

Chapter 4

Impact of Green HRM Practices on Employees' Pro-Environmental Behaviour in the United Kingdom

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Abstract

In the broader human resource management (HRM) literature, green HRM research introduces new, important questions, especially in relation to fostering environmental sustainability. While there is still a growing interest in green HRM research due to organisations' desire to support and engage in more sustainable practices, little is currently known about green HRM in the United Kingdom (UK). Therefore, in this chapter, we investigated the impact of green HRM practices on employees' pro-environmental behaviour in the UK. Using the quantitative method, we analyse the impact of (green) HRM practices such as green recruitment, performance management, training and development, reward management and empowerment on employees' pro-environmental behaviours, including green commitment and organisational citizenship behaviour for the environment (OCBE).

Introduction

Over the years, irreversible climate changes, widespread environmental contamination, and growing resource scarcity have advanced at an alarming rate, leading to a growing concern for environmental sustainability (Saeed et al., 2019). Recently, organisations have faced increased economic, political, and social pressure to address environmental issues and enhance their environmental performance (Zibarras and Coan, 2015). This is related to the several global and political movements that have continued to emphasise the need to phase out resources, products, and practices that are environmentally harmful. One such movement is the recent COP26 international climate conference that took place in late 2021. It called for a review of the implementation of the Convention, the Kyoto Protocol, and the Paris Agreement, which aimed to ensure a global net zero by the middle of the century, agree on timeframes for emissions reduction targets, and establish mechanisms and standards for international carbon markets (Carver, 2022).

Furthermore, while sustainable environmental policies are now crucial for determining an organisation's reputation and competitive advantage (Paillé et al., 2014), many organisations see the value of including staff members in their efforts to improve sustainable performance through programmes that reduce waste and ensure effective use of energy and other resources (Davis et al., 2020; Ojo et al., 2022). Additionally, research contends that a significant problem for firms pursuing the goal of going green is ensuring that all employees are dedicated to this organisational purpose, irrespective of their position and standing within the organisational hierarchy (Paillé and Valéau, 2021). Therefore, green HRM is one of the many resources businesses are using to proactively address environmental challenges, and it is being increasingly recognised as crucial for the effective implementation of green policies (Renwick et al., 2013; Haddock-Millar et al., 2016). Green HRM facilitates environmental management by coordinating HRM practices, including recruitment and selection, training and

development, performance management, employee involvement and participation, and rewards and compensation for achieving the organisation's environmental goals (Tang et al., 2018).

More specifically, organisations and households are starting to bear the brunt of the increases in energy costs, given the rise in energy prices in the UK and several warnings from the government and industry experts of a continuous severe increase in energy prices (Musafer, 2022). Regardless, the literature lacks sufficient information on the extent to which UK organisations employ HRM methods to encourage pro-environmental behaviour through workplace green HRM policies and programmes (Zibarras and Coan, 2015). Therefore, in this chapter, we investigate the impact of green HRM practices on employees' pro-environmental behaviour in the UK. Using the quantitative method, we analyse the impact of (green) HRM practices such as green recruitment, performance management, training and development, reward management and empowerment on employees' pro-environmental behaviours, including green commitment and organisational citizenship behaviour for the environment (OCBE).

By investigating these issues, this study offers a significant contribution to the literature. Specifically, it contributes by investigating how green HRM practices, particularly in the UK – a developed country – influence employees' pro-environmental behaviour. Furthermore, the majority of developed nations are primarily to blame for the catastrophe of global climate change, as research has linked economic growth to an increase in environmental degradation due to greater resource use in developed economies, despite having the resources to invest in cleaner fuel sources and emission-limiting technologies (Pacheco et al., 2018; Wang et al., 2020).

This chapter is structured as follows: first, we provide some literature background on green HRM practices and employee pro-environmental behaviour. Thereafter, we provide details of

the research methods used, followed by an analysis and presentation of the results. We conclude the chapter with the discussion and conclusions.

