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Examining the role of green human resource management practices on environmental behavior with the environmental knowledge mediation effect

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ABSTRACT

BACKGROUND AND OBJECTIVES: Green human resource management contributes to developing an eco-friendly culture by influencing employee green behavior. This study intends to examine the role of green human resource management on voluntary and innovative work eco-friendly behavior using the mediating effect of environmental knowledge. This study examined the direct relationship between Green human resource management practices (recruitment, training and development, compensation, performance appraisal, and employee involvement) and green employee behavior (voluntary and green innovative work behavior). This addresses the growing environmental challenges and the need for sustainable business practices. In order to promote environmentally conscious behavior at work, employers can benefit from the study's implications.

METHODS: This study evaluated how environmental knowledge mediates the connection between the green human resource management practices and environmental behavior. Data was drawn from 15 firms in the Indian service sector. To analyze a quantified data set collected through a survey method using structured questionnaire and sent to all respondents through Google forms online survey by using simple random sampling technique. All analyses were conducted using "Partial Least Squares Structural Equation Modeling.

FINDINGS: The analysis showed that green human resource management practices positively affect employee green behavior. Specifically, the results indicate that green recruitment, compensation, and employee involvement were positively related to one dimension of employee green behavior (green innovative work behavior). Green Performance appraisal was also found to affect green voluntary behavior positively. The path coefficients were positive, when the model's path coefficients (β) and t-statistics were used to evaluate the relationship between the independent and dependent variables, t-value should be greater than 1.96 and p value should be greater than 0.05, in this study the following hypotheses are statistically significant (H1c: $\beta=0.392$, $P<0.000$; H2a: $\beta=-0.391$, $P<0.044$; H2d: $\beta=0.348$, $P<0.000$; H2e: $\beta=0.255$, $P<0.001$; H3b: $\beta=-0.297$, $P<0.000$; H3de: $\beta=0.239$, $P=0.049$; H3e: $\beta=0.545$, $P=0.000$).

CONCLUSION: This study examined how employees' environmental knowledge can affect their employee green behavior through green human resource management practices. Environmental knowledge cannot mediate the association between a few green human resources management practices and Employee green behavior, according to the outcomes of the study. Effective green HRM strategies can influence employees' green knowledge, affecting their employee green behavior. The significance of green human resource management in greening businesses, especially in the service sector, is highlighted, especially in an emerging country like India. This research presents an overview of the study's findings, limitations, and implications.

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INTRODUCTION

Convergence on environmental issues related to ecological emissions, increased carbon dioxide (CO₂), technological affluence, etc., pushed business organizations to greener ecological practices to reduce the adverse effects on the ecosystem (Tirno *et al.*, 2023). Environmental injustice, the impact of climate change, environmental ethics, social responsibility, and the exclusion of ecological problems have all contributed to increased environmental awareness in society (Islam *et al.*, 2020; Nawafleh, 2020). Green Human Resource Management (GHRM) refers to this initiative's endeavor to promote human resource practices that more substantially help society, business, and the environment (Tirno *et al.*, 2023). It incorporates HRM policies and procedures by including eco-friendly HR principles for efficient and sustainable resource utilization (Moghadam and Samimi, 2022). To encourage eco-friendly behavior, it also emphasizes waste reduction, job-related attitude promotion, an appropriate balance between work and life, the adoption of conveyance pooling programs, online filing, teleworking simulated conferences, training through the internet, recycling of materials, energy-effective office space, and other factors (Srividya *et al.*, 2022; Samimi and Moghadam, 2024). The terms "green recruitment and selection," "green training," "green performance management," "green pay and reward," and "green involvement" are only a few examples of scholarly works that have included GHRM initiatives (Arulrajah and Opatha, 2016; Ren *et al.*, 2020). Literature suggests that GHRM boosts employee behavior and attitude by encouraging individualized ecological initiatives during hiring and selection, training, and disseminating information about the company's environmental stewardship (Tang *et al.*, 2018). As a result of having work and job designs that face environmental standards, ecological training fosters employees' participation in green activities by enhancing knowledge, skills, and competence (Yong *et al.*, 2020). The impact of green human resources management methods (green involvement and training, ecological performance, and ecological employment, as well as remuneration) on environmental results was stressed by several scholars (Zhang *et al.*, 2021). These measures exhibit the business's commitment to ecological protection, which could improve its commitment to sustainability and credibility over time (Tang *et al.*, 2018). As

