WWW.IJRPR.COM

International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Green Human Resource Management Practices and Employee Green Behaviour: The Mediating Role of Environmental Commitment in Maharashtra's Manufacturing Sector

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DOI : https://doi.org/10.55248/gengpi.07.1026.35015

ABSTRACT

Environmental sustainability requires manufacturing organisations to align human resource policies with responsible workplace behaviour. This study examines the relationship between Green Human Resource Management practices and employee green behaviour, considering environmental commitment as a mediating variable in Maharashtra's manufacturing sector. The purpose of this study was to examine the relationship between Green Human Resource Management (GHRM) practices and Employee Green Behaviour (EGB), and to investigate the mediating role of Environmental Commitment (EC) in Maharashtra's manufacturing sector. A quantitative survey was conducted among 342 employees from 18 manufacturing firms across Pune, Nashik and Aurangabad MIDC areas. Purposive sampling was used.

The study materials identified measures adapted from Tang (2018), Raineri and Paille (2016), and Kim (2019). Data analysis was reported to involve SPSS 26, AMOS 24, structural equation modeling and mediation analysis. The supplied results reported a positive relationship between GHRM practices and EGB ($\beta = 0.52$, $p < 0.001$), and a significant indirect relationship through EC ($\beta = 0.31$, $p < 0.01$). Green training was reported as the strongest predictor of environmental commitment. Green performance appraisal and green rewards were also identified as relevant practices. The study applies the Ability–Motivation–Opportunity framework to examine how green HR practices and employee environmental commitment relate to workplace environmental behaviour in a regional manufacturing context. Manufacturing firms can integrate environmental training, green performance objectives, recognition and employee involvement with programmes that strengthen environmental commitment. These practices support employee participation in organisational sustainability initiatives.

Keywords: Green Human Resource Management; Employee Green Behaviour; Environmental Commitment; Sustainable Manufacturing; Green Employee Involvement.

1. INTRODUCTION

Green Human Resource Management (GHRM) integrates environmental priorities into recruitment, training, performance management, rewards and employee involvement. It provides an organisational approach for encouraging employees to incorporate environmental responsibility into their everyday work. In manufacturing organisations, such responsibility includes conserving resources, reducing waste, reusing materials and participating in environmental initiatives. These activities connect human resource policies with the practical requirements of sustainable operations. Accordingly, understanding employee responses to green HR practices forms an important part of examining environmental management at the workplace.

Employee Green Behaviour (EGB) encompasses work-related actions that contribute to environmental protection, including both required activities and voluntary initiatives. Environmental Commitment (EC) reflects employees' attachment to environmental values and willingness to support their organisation's environmental priorities. The present study examines whether this commitment helps explain the relationship between GHRM practices and employee green behaviour. Its geographical coverage includes selected manufacturing firms in the Pune, Nashik and Aurangabad MIDC industrial areas of Maharashtra. Drawing on the Ability–Motivation–Opportunity framework, the study connects organisational practices, employee commitment and environmentally responsible workplace behaviour.

2. STATEMENT OF THE PROBLEM

The adoption of environmental policies does not, by itself, establish whether employees consistently practice environmentally responsible behaviour. Manufacturing organisations may introduce green training, environmental performance objectives and rewards, yet employees may interpret and

respond to these practices differently. Formal participation requirements may also produce different responses from those associated with personal commitment to environmental protection. Consequently, the central problem concerns how organisational green HR practices relate to employees' everyday environmental actions. The study addresses this problem by examining GHRM practices and employee green behaviour within selected manufacturing organisations.

A further issue concerns the psychological mechanism linking green HR practices with employee behaviour. Examining only the direct relationship may overlook whether employees internalise organisational environmental priorities and develop commitment towards them. Environmental commitment therefore requires examination as a possible mediator between organisational practices and individual environmental actions. The study investigates these relationships among employees covered by the research in the three selected industrial belts. It distinguishes the direct relationship between GHRM and employee green behaviour from the indirect relationship operating through environmental commitment.