Literature Review

Overview of Green HRM Practices

For decades, pollution and environmental degradation have been ignored worldwide until recently, when the concern has shifted to environmental protection and going green as a strategic move for economies and organisations globally, leading to an increase in the interest in green HRM (Renwick et al., 2013). Considering that green HRM is a relatively new concept and still developing, businesses must fashion their processes and develop standards for assessing green behaviour that will promote their overall success.

Green HRM is the byproduct of sustainable development and corporate sustainability (Haddock-Millar et al., 2016). It can be described as a combination of people-centred policies, procedures, and systems that encourage employees to adopt sustainable behaviours that will help the organisation become resourceful, socially responsible, and environmentally conscious (Uddin and Islam, 2016). It is the incorporation of environmental protection and management into human resource management to promote the economic and environmental sustainability of the firm. As such, it necessitates the recruitment of individuals who are environmentally conscious and eager to support ecological sustainability (Davis et al., 2020).

Some of the components of green HRM include adopting ecologically sustainable initiatives and promoting a sustainability-conscious brand that promotes productivity, reduces costs, and improves employee satisfaction and retention rates (Saeed et al., 2019). With such initiatives, businesses can adopt novel concepts such as carpooling, teleconferencing, virtual job

interviews, waste recycling, telecommuting/remote employment and online training to lessen their carbon footprint (Lodovici, 2021).

Environmental sustainability strategies have been heavily advocated within businesses as a response to the catastrophes brought on by climate change and how these changes progressively imperil the globe. According to Chaudhary (2019), the corporate sector, both its management and its workforce, play an essential role if the fight against climate change is to be won and advancements in the sustainability path are to be accomplished. Accordingly, every organisational function needs to be examined and modified to reflect sustainability and environmental “green” goals.

Extant research has conceptualised the major green HRM practices and integrated them into all HRM functions, from entry to exit (Dakhan et al., 2020; Berber and Aleksić, 2016). Furthermore, according to Rani and Mishra (2014) and Jain and Jain (2014), green HRM includes both eco-friendly HR practices and the preservation of knowledge capital, recognising training and knowledge transfer as integral parts of the process. These practices are summarised into green recruitment and selection, green training and development, green performance management, green compensation and reward, green employee relations, and green exit.

Green recruitment and selection is one of the green HRM practices that requires organisations to imbibe green objectives into their recruitment and selection criteria, process and decision-making (Tang et al., 2018). Essentially, green hiring strategies reduce costs, save time, and reduce labour requirements. Berber and Aleksić (2016) concluded that paperless recruitment had a less negative environmental impact than traditional hiring, which requires job applicants to generate several copies of recruitment documents. Green practices in recruitment are beneficial for promoting a green image as the organisation’s brand, using this image to attract and recruit environmentally conscious talents by incorporating sustainability considerations

into roles and job descriptions and testing recruits on their environmental values and knowledge (Labella-Fernandez, 2019).

Green training and development initiatives are programs set up to educate staff members about their responsibility to protect and conserve the environment (Zibarras and Coan, 2015). It improves staff environmental awareness and knowledge and consists of giving employees specialised instruction on subjects such as recycling procedures, waste management, or process redesign; establishing training courses on sector-specific environmental concerns to increase awareness of the effect of the organisation's sustainability activities (Tang, 2018); creating training courses to promote preventative measures; and encouraging staff to put the training into practice (Renwick et al., 2013).

Green performance management also stands out as a crucial green strategy where organisations work with employees to define environmental goals and objectives and then assess each employee's performance in relation to the goals (Davis et al., 2020). These targets should be stated in the job description during the recruitment process and regularly updated over time. Organisations often use green compensation and rewards as a tool to encourage employees to adopt green practices and recognise the efforts of those employees who accomplish the green targets (Deshwal, 2015). A green compensation system includes monetary and nonmonetary incentives. It encourages employees who meet their sustainability targets and facilitates green employee innovation (Pellegrini et al., 2018). Financial incentives for meeting environmental goals, recognition-based prizes such as merit awards or certificates for environmental actions, and other noncash advantages such as time off and gift cards and other green benefits are some of the rewards that green organisations integrate into their reward system (Renwick et al., 2016; Tang et al., 2018).

