Dilchert, S. (2013). Measuring, understanding, and influencing employee green behaviors. In *Green organizations* (pp. 115–148). Routledge.

Paillé, P. (2019). Green recruitment and selection: an insight into green patterns. *International Journal of Manpower*, *41*(3), 258–272.

Paillé, P., & Boiral, O. (2013). Pro-environmental behavior at work: Construct validity and determinants. *Journal of Environmental Psychology*, *36*, 118–128.

Paillé, P., & Raineri, N. (2015). Linking perceived corporate environmental policies and employees eco-initiatives: The influence of perceived organizational support and psychological contract breach. *Journal of Business Research*, *68*(11), 2404–2411.

Rawashdeh, A. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters*, *8*(10), 1049–1058.

Rehman, S. U., Bresciani, S., Yahiaoui, D., & Giacosa, E. (2022). Environmental sustainability orientation and corporate social responsibility influence on environmental performance of small and medium enterprises: The mediating effect of green capability. *Corporate Social Responsibility and Environmental Management*, *29*(6), 1954–1967.

Rehman, S. U., Kraus, S., Shah, S. A., Khanin, D., & Mahto, R. V. (2021). Analyzing the relationship between green innovation and environmental performance in large manufacturing firms. *Technological Forecasting and Social Change*, *163*, 120481.

Ren, S., Tang, G., & E Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, *35*, 769–803.

Ren, S., Tang, G., & Zhang, S. (2023). Small actions can make a big difference: Voluntary employee green behaviour at work and affective commitment to the organization. *British Journal of Management*, *34*(1), 72–90.

Renwick, D. W. S., Jabbour, C. J. C., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). Contemporary developments in Green (environmental) HRM scholarship. *The International Journal of Human Resource Management*, *27*(2), 114–128.

Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, *28*(5), 737–749.

Sahoo, S., Kumar, A., & Upadhyay, A. (2023). How do green knowledge management and green technology innovation impact corporate environmental performance? Understanding the role of green knowledge acquisition. *Business Strategy and the Environment*, *32*(1), 551–569.

Singh, S. K., Del Giudice, M., Chiappetta Jabbour, C. J., Latan, H., & Sohal, A. S. (2022). Stakeholder pressure, green innovation, and performance in small and medium-sized enterprises: The role of green dynamic capabilities. *Business Strategy and the Environment*, *31*(1), 500–514.

Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, *150*, 119762.

Sobaih, A. E. E., Hasanein, A., & Elshaer, I. (2020). Influences of green human resources management on environmental performance in small lodging enterprises: The role of green innovation. *Sustainability*, *12*(24), 10371.

Song, W., Yu, H., & Xu, H. (2021). Effects of green human resource management and managerial environmental concern on green innovation. *European Journal of Innovation Management*, *24*(3), 951–967.

Trang, H. L. T., Lee, J.-S., & Han, H. (2019). How do green attributes elicit pro-environmental behaviors in guests? The

case of green hotels in Vietnam. *Journal of Travel & Tourism Marketing*, *36*(1), 14–28.

Yusliza, M.-Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *Benchmarking: An International Journal*, *26*(6), 2051–2078.

Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How green human resource management can promote green employee behavior in China: A technology acceptance model perspective. *Sustainability*, *11*(19), 5408.