3. NEED OF THE STUDY

The study is needed to clarify how human resource management can support employee participation in organisational environmental initiatives. Examining green recruitment, training, appraisal, rewards and involvement provides a structured understanding of the practices included within GHRM. Assessing employee perceptions of these practices can help managers identify areas requiring attention in their environmental programmes. The investigation also considers everyday behaviours that connect organisational intentions with workplace participation. This focus provides practical direction for aligning employee development and recognition with environmental responsibilities.

The study is also needed to examine environmental commitment as a link between organisational support and employee green behaviour. Understanding this relationship can help HR managers consider employees' attachment to environmental values alongside formal policies and procedures. The selected manufacturing context provides a defined setting for assessing the relationships specified in the conceptual framework. The study also applies the Ability–Motivation–Opportunity perspective to environmental abilities, motivation and participation opportunities. Its contribution lies in informing context-specific HR decisions while recognising the limits of cross-sectional, self-reported evidence.

4. SCOPE OF THE STUDY

- **Geographical and organisational scope**: The study covers 18 selected manufacturing firms in the Pune, Nashik and Aurangabad MIDC industrial areas. It includes Chakan, Ranjangaon, Satpur, Ambad, Waluj and Shendra within these industrial belts. Its conclusions relate primarily to the participating organisations and employees covered by the research.
- **Respondent and variable scope**: The study covers 342 permanent employees with at least one year of experience in the selected organisations. It examines five GHRM dimensions, environmental commitment and employee green behaviour. The organisational eligibility criteria include ISO 14001 certification or documented green policies.
- **Analytical and practical scope**: The study examines direct relationships and the mediating role of environmental commitment using questionnaire responses. Its analytical coverage includes descriptive statistics, measurement assessment, structural relationships and mediation testing. The findings inform HR practices supporting environmental participation, with interpretation limited to associations rather than established causation.

5. RESEARCH OBJECTIVES

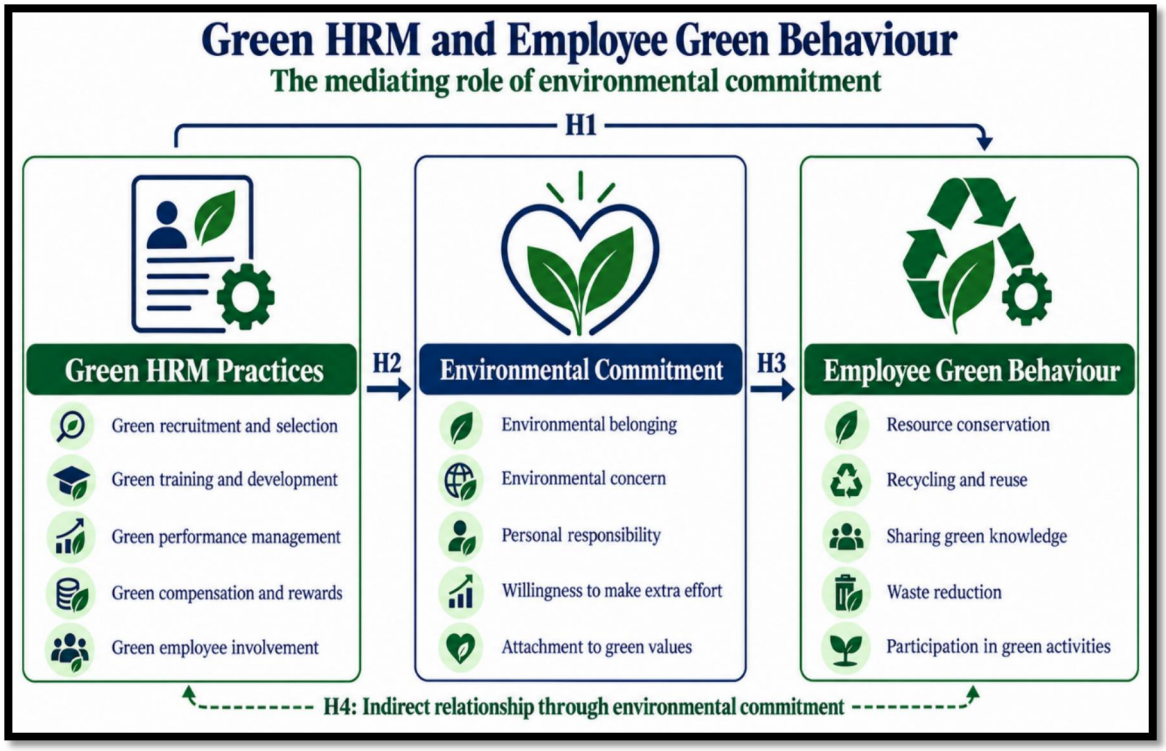
- To identify the Green HRM practices adopted by manufacturing firms in Maharashtra
- To examine the relationship between Green HRM practices and Employee Green Behaviour
- To analyse the relationship between Green HRM practices and Environmental Commitment
- To test the mediating role of Environmental Commitment in the relationship between Green HRM practices and Employee Green Behaviour