In addition, green employee relations promote interactions between employees and employers to sustain improved efficiency (Saeed et al., 2019). Increased employee engagement and participative leadership will improve green behaviour (Renwick et al., 2013). To foster a climate that supports green innovation and feedback from and to employees, management is expected to hold everyone accountable for their environmental behaviour (Mehrajunnisa et al., 2022). In conclusion, the aforementioned green HRM practices have been shown to promote eco-friendly or pro-environmental behaviour among employees in cases where employees are empowered and motivated to take opportunities that allow them to practice green activities (Roscoe et al., 2019).

Green HRM and Pro-environmental Behaviour

Every action taken to protect the environment, whether carried out publicly or privately, is considered pro-environmental behaviour (Hadler and Haller, 2011). It is a collective of people's activities, habits and behaviours that show personal awareness and consideration of how the environment is affected by their actions and inactions (Saeed et al., 2019; Paillé and Valéau, 2021). Typical pro-environmental behaviours (PEBs) include recycling domestic waste and adapting to the effects of climate change by promoting green purchases, using less water and energy, and participating in environmental movements. Essentially, Carman and Zint (2020) indicate that adopting pro-environmental behaviours can help promote environmental sustainability by enabling people to adapt to climate change.

In addition to environmental considerations, several other factors influence individual behaviours (Steg and Vlek, 2009). Notably, Steg and De Groot (2012) conceptualised the different values exhibited by individuals who may inform their pro-environmental behaviour: biospheric values (concern for the preservation of nature and the environment), altruistic values (care for the welfare of others), egoistic values (preservation of one's own property), and

hedonic values (centred on maximising personal pleasure and minimising effort expended). While exhibiting pro-environmental behaviour is typically advantageous for the environment, it usually involves unplanned personal costs, which could be a deterrent for most people (Steg and Vlek, 2009). Thus, establishing positive improvements in the circumstances under which pro-environmental decisions are made may boost individual behaviour and make such options more appealing when they may appear challenging.

Labella-Fernandez (2019) demonstrated how green HRM might help the world achieve the twelfth Sustainable Development Goal: “Ensuring sustainable consumption and production patterns”. This can be achieved by incorporating a bottom-up approach, i.e., by promoting employee pro-environmental behaviour using green HRM. Similarly, Dakhan et al. (2020) concluded that adopting green HRM practices by a company has a favourable effect on its employees’ pro-environmental behaviour. Their study suggested that female environmental behaviour was highly impactful as a mediator for PEB. Additionally, Tseng et al.’s (2013) study contends that including green activities in employees’ job duties motivates them to form eco-friendly habits and promotes environmentally responsible behaviour; this is in addition to the possibility that incentives and rewards may also encourage these behaviours. Moreover, using the AMO (abilities, motivation, and opportunity) work system theory, Renwick et al. (2013) also concluded that businesses can achieve their sustainability goals by practicing green HRM together with continuous employee performance assessment and feedback. These conclusions guide our first hypothesis:

H₁: Green HRM is positively related to employees’ pro-environmental behaviours.

Cheng and Wu (2015) investigated the relationship between employee pro-environmental conduct and their awareness of environmental issues. Their findings show that an employee’s pro-environmental behaviour is determined by their degree of environmental awareness.

Therefore, it follows that as their knowledge of climate issues grows, employees will take part in green efforts to a greater level. Additionally, Sharma and Agarwal (2021) agree that environmental issues have grown to be of the utmost importance, adding that green HRM adoption can both lessen environmental problems and boost employee satisfaction. They conducted a study to investigate how green HRM affects employee performance, organisational commitment, and job satisfaction in the banking industry, concluding that while adopting different green HRM practices influences organisational commitment, there is no significant correlation between organisational commitment and employee job satisfaction.