stated, cognitive abilities, human skills, and talents are critical for organizations to acquire a competitive edge (Shang and Yang, 2022). According to Ahmad *et al.*, (2022), people either possess particular talents naturally or learn them through education, with the latter eventually developing human capital if it provides enough focus. Green behavior also referred to as eco-friendly behavior, is the conduct of staff members who are considerate of the environment (Fawehinmi *et al.*, 2020). Employees with more excellent ecological knowledge (EK), awareness, and substantial involvement in environmental protection are more effectively engaged with ecological problems (Munawar *et al.*, 2022). Furthermore, GHRM swayed employees' efficiency and morale concerning organizational goals, for example, eco-efficiency programs. Understanding and evaluating how actions affect the environment is known as environmental knowledge (Steg and Vlek, 2009). Numerous studies have demonstrated a strong connection between GHRM and employees' ecological knowledge. The authors claim that firms can promote eco-friendly employee behavior by incorporating ecological aspects and making precise green tasks in HRM like job design, performance evaluations, and rewards while appreciating GHRM actions (Watson *et al.*, 2017). Irani and Kilic, (2022) stated that green knowledge-based training programs would enhance the skills in organizations by hiring eco-conscious people to teach others successfully (Munawar *et al.*, 2022). Finding, acquiring, creating, and applying information to improve organizational performance and competitiveness is what environmental knowledge comprises. Therefore, studies should investigate how green knowledge influences voluntary and innovative green behavior by adopting green human resource management techniques. Though one of the most vital components (Brookes and Altinay, 2017), employees who must be aware of environmental challenges cannot adopt the attitudes and behaviors necessary to deal with them. The research aims to establish how GHRM practices affect environmentally friendly and innovative green behavior through EK. The following factors contributed to creating the research model: First, from a GHRM standpoint, HR functions may encourage environmentally friendly behavior. Second, according to the knowledge theory, GHRM is associated with practical environmental knowledge, which

promotes environmentally friendly behavior in the sector. Thirdly, HRM practices in industries that deal with ecological concerns significantly influence the application of organizational environmental exercises that eventually encourage green behavior (Abid *et al.*, 2020). The objective of this study is to investigate the intermediary function of environmental knowledge in relation to the previously mentioned connections. Consequently, this study aims to ascertain the impact of Green HRM on Employee Green Behavior (EGB) by means of environmental knowledge. The purpose of this study is to analyze the impact of green human resource management practices on green voluntary and green innovative behavior. This study carried out in Indian service sector. The current study has been carried out in India in 2023. The remaining part of the article is organized as follows: The theoretical underpinnings, a survey of literature on green HRM, environmental knowledge, EGB, and the procedures involved in developing hypotheses. Next, details on the research technique are provided and the results and analysis are presented. Finally, discussion and theoretical ramifications, limitations, prospects for further research, and conclusion are covered in the last section.

Underpinning theory

The theory of "Ability, Motivation, and Opportunity" (AMO) framework, which Bailey *et al.* (1993) initially proposed, is supported by this study. The AMO theory describes how HRM practices enhance HR capabilities to guarantee discretionary actions of employees by inspiring and promoting involvement. Three ideas are connected to the AMO theory: Employees must possess the necessary skills, be encouraged to act discreetly, and be given the authority they need to achieve company goals (Ramkissoon *et al.*, 2022). According to the AMO theory, HRM practices improve organizational performance by enhancing employees' capacity, motivation, and chances of executing EGB aligned with the organization's strategic goals (Marin Garcia and Tomas, 2016). This suggests that employees contribute to achieving organizational goals based on their performance if their capacity is raised through recruiting and training or if employees are given opportunities to participate in collaboration and decision-making processes. In general, HRM practices will enhance the business's conservation

efforts when workers have the knowledge, motivation, and opportunities to operate in an environmentally conscious manner (Fawehinmi *et al.*, 2020). Employees would feel duty-bound towards an initiative on ecological management while sharing knowledge and providing feedback on the company's ecological actions. Therefore, AMO's nexus should motivate employees to engage in EGB.