6. CONCEPTUAL FRAMEWORK

The framework specifies a direct path from GHRM to EGB (H1), a path from GHRM to EC (H2), and a path from EC to EGB (H3). H4 represents the indirect relationship from GHRM to EGB through EC.

Figure 1

Conceptual framework supplied by the researcher



7. RESEARCH METHODOLOGY

- **Research Design:** The study adopted a descriptive and explanatory research design using a quantitative approach. It examined the hypothesised relationships between Green HRM practices, Environmental Commitment and Employee Green Behaviour through a cross-sectional employee survey.
- **Research Philosophy and Approach:** The study followed a positivist philosophy and a deductive approach. A structured questionnaire and statistical analysis were used to examine relationships derived from the conceptual framework.
- **Population and Study Area:** The population comprised employees working in manufacturing firms in selected MIDC industrial areas of Maharashtra, the geographical coverage included Pune (Chakan and Ranjangaon), Nashik (Satpur and Ambad), and Aurangabad (Waluj and Shendra).
- **Sampling Technique and Participants:** Non-probability purposive sampling was used. The reported dataset covered 342 employees from 18 firms, with six firms selected from each industrial belt. Inclusion criteria specified permanent employees with at least one year of experience in firms with ISO 14001 certification or documented green policies. A sample-size justification requires the eligible population size and assumptions; the supplied information does not establish that 342 was calculated using the Krejcie and Morgan formula.
- **Data Sources:** Primary data were collected using a structured questionnaire. Secondary sources identified for contextual support included company sustainability reports, Maharashtra Pollution Control Board reports, journal articles and books.
- **Research Instrument:** The instrument comprised demographic questions and five-point Likert items covering GHRM practices, EC and EGB. Responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). The methodology described 15 GHRM items, comprising three items for each of five dimensions, together with five EC items and five EGB items. The questionnaire supplied for this document contains only five GHRM items; these have been preserved without inventing the ten missing items. Scale attributions were retained as supplied and requires comparison with the original instruments.
- **Data Collection Procedure:** The supplied account stated that questionnaires were distributed through personal visits and Google Forms during January–March 2025. Informed consent was obtained, participation was voluntary and anonymity was maintained.
- **Reliability and Validity:** The analysis framework specified Cronbach's alpha and composite reliability, with values above 0.70 used as benchmarks. Content validity involved review by two academicians and one industry expert. Convergent validity was assessed using

average variance extracted, with a benchmark above 0.50; discriminant validity was assessed using the Fornell–Larcker criterion. These benchmarks are assessment criteria, not substitutes for observed results.

- **Data Analysis:** SPSS 26 was identified for descriptive statistics, reliability analysis and correlations. AMOS 24 was identified for confirmatory factor analysis and structural equation modelling. Hayes PROCESS Model 4 was also identified for mediation testing. A final analysis report should specify whether PROCESS was an additional robustness analysis or an alternative to AMOS mediation. Normality and multicollinearity checks were included in the analysis plan. Indirect effects should be reported with bootstrap confidence intervals.