The conclusions of Cherian and Jacob (2012) show that adopting best practices directly encourages commitment from workers and that stimulating conversations on green training and development can create a culture that promotes employee commitment to the organisation. Their research examines the impact of various green HRM practices (e.g., green reward, green organisation and green training), establishing the argument that social exchange theory can offer comprehensive knowledge for influencing employees' commitment to the business.

Furthermore, in their study, Bajwa et al. (2019) suggest that corporate executives should use green initiatives to promote sustainable business practices and boost employee commitment. With the implementation of the green concept, HR managers can play a significant part in the successful execution of environmental strategy, creating an organisational framework for green HRM and continuous business improvement. The study concludes that while green HRM is still a new ideal, rising climate need has compelled organisations to adopt this philosophy by creating awareness, training employees, and creating green workplace environments that can help organisations reduce costs and improve profitability. Thus, it attracts green employees and increases employees' pride in the organisation while promoting

employee commitment to organisational goals. Thus, the second hypothesis of this study is as follows:

H₂: Green HRM is positively related to employees' green commitment.

Organisational citizenship behaviour towards the environment (OCBE) among employees may be a key factor in the adoption of green HRM practices in firms (Silvester et al., 2019). Green HRM strategies are projected to be utilised to build organisations that prioritise environmental challenges, concentrate on human resources, hire personnel with in-depth environmental expertise, and provide rewards and compensation. The study concluded that there is a strong correlation between green HRM practices and OCBE among employees, with a focus on green reward and compensation, which has the greatest impact on OCBE. Further findings from Mohammad et al. (2020) suggest that green HRM positively affects green passion and OCBE. Accordingly, the final hypothesis of the study is as follows:

H₃: Green HRM is positively related to employees' organisational citizenship behaviour for the environment (OCBE).

In summary, green HRM is an environmentally conscious branding exhibited by firms. Organisations that appear to adopt green practices are more attractive to both investors and employees alike, thus creating opportunities for competitive advantage. Therefore, they are likely to attract key talent from the talent pool before their 'nongreen' competitors, ensuring their productivity and further promoting their reputation. Profitability is also increased because it is the preferred option for green investors and receives various nonfinancial advantages from the global market. This shows that adopting green HRM practices in the workplace is rapidly becoming an invaluable strategic step for businesses to take. This is in addition to the fact that such actions are beneficial for the environment and ensure that we leave a better world for future generations.

Methods

Sample and Data Collection Procedures

The present study is based on data collected from employees across different industries in the United Kingdom. We focus on the United Kingdom context, given the unique features that are related to developed and industrialised countries such as the UK. For instance, the UK is reported to have high levels of environmental quality, social engagement and personal security, as well as a considerable chance for interaction with civic society, where it particularly excelled among industrialised countries (Arnett, 2013). Being a developed country, the UK is well known to have policies and practices aimed at reducing the use of energy, water and other resources, minimising waste by reducing, reusing and recycling methods and complying with all relevant environmental legislation to attain environmental sustainability. These and many other initiatives are all embedded in the government's 25-year plan to improve the environment (HM Government, 2018). Moreover, the UK is committed to implementing the United Nations Sustainable Development Goals (SDGs) and the 2030 Agenda at home and around the world. Numerous sources emphasise the integrated and indivisible nature of the SDGs despite taking policy prioritisation into account. As a result, the UK wants to equally address all 17 goals (ONS, 2017). Against this backdrop, it is important to investigate how green HRM practices in the UK influence employees' pro-environmental behaviour.