Research Question1: Do GHRM practices affect EGB?

Research Question2: Does employee green knowledge mediate with GHRM practices and EGB?

Green HRM practices and Green behavior

There is a need to incite environmentally conscious behavior by providing knowledge, opportunities, training, and motivation to step in and promote more thoughtful behavior. According to research by Blok *et al.* (2015), employee views of organizational support for nature significantly influence EGB. This assistance may include eco-friendly policies, eco-performance-based evaluations, Green Training (GT), promoting staff involvement, etc. According to research, engaged, motivated, and well-trained employees are likelier to act in ways that promote a business's environmental sustainability (Shen *et al.*, 2018). It is widespread that AMOs rely on each other and cannot operate appropriately in ensuring that personnel perform to EGB (Bos-Nehles *et al.*, 2013). It means that when employees gain adequate skills through Green Recruitment and Selection (GRS) and GT, Green Performance Management (GPM) and Green Rewards (GR) are desirable to motivate them to achieve strategic goals (Fawehinmi *et al.*, 2020). Additionally, Green Employee Involvement (GEI) will provide opportunities for employees to be involved in decision-making and provide input that will simplify promoting an ecologically sustainable program through carrying out EGB (Fawehinmi *et al.*, 2020). Employees will have a greater emotional propensity to realize what is expected of them and what benefits they can derive from it, which can boost their dedication and inspire them to execute EGB to promote sustainable development efforts when businesses demonstrate their support for sustainable development through the execution of GRS, GT, GPM, GR, and GEI. Finally, GHRM practices show employees how strongly a company supports them regarding ecological beliefs, commitments, training,

performance evaluation, and asking for feedback on improving ecological management by implementing GHRM and ecological knowledge. As a result, this leads to employee-friendly behavior toward the workplace environment. Research has demonstrated that GHRM profoundly impacts EGB (Kim *et al.*, 2019; Saeed *et al.*, 2019; Shen *et al.*, 2018). Green workplace behavior indicates an individual's commitment to the environment (Norton *et al.*, 2015). It includes voluntary and innovative behaviors. Voluntary green behavior refers to extra-role green behavior, which is not the formal duty of an employee and is not considered in their performance assessment (Xiao *et al.*, 2020). Innovative work behavior is believed to comprise idea generation, promotion, and realization of employees' advantage (BosNehles *et al.*, 2013; West and Farr, 1989). Innovation is very essential to compete with competitors (Tajpour, 2018). Green innovative work behavior (GIWB) refers to employees' behaviors devoted to generating, promoting, and realizing green-based ideas by adopting environmental management to innovative work behavior. Empirical studies show that GHRM is typically connected to eco-friendly task behavior, employee empowerment, eco-friendly work design, and enterprise environmental stewardship (Chaudary, 2019; Fawehinmi *et al.*, 2020; Ramkissoon *et al.*, 2022; Renwick *et al.*, 2013; Shen *et al.*, 2018).

Green HRM and Green Knowledge

Knowledge regarding the environment is an understanding of human connections, environmental threats, and the various relationships in the ecological system (Scholar *et al.*, 2015). This type of knowledge might encompass the capability to lessen the impact that detrimental consequences have on environmental systems, which would result in an action that is beneficial to the environment. According to Levy and Marans (2012), pro-environment behaviors are influenced by problem awareness and mitigation techniques. Recent research has shown that, despite initiatives to spread the word about environmental sustainability, there still needs to be more people's understanding and sensitivity to environmental problems (Burchett *et al.*, 2015). When people share their knowledge, skills and expertise among members of an organization, performance improves and organizations become more innovative (Tajpour and Razavi, 2023). It could

be attributed to inefficiency in linking GHRM with ecological management within the organization. Mazzi *et al.*, (2016) claimed that connecting GHRM with environmental management is crucial because it motivates employees to participate in ecological management endeavors by cultivating knowledge and attitude. According to studies, green HRM practices should affect employees' environmental understanding (Ren *et al.*, 2020). This is necessary that GRS, GT, GPM, GR, and GEI all GHRM practices work together to improve employees' environmental knowledge (Moraes *et al.*, 2014; Renwick *et al.*, 2013). A company may boost its employees' green knowledge, alertness of ecological security, and understanding of the value and importance of greening the workplace by promoting the conservation of the environment, training and framing policies for green hiring and selection, management of performance, rewards, and employee involvement (Renwick, 2018; Zhang *et al.*, 2019). A case study of employees at a "Toyota technical development corporation" revealed that HRM practices endorse knowledge creation and transmission within employees and setting up efficient training techniques, interpersonal interactions, input, involvement, and knowledge stock development. As a result, the hypothesis is proposed:

The mediating effect of green knowledge

To "train (ability), stimulate (motivation), and engage employees (opportunity)" in environmentally friendly programs and to motivate them to act according to the strategic objectives of the organization is a notion of effectual GHRM proposed by Appelbaum (2000). These are found to have an impact on employees' EGB. However, research into the fundamental causes of this association is still in its infancy.

According to Renwick *et al.*, (2013) literature analysis, environmental knowledge is essential in the association between GHRM and EGB. Susan *et al.*, (2020) emphasized the need for research examining the mediating function among GHRM and EGB. This is due to the lack of knowledge about these interactions' mechanisms. Employee skills here stand in for green knowledge. Green Human Resource Management is an exterior force that guarantees employees align their behavior with the ecological goals of the firm. These factors affect employees' cognitive abilities and internal traits, which affect EGB performance (Ren *et*

al., 2018). This involves hiring and selecting employees committed to the environment and ensuring they receive the proper GT. When GRS chooses personnel with green values, providing GT to employees improves their awareness of the environment, and their skills make them psychologically prone to participate in EGB (*Chaudhary, 2019*). According to *Saeed et al. (2019)*, green knowledge enhances the influence of green human resources management on EGB. Furthermore, *Rayner and Morgan (2018)* stated that an organization might improve environmental knowledge by increasing employees' skills, motivation, and the opportunity to do EGB. Employee cognition affects green HRM performance by impacting EGB performance to promote EMS, according to *Ren et al., (2018)* research. Higher-order cognitive and social skills and abilities, such as knowledge of the environment, are essential for green HRM procedures to impact the effectiveness of green employment (*Rayner and Morgan, 2018; Susan et al., 2020*). As a result, growing environmental awareness through GHRM equates with promoting environmental behavior, and this behavior reflects the level of ecological knowledge. Therefore, this argument assumes that GHRM methods will impact employees' green knowledge. As a result, the following hypotheses are proposed:

- H1. GHRM practices positively affect EGB.*
- H1a. Green recruitment has a significant impact on EGB*
- H1b. Green training and development has a substantial impact on environmental knowledge*

- H1c. Green performance positively relates to environmental knowledge*
- H1d. Green compensation positively relates to ecological knowledge*
- H1e. Green employee involvement positively correlates with environmental knowledge*
- H2. GHRM practices positively affect Environmental Knowledge.*
- H2a. Green recruitment has a significant impact on EK*
- H2b. Green training and development has a substantial impact on EK*
- H2c. Green performance positively relates to EK*
- H2d. Green compensation positively relates to EK*
- H2e. Green employee involvement positively correlates with EK*
- H3. EK positively mediates between GHRM and EGB*

MATERIALS AND METHODS

Survey design and Data collection

Information was gathered from Indian service sectors like banks, healthcare, communication, Hospitality and IT. This industry has been selected as one that will grow significantly both in India and globally. Furthermore, in recent years, this vast industry has focused on green transformation. The responders were chosen from businesses in prominent south Indian cities like Bangalore, Chennai, and Hyderabad. A total of 15 service firms were surveyed to get responses from 400 people, regardless of gender or age. The study relied on a non-