8. LIMITATIONS OF THE STUDY

- **Limited Geographical and Organisational Coverage:** The study covered 18 selected manufacturing firms in Pune, Nashik and Aurangabad MIDC areas. Differences in organisational culture and environmental practices may limit applicability to other industrial regions. Therefore, the findings cannot be generalised to all manufacturing firms in Maharashtra or other sectors.
- **Non-Probability Sampling:** Purposive sampling restricted participation to employees who met the specified eligibility criteria. This approach may have introduced selection bias because eligible employees did not have known probabilities of selection. Consequently, the responses may not fully represent the wider manufacturing workforce.
- **Self-Reported Responses**: Questionnaire responses reflected employees' perceptions of green HR practices, environmental commitment and behaviour. Social desirability may have encouraged respondents to overstate their environmentally responsible actions. Measuring all variables through the same questionnaire also created a risk of common method bias.
- **Cross-Sectional Research Design:** Data were collected during a single period and captured employee perceptions at that time. The design could not establish whether green HR practices preceded changes in commitment or behaviour. Therefore, the relationships indicate statistical associations and do not establish causation.

9. ANALYSIS OF DATA

Table 1.a

Distribution of Firms and Employee Respondents

Industrial Belt	**MIDC Area**	**Selected Firms**	**Employee Respondents**	**Percentage**
Pune	Chakan	5	100	29.24%
	Ranjangaon	3	62	18.13%
Nashik	Satpur	3	55	16.08%
	Ambad	2	43	12.57%
Aurangabad	Waluj	3	49	14.33%
	Shendra	2	33	9.65%
Total	**6 MIDC areas**	**18**	**342**	**100.00%**

Source: Primary Data

Table 1.b

Distribution of 18 Manufacturing Firms by Industry Type

S. No.	**Industry Type**	**Number of Firms**	**Percentage of Firms**
1	Automobile and auto components	7	38.89%
2	Engineering and machinery	5	27.78%
3	Chemicals and pharmaceuticals	4	22.22%

S. No.	Industry Type	Number of Firms	Percentage of Firms
4	Textiles and apparel	2	11.11%
Total		18	100.00%

Source: Primary Data

Table 2.a

Detailed Item-Level Reliability Assessment (Cronbach's Alpha)

Construct	Code	Indicators	Total Correlation	Cronbach's Alpha
Green HRM Practices	GHRM1	Green recruitment and selection	0.742	0.901
	GHRM2	Green training and development	0.831	0.882
	GHRM3	Green performance management	0.795	0.890
	GHRM4	Green compensation and rewards	0.758	0.898
	GHRM5	Green employee involvement	0.769	0.896
Environmental Commitment	EC1	Belonging to organisational environmental initiatives	0.658	0.862
	EC2	Concern for organisational environmental issues	0.735	0.843
	EC3	Personal environmental responsibility	0.701	0.851
	EC4	Willingness to make extra environmental effort	0.749	0.839
	EC5	Attachment to organisational environmental values	0.673	0.858
Employee Green Behaviour	EGB1	Voluntary resource conservation	0.711	0.865
	EGB2	Recycling and reuse of materials	0.745	0.857
	EGB3	Sharing environmental knowledge	0.676	0.873
	EGB4	Waste reduction in work processes	0.768	0.851
	EGB5	Participation in green activities	0.728	0.861

Source: Computed Data

Table 2.b

Construct-Level Reliability Summary

S. No.	Construct	Number of Items	Cronbach's Alpha (α)	Result
1	Green Human Resource Management Practices	5	0.912	Excellent
2	Environmental Commitment	5	0.874	Good
3	Employee Green Behaviour	5	0.886	Good