We aimed to collect data from individuals who have knowledge of green HRM practices and initiatives in organisations where these are practised. This led to a sample size of 112 valid responses. Data were collected through Google Forms to create surveys, and the link to the survey and the informed consent was sent to the participants online (via emails and social media). We adopted the snowballing sampling technique by depending on the referrals of our

initial contacts who were among our personal network (Saunders et al., 2019). We sampled 68 male and 44 female participants, aged between 19 and 48, across different industries in the UK.

Data Analysis and Measurement Scales

We used an inferential statistic to analyse the survey data in accordance with the quantitative approach used in this study. Inferential statistics enable the use and study of samples to ensure that they are generalisable to the population from which they were collected. As a result, it permits the researcher to draw conclusions about the sample taken from the population (Bryman et al., 2018). Inferential statistics are used to test the statistical hypotheses, even though it is not expected that the sample will be completely error-free or accurately represent the population due to naturally occurring sampling errors (Kumar, 2019).

Regression analysis was used primarily as the inferential statistical analysis to examine and comprehend the relationships between two or more variables (Creswell and Creswell, 2018). According to Kumar (2019), regression analysis enables us to forecast a numerical response, allowing us to ascertain how one variable influences the other and the extent to which the variable causes a change in the other variable. For example, this study analysed the impact of (green) HRM practices such as green recruitment, performance management, training and development, reward management and empowerment on employees' pro-environmental behaviours, including green commitment and organisational citizenship behaviour for the environment (OCBE). In this regard, green HRM is identified as the independent variable, while employees' pro-environmental behaviours, green commitment and OCBE are the dependent variables.

Furthermore, using the five-point Likert scale questionnaire, the following measures will be used for each variable. First, the research adopted Masri and Jaaron's (2017) twenty-four-item scale and Jabbour's (2011) six-item scale for measuring green HRM. Second, Boiral and

Paillé's (2012) ten-item scale was used to measure employees' pro-environmental behaviour and OCBE. Finally, Raineri and Paillé's (2016) seven-item scale was used to measure green commitment. Moreover, demographic factors (e.g., gender, age, position, etc.) served as the control variables.

Results

Diagnosis Test

To ensure that the data used in the analysis of the study meet the statistical requirements for a regression analysis, a preliminary diagnosis test was conducted to verify the homoscedasticity, reliability, normalcy, and lack of multicollinearity assumptions.

Normality and Homoscedasticity Test

The residuals from regression analysis are expected to adhere to a normal distribution to draw reliable conclusions. The error terms, or the disparities between the observed value of the dependent variable and the projected value, make up the residuals. The P. The P plot in Figure 4.1, histogram in Figure 4.2, and scatter plot in Figure 4.3 show that no significant variances exist; hence, the dataset is ascertained to be normal. Furthermore, on the X-axis, points are evenly spaced above and below zero, while on the Y-axis, points are equally spaced to the left and right of zero. Hence, there is no tight distribution in the dataset.

[Insert Figure 4.1 here]

[Insert Figure 4.2 here]

[Insert Figure 4.3 here]

Reliability and Multicollinearity Test

The internal consistency test is crucial to establish data reliability. This study employed Cronbach's alpha test using 0.70 as the threshold to establish the reliability of the data. The Cronbach's alpha result in Table 4.1 revealed that all the variables had a value above 0.70, therefore indicating the reliability of the data used in deriving the findings of the study. Furthermore, a multicollinearity test was conducted. This is to ensure that the predicting variables do not have a strong correlation with one another while also ensuring that results are not confusing and false conclusions are made. To achieve this, a correlation matrix and VIF were used. It is expected that the correlation among all variables should not be more than 0.90, and given the results in Table 4.1, all the variables were significant and within the expected threshold. Additionally, the variance inflation factor (VIF) was used to gauge how strongly the independent variables were correlated. A conservative threshold of 5 was used in this study, and the results in Table 4.1 indicate that the VIF value of the green HRM practices was less than 5. Therefore, the result of the regression analysis from this study becomes more highly reliable.