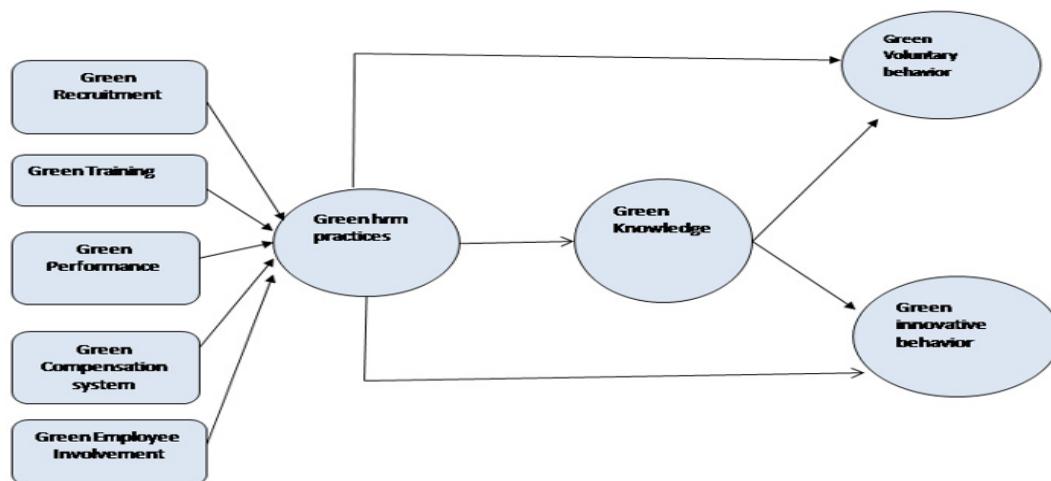


Fig 1: Proposed conceptual framework

probability purposive sampling technique to acquire primary data. This method is helpful for field research or behavioral sciences study since it generates valid data (Cooper *et al.*, 2014; Edeh *et al.*, 2023). In the purposive sample approach, the overall behavior or viewpoint of the respondents is virtually collected through Google Forms. Thus, researchers can choose responders based on judgment and willingness (Masykuri and Pritasari, 2022). In addition, the non-probability technique can be used when the whole population is unknown or infinite (Salman, 2020). Four hundred online survey forms were mailed out, and the data-gathering period spanned in India from July 2023 to September 2023.

Measurement

The first section of the study contained questions about GHRM practices in various service industries. The 21 items were adapted from Tang *et al.* (2018); Jenny Dumont and Shen (2017). The second section of the questionnaire focuses on EGB in the workplace. The researcher measured voluntary green behavior consisting of seven items adapted from Garavan *et al.* (2022) extensively used and well-validated scale. The behavior of employees that consists of idea creation, promotion, and implementation is regarded as innovative work behavior. Scott and Bruce (1994) created a six-item gauge to assess innovative work behavior. Following the study objectives, this scale was changed by adding green-related terms. Green knowledge was considered using four items from Gillani *et al.*, (2018) that set the level of environmental knowledge. A five-point Likert scale varies from “strongly disagree” (point one) to “strongly agree” (point five) and was used to measure each variable.

Data analysis

Several recent studies have used the Smart PLS tool for analyzing the data of “Partial Least Squares Structural Equation Modeling” (PLS-SEM) (Sarstedt *et al.*, 2021). This option was preferred due to the software’s advanced estimate techniques and extensive application within GHRM (Ringle, 2016). According to Hair *et al.* (2020), PLS is better for analysis because the research aimed to anticipate and define the constructs. According to PLS-SEM, the study used a two-step methodology to analyze the findings (Anderson and Gerbing, 1998; Henseler *et al.*, 2015; Siyal *et al.*, 2019; Yap *et al.*, 2012). First,

it evaluated reliability, Convergent Validity (CV), and internal consistency reliability; then, the structural model was investigated to test hypotheses (Henseler *et al.*, 2015).

Measurement model assessment

The researcher adopted (Anderson and Gerbing, 1998) the two-step method to analyze data. Outer loadings (Table 1), Convergent Validity and reliability (Table 2) and Discriminant Validity (Table 3) were assessed in this study. CV can be proven if the loadings exceed 0.50 (Bagozzi and Yi, 1988), the composite reliability values exceed 0.7 (Gefen, 2000), and the extracted average variance exceeds 0.5 (Fornell and Larcker, 1981).