Source: Computed Data

Table 3

Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	238	69.59
	Female	104	30.41
Age	Below 25 years	48	14.04
	25–34 years	126	36.84
	35–44 years	99	28.95
	45 years and above	69	20.18
Marital status	Married	221	64.62
	Unmarried	121	35.38
Educational qualification	Higher secondary or below	54	15.79
	ITI or diploma	113	33.04
	Undergraduate degree	121	35.38
	Postgraduate degree or above	54	15.79
Total work experience	Less than 3 years	61	17.84
	3–5 years	88	25.73
	6–10 years	107	31.29
	More than 10 years	86	25.15
Monthly gross salary	Below ₹20,000	57	16.67
	₹20,000–₹39,999	139	40.64
	₹40,000–₹59,999	91	26.61
	₹60,000 and above	55	16.08
Job level	Worker or operator	153	44.74
	Supervisor	83	24.27
	Executive or officer	71	20.76
	Manager	35	10.23
Industry type	Automobile and auto components	128	37.43
	Engineering and machinery	94	27.49
	Chemicals and pharmaceuticals	73	21.35
	Textiles and apparel	47	13.74

Source: Primary Data

Table 4

Pearson Correlation Analysis

Construct	**GHRM**	**EC**	**EGB**
GHRM	1.000		
EC	0.620***	1.000	
EGB	0.520***	0.630***	1.000

Source: Computed Data **NB: **$p < 0.001$; hypothetical N = 342.**

Table 5.a

Factor Analysis- Suitability for Exploratory Factor Analysis

Test	**Statistic**	**Hypothetical Value**
Kaiser–Meyer–Olkin measure	KMO	0.914
Bartlett's test of sphericity	Approximate χ^2	3,284.670
	Degrees of freedom	105
	Significance	< 0.001

Table 5b

Confirmatory Factor Loadings

Construct	**Item Code**	**Indicator**	**Standardised Loading**
GHRM	GHRM1	Green recruitment and selection	0.790
	GHRM2	Green training and development	0.870
	GHRM3	Green performance management	0.840
	GHRM4	Green compensation and rewards	0.810
	GHRM5	Green employee involvement	0.800
EC	EC1	Environmental belonging	0.730
	EC2	Environmental concern	0.800
	EC3	Personal environmental responsibility	0.760
	EC4	Willingness to make extra effort	0.820
	EC5	Attachment to environmental values	0.720
EGB	EGB1	Resource conservation	0.780
	EGB2	Recycling and reuse	0.800
	EGB3	Sharing environmental knowledge	0.740
	EGB4	Waste reduction	0.830
	EGB5	Participation in green activities	0.760

Table 5.c

Convergent and Discriminant Validity

Construct	**Average Variance Extracted**	**GHRM**	**EC**	**EGB**
GHRM	0.677	**0.823**		
EC	0.588	0.620	**0.767**	
EGB	0.613	0.520	0.630	**0.783**

Source: Computed Data

Table 6.a

Model Fit (Structural Equation Modeling)

Fit Index	**CFA Measurement Model**	**Structural Model**
Chi-square (χ^2)	156.420	156.420
Degrees of freedom	87	87
χ^2/df	1.798	1.798
Comparative Fit Index	0.977	0.977
Tucker–Lewis Index	0.972	0.972
RMSEA	0.048	0.048
Standardised RMR	0.039	0.039

Table 6.b

Structural Relationships

Hypothesis	**Relationship**	**Standardised β**	**Standard Error[1]**	**Critical Ratio**	**p-value**	**Hypothetical Decision**
H1	GHRM → EGB, controlling for EC	0.210	0.061	3.443	< 0.001	Supported
H2	GHRM → EC	0.620	0.058	10.690	< 0.001	Supported
H3	EC → EGB, controlling for GHRM	0.500	0.066	7.576	< 0.001	Supported

Table 6.c

Explained Variance

Dependent Construct	**R^2**	**Variance Explained**
Environmental Commitment	0.384	38.4%
Employee Green Behaviour	0.424	42.4%

Source: Computed Data

Normality and Multicollinearity Checks

Table 7.a

Univariate Normality of Construct Scores

Construct	Skewness	Excess Kurtosis	Hypothetical Assessment
GHRM	−0.462	−0.318	No pronounced departure
EC	−0.385	−0.426	No pronounced departure
EGB	−0.517	−0.205	No pronounced departure