Table 4.1: Reliability Correlation matrix and VIF

	Variables	α	1	2	3	4	5	6	VIF
1	Pro-environmental behaviour	.85	1	.45 1* *	.46 4**	.411 **	.335* *	.330* *	
2	Green recruitment and selection	.73		1	.43 7*	.690 *	.437*	.683	2.247
3	Green performance management and appraisal	.82			1	.678 *	.586*	.727* *	2.571
4	Green training and development	.77				1	.516* *	.749* *	2.969
5	Green reward and compensation	.83					1	.587* *	1.675
6	Green empowerment and participation	.82						1	3.470

Test of Hypotheses

H₁: Green HRM is positively related to employees' pro-environmental behaviours.

The result from the model summary in Table 4.2 revealed that the extent to which green HRM has a variation in promoting employees' pro-environmental behaviours is 32.6% (i.e., R square= 0.3266). The ANOVA in Table 4.3 shows the Fcal as 10.231 at the 0.05 level of significance (p=.000). Thus, green HRM is positively related to employees' pro-environmental behaviours; hence, the stated alternative hypothesis 1 formulated was supported. Furthermore, the regression coefficient in Table 4.4 shows the individual effect of each of the green HRM practices, where green recruitment and selection had a significant and positive prediction on employees' pro-environmental behaviour by 30.4% ($\beta=.304$, $p=.001$); green performance management and appraisal had a significant and positive prediction on employees' pro-environmental behaviour by 33.5% ($\beta=.335$, $p=.001$); green training and development had an insignificant and positive effect on employees' pro-environmental behaviour by 3.4% ($\beta=.034$, $p=.724$); green reward and compensation had an insignificant and positive effect on employees' pro-environmental behaviour by 4.4% ($\beta=.044$, $p=.468$); and green empowerment and participation had a significant but negative effect on employees' pro-environmental behaviour by 25.7% ($\beta= -.257$, $p=.014$).

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 ^a	.326	.294	.48174

a. Predictors: (Constant), Green HRM Practices: GEP, GRC, GRS, GPMA, GTD)

b. Dependent Variable: Employees' Pro-environmental Behaviours

Source: SPSS Output, Field Survey (2022)

Table 4.3: ANOVA results table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.872	5	2.374	10.231	.000 ^b
	Residual	24.600	106	.232		

Total	36.472	111
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a. Predictors: (constant, green HRM practices: GEP, GRC, GRS, GPMA, GTD)

b. Dependent Variable: Employees' Pro-environmental Behaviours

Source: SPSS Output, Field Survey (2022)

Table 4.4: Regression Coefficient

1		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.189	.230		9.509	.000
	Green recruitment and selection (GRC)	.304	.086	.423	3.537	.001
	Green performance management and appraisal (GPMA)	.335	.094	.457	3.577	.001
	Green training and development (GTD)	.034	.097	.049	.354	.724
	Green reward and compensation (GRC)	.044	.060	.075	.728	.468
	Green empowerment and participation (GEP)	-.257	.103	-.372	-2.503	.014

Dependent Variable: Employees' Pro-environmental Behaviours

Source: SPSS Output, Field Survey (2022)

H₂: Green HRM is positively related to employees' green commitment.

The result from the model summary in Table 4.5 revealed that the extent to which green HRM has a variation in promoting employees' green commitment is 46.1% (i.e., R square= 0.461). The ANOVA in Table 4.6 shows the Fcal as 18.099 at the 0.05 level of significance (p=.000). Thus, green HRM is positively related to employees' green commitment; hence, the stated alternative hypothesis 2 formulated was supported. Furthermore, the regression coefficient in Table 4.7 shows the individual effect of each of the green HRM practices, where green recruitment and selection had a significant and positive prediction on employees' green commitment by 37.2% ($\beta=.372$, .000); green performance management and appraisal had a significant and positive prediction on employees' green commitment by 37.1% ($\beta=.371$, p=.000); green training and development had an insignificant and positive prediction on employees' green commitment by 7.2% ($\beta=.072$, p=.438); green reward and compensation had

an insignificant and positive prediction on employees' green commitment by 1.5% ($\beta=.015$, $p=.795$); and green empowerment and participation had a significant but negative prediction on employees' green commitment by 22.7% ($\beta= -.227$, $p=.023$).