RESULTS AND DISCUSSION

Outer model and CV were calculated using alpha and factor loadings, with loadings exceeding the recommended value of 0.60. Accordingly, CR values are more than the suggested value of 0.7. In addition, the constructs’ AVE values exceeded 0.5. In the Table 1 all the outerloading values exceeds the 0.7 where it meets the threshold values of outer loading 0.7. VIF values are analysed to test the multi collinearity issue in the scale, the VIF threshold values are less than 0.5 as per hair *et al.*, 2017, in the study VIF values are satisfied.

According to the above Table 2, the values of Cronbach’s Alpha for green recruitment, green training, green performance, green rewards, green employee involvement, green knowledge, green voluntary behavior, and green innovative work behavior are all 0.818, 0.766, 0.786, 0.767, 0.843, 0.829, 0.872 and 0.868 respectively. The Composite Reliability of all the variables is superior to 0.9. As a result, the Cronbach alpha (.850), rho_A (.900), CR (.900), and AVE (.5) threshold values were satisfied, so the internal consistency was achieved.

The “Fornell-Larker criterion” was one of the prominent effective approaches for evaluating particular scenarios; nonetheless, the approach needs to show the lack of Discriminant Validity (DV) (Henseler *et al.*, 2015). Values in Table 3 show below 0.9, which means there is no issue of multi-collinearity because the square root of AVE for each construct is greater than each established correlation coefficient. Thus, the measurement model set satisfactory CV and DV.

Table 1: Outer Loadings

| Items | Green Recruitment | Green Training | Green Performance | Green Compensation | Green Employee involvement | Green voluntary behavior | Green innovative behavior | Green Knowledge | Variation Inflation Factor(VIF) |
|-------|-------------------|----------------|-------------------|--------------------|----------------------------|--------------------------|---------------------------|-----------------|---------------------------------|
| GR1 | 0.795 | | | | | | | | 1.790 |
| GR2 | 0.794 | | | | | | | | 1.679 |
| GR3 | 0.796 | | | | | | | | 1.587 |
| GR4 | 0.827 | | | | | | | | 1.746 |
| GT1 | | 0.805 | | | | | | | 1.589 |
| GT2 | | 0.819 | | | | | | | 1.549 |
| GT3 | | 0.848 | | | | | | | 1.535 |
| GP1 | | | 0.797 | | | | | | 1.750 |
| GP2 | | | 0.755 | | | | | | 1.550 |
| GP3 | | | 0.619 | | | | | | 1.442 |
| GP4 | | | 0.885 | | | | | | 1.631 |
| GC1 | | | | 0.727 | | | | | 1.459 |
| GC2 | | | | 0.798 | | | | | 1.656 |
| GC3 | | | | 0.811 | | | | | 1.628 |
| GC4 | | | | 0.731 | | | | | 1.417 |
| GEI1 | | | | | 0.827 | | | | 1.786 |
| GEI2 | | | | | 0.832 | | | | 2.708 |
| GEI3 | | | | | 0.815 | | | | 2.663 |
| GEI4 | | | | | 0.800 | | | | 1.729 |
| GEI5 | | | | | 0.772 | | | | 1.373 |
| GVB1 | | | | | | 0.815 | | | 2.023 |
| GVB2 | | | | | | 0.875 | | | 2.166 |
| GVB3 | | | | | | 0.885 | | | 2.402 |
| GVB6 | | | | | | 0.817 | | | 2.062 |
| GIB1 | | | | | | | 0.838 | | 2.190 |
| GIB3 | | | | | | | 0.844 | | 2.130 |
| GIB4 | | | | | | | 0.823 | | 2.129 |
| GIB5 | | | | | | | 0.796 | | 1.903 |
| GIB6 | | | | | | | 0.783 | | 1.704 |
| | | | | | | | 0.771 | | |
| GK1 | | | | | | | | 0.815 | 1.882 |
| GK2 | | | | | | | | 0.804 | 1.570 |
| GK3 | | | | | | | | 0.794 | 2.278 |
| GK4 | | | | | | | | 0.802 | 1.845 |

Table2: Reliability and Validity

| Constructs | Cronbach's Alpha | rho_A | Composite Reliability | (AVE) |
|----------------------------|------------------|-------|-----------------------|-------|
| Green recruitment | 0.818 | 0.826 | 0.879 | 0.645 |
| Green training | 0.766 | 0.777 | 0.864 | 0.679 |
| Green performance | 0.