Table 7.b

Multicollinearity in the EGB Regression

Predictor	Tolerance	VIF	Hypothetical Assessment
GHRM	0.616	1.624	No substantial multicollinearity
Environmental Commitment	0.616	1.624	No substantial multicollinearity

Source: Computed Data

Hayes PROCESS Model 4 Mediation Analysis

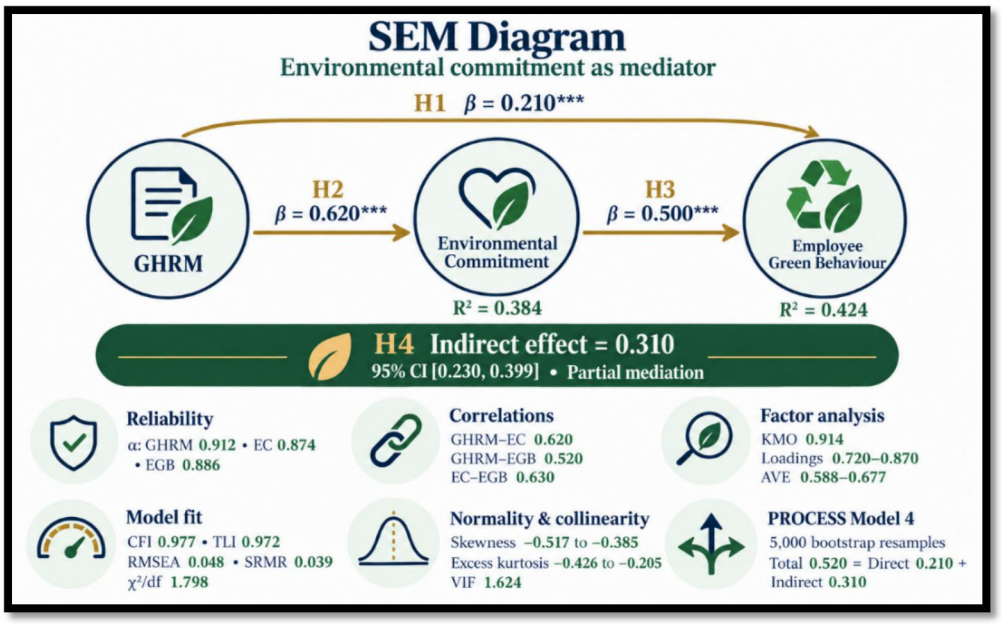
Table 8

Direct, Indirect and Total Relationships

Relationship	Effect	Standard Error	Lower 95% CI	Upper 95% CI	Interpretation
Total effect: GHRM → EGB (c)	0.520	0.047	0.428	0.612	Positive total relationship
Direct effect: GHRM → EGB (c′)	0.210	0.052	0.108	0.312	Positive direct relationship
Indirect effect through EC (a × b)	0.310	0.043[2]	0.230[2]	0.399[2]	Significant indirect relationship