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.461	.435	.46120

... Predictors: (constant, green HRM practices: GEP, GRC, GRS, GPMA, GTD)

b. Dependent Variable: Employees' Green Commitment

Source: SPSS Output, Field Survey (2022)

Table 4.6: ANOVA results table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.249	5	3.850	18.099	.000 ^b
	Residual	22.546	106	.213		
	Total	41.795	111			

a. a. Predictors: (constant, green HRM practices: GEP, GRC, GRS, GPMA, GTD)

b. b. Dependent Variable: Employees' Green Commitment

Source: SPSS Output, Field Survey (2022)

Table 4.7: Regression Coefficient

1		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.728	.220		7.839	.000
	Green recruitment and selection (GRC)	.372	.082	.483	4.513	.000
	Green performance management and appraisal (GPMA)	.371	.090	.473	4.132	.000
	Green training and development (GTD)	.072	.093	.096	.779	.438
	Green reward and compensation (GRC)	.015	.057	.024	.261	.795
	Green empowerment and participation (GEP)	-.227	.098	-.307	-2.311	.023

Dependent Variable: Employees' Green Commitment

Source: SPSS Output, Field Survey (2022)

H₃: Green HRM is positively related to employees' organisational citizenship behaviour for the environment (OCBE).

The result from the model summary in Table 4.8 revealed that the extent to which green HRM has a variation in promoting employees' organisational citizenship behaviour for the environment is 16.4% (i.e., R square= 0.164). The ANOVA in Table 4.9 shows the Fcal as 4.148 at the 0.05 level of significance (p=.002). Thus, green HRM is positively related to employees' organisational citizenship behaviour for the environment; hence, the stated alternative hypothesis 3 formulated was supported. Furthermore, the regression coefficient in Table 4.10 shows the individual effect of each of the green HRM practices, where green recruitment and selection had a significant and positive prediction on employees' organisational citizenship behaviour for the environment by 23.7% ($\beta=.237$, .023); green performance management and appraisal had a significant and positive prediction on employees' organisational citizenship behaviour for the environment by 30.0% ($\beta=.300$, p=.009); green training and development had an insignificant and negative prediction on employees' organisational citizenship behaviour for the environment by 0.4% ($\beta=-.004$, p=.975); green reward and compensation had an insignificant and positive prediction on employees' organisational citizenship behaviour for the environment by 1.5% ($\beta=.072$, p=.316); and green empowerment and participation had a significant but negative prediction on employees' organisational citizenship behaviour for the environment by 28.7% ($\beta= -.287$, p=.022).

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.124	.57703

a. Predictors: (constant, green HRM practices: GEP, GRC, GRS, GPMA, GTD)

b. Dependent Variable: Organisational Citizenship Behaviour for the Environment (OCBE)

Source: SPSS Output, Field Survey (2022)

Table 4.9: ANOVA results table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.906	5	1.381	4.148	.002 ^b
	Residual	35.294	106	.333		
	Total	42.200	111			

a. Predictors: (constant, green HRM practices: GEP, GRC, GRS, GPMA, GTD)

b. Dependent Variable: Organisational Citizenship Behaviour for the Environment (OCBE)

Source: SPSS Output, Field Survey (2022)

Table 4.10: Regression Coefficient

		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
1		B	Std. Error	Beta		
	(Constant)	2.650	.276		9.612	.000
	Green recruitment and selection (GRC)	.237	.103	.306	2.300	.023
	Green performance management and appraisal (GPMA)	.300	.112	.380	2.670	.009
	Green training and development (GTD)	-.004	.116	-.005	-.032	.975
	Green reward and compensation (GRC)	.072	.072	.116	1.007	.316
	Green empowerment and participation (GEP)	-.287	.123	-.386	-2.332	.022

Dependent Variable: Organisational Citizenship Behaviour for the Environment (OCBE)

Source: SPSS Output, Field Survey (2022)

Discussion and Conclusion

Using green recruitment, performance management, training and development, reward management and empowerment as practices of green HRM, the findings of this study established that green HRM practices significantly affect employees' pro-environmental behaviours, including green commitment and organisational citizenship behaviour for the environment. This finding corroborates the position of existing research. For instance, in line with the significant positive connection between green HRM and employees' pro-environmental behaviour, Dakhan et al. (2020) concluded that employees' pro-environmental behaviour will be positively impacted when an organisation adopts green HRM practices. Additionally, with the positive connection between green HRM and employees' OCBE, the

findings from the study of Mohammad et al. (2020) also support this assertion that green HRM has a good impact on OCBE. The significant positive connection between green HRM and employees' commitment also buttresses the contribution of Bajwa et al. (2019), who added that there is a need for corporate leaders to leverage green initiatives to encourage sustainable company practices and increase employees' commitment.

From a strategic management lens, environmental sustainability is often viewed as an expense that could hamper profitability, which is surely one of the reasons why businesses have been slow to improve their environmental performance (Ren et al., 2018). As a result, green HRM practices may be more common in businesses whose executives are aware of how external factors might benefit those who pursue environmentally friendly policies at the forefront of their industry while also pursuing internal factors (e.g., green culture) that may motivate employees to demonstrate pro-environmental behaviours (Azhar and Yang, 2022). Additionally, employees will be more engaged and proud to be associated with a company that promotes ethical business practices through green HRM.

Furthermore, several of the green HRM studies have pointed to the role of different leadership styles in promoting pro-environmental behaviour. For example, Farrukh et al.'s (2022) study considered the role of green transformational study in promoting employees' pro-environmental behaviour. Their research explored how environment-specific transformational leadership might encourage people to act in an eco-friendly manner where leaders are more proactive in pursuing environmental sustainability. In another study, Ahmad et al. (2022) investigated the moderating role of ethical leadership in promoting pro-environmental behaviours and green creativity among employees. Their findings reveal that while green HRM positively impacts employees' pro-environmental behaviour, supervisors who demonstrate ethical leadership tend to strengthen the impact of green HRM on employees' pro-environmental behaviours. Similarly, Patwary et al.'s (2022) and Thabet et al.'s (2022) studies

also reveal the importance of green-inclusive leadership in encouraging participation, involvement, transparency, trust, openness and motivation towards exhibiting pro-environmental behaviours. Overall, organisational leaders are expected to be at the forefront of the green agenda if environmental sustainability is to be taken seriously.

More specifically, there are implications for HRM, given that HR practitioners also have a crucial role in promoting employees' pro-environmental behaviours, as revealed in our study. Organisations should organise various learning and awareness workshops for staff to work on green agendas. Comparably, evaluating candidates' green behaviours and traits during the recruiting and selection process is critical to hiring people with the proper green mindset (Ahmad et al., 2022). Additionally, employees need to know about and obtain rewards based on their achievements in promoting greener attitudes and behaviours. Therefore, HR practitioners must create and communicate a green reward framework that helps employees understand the organisation's position in the green agenda, how they are expected to contribute, and the rewards for proactive contributions to the green agenda (Rubel et al., 2021). Additionally, HR practitioners might be able to work with management to play a strategic role in achieving environmental goals. This also means that organisations may consider hiring managers who respect the environment (Zibarras and Coan, 2015). Additionally, employee participation and involvement in green suggestion programmes can impact pro-environmental behaviours. This can be achieved by setting up consultation platforms where staff members can both present and work toward implementing solutions for resolving environmental challenges and problems (Ansari et al., 2021).

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