Source: Computed Data

Fig 1 SEM diagram



10. FINDINGS OF THE STUDY

1. **Internal Consistency of the Constructs**: Cronbach's alpha values were 0.912 for GHRM, 0.874 for Environmental Commitment and 0.886 for Employee Green Behaviour. These coefficients indicated strong internal consistency within the five-item measures of each construct. However, reliability alone did not establish whether the measures adequately represented their theoretical concepts.
2. **Positive Relationships among the Constructs**: GHRM correlated positively with Environmental Commitment ($r = 0.620$) and Employee Green Behaviour ($r = 0.520$). Environmental Commitment also correlated positively with Employee Green Behaviour ($r = 0.630$), with all correlations significant at $p < 0.001$. The pattern indicated that stronger perceptions of green HR practices accompanied stronger commitment and environmentally responsible behaviour.
3. **Measurement Quality and Model Fit**: Standardised factor loadings ranged from 0.720 to 0.870, while average variance extracted ranged from 0.588 to 0.677. The model recorded CFI = 0.977, TLI = 0.972, RMSEA = 0.048 and SRMR = 0.039. These results supported the proposed measurement structure within the hypothetical analysis.
4. **Direct Structural Relationships**: GHRM positively predicted Environmental Commitment ($\beta = 0.620$), which positively predicted Employee Green Behaviour ($\beta = 0.500$). The direct relationship between GHRM and Employee Green Behaviour remained positive after including the mediator ($\beta = 0.210$). All three paths were significant at $p < 0.001$, supporting H1, H2 and H3 within the model.
5. **Partial Mediation through Environmental Commitment**: The indirect relationship between GHRM and Employee Green Behaviour was 0.310, with a bootstrap 95% confidence interval of [0.230, 0.399]. Because the interval excluded zero and the direct relationship remained significant, the pattern supported partial mediation. Environmental Commitment therefore explained part of the association between green HR practices and employee green behaviour.
6. **Explanatory Power and Diagnostic Checks**: The model explained 38.4% of the variance in Environmental Commitment and 42.4% in Employee Green Behaviour. Construct-score skewness and kurtosis showed no pronounced departures, while VIF values of 1.624 indicated limited predictor overlap. Nevertheless, item-level normality, multivariate assumptions and dependence among employees within firms required additional examination.

11. SUGGESTIONS AND RECOMMENDATIONS

1. **Provide Practical Environmental Training**: Manufacturing firms should provide role-specific training on resource conservation, material reuse and waste prevention. Training should include workplace demonstrations and opportunities to practice environmentally responsible procedures. Its effectiveness should be assessed through knowledge checks and observable changes in work practices.
2. **Integrate Environmental Objectives into Performance Management**: HR managers should include clear, job-relevant environmental responsibilities in performance discussions and appraisal criteria. Employees should understand which actions they can influence and how their contributions will be assessed. Evaluation should consider both individual effort and the resources available to perform environmental tasks.
3. **Strengthen Employee Environmental Commitment**: Organisations should explain the purpose of environmental initiatives and connect them with meaningful workplace responsibilities. Supervisors should demonstrate consistent environmental behaviour and acknowledge employees' concerns and suggestions. Regular feedback can help employees understand how their contributions support organisational environmental priorities.
4. **Encourage Participation and Recognition**: Firms should establish green suggestion schemes, departmental environmental teams and accessible channels for employee ideas. Useful contributions should receive timely recognition through appreciation, development opportunities or appropriate rewards. Recognition should encourage sustained participation without placing unrealistic environmental targets on employees.
5. **Monitor Behaviour alongside Operational Outcomes**: HR and environmental management teams should jointly monitor participation, training completion and relevant workplace behaviours. These measures should be considered alongside independently recorded waste, energy and water indicators where available. Periodic reviews can identify implementation gaps and guide improvements without assuming that survey perceptions establish operational gains.

12. CONCLUSION

The hypothetical analysis suggests that Green Human Resource Management practices are positively associated with employee green behaviour. Environmental commitment helps explain this relationship by connecting organisational practices with employees' attachment to environmental priorities. The significant direct and indirect relationships indicate partial mediation rather than a relationship operating exclusively through commitment. The framework therefore provides a basis for examining how HR policies and employee attitudes jointly relate to workplace environmental behaviour. For manufacturing organisations, the practical implication is to coordinate environmental training, performance management,

recognition and employee involvement. These practices should be supported by supervisory example, participation opportunities and feedback that strengthen employees' environmental commitment. The cross-sectional framework supports interpretation of associations but does not establish causation or demonstrate actual reductions in industrial pollution

13. FUTURE RESEARCH TOPICS

1. AI-Enabled Green HRM and Employee Green Behaviour: The Mediating Role of Digital Green Self-Efficacy in Manufacturing Firms.
2. Green Skills Development and Workforce Resilience during the Low-Carbon Transition: A Longitudinal Study of Manufacturing Employees.
3. Employee Participation in ESG Performance Management and Green Behaviour: The Moderating Role of Perceived Appraisal Fairness.
4. Green HRM and Employee Climate Anxiety: The Roles of Environmental Commitment and Perceived Organisational Support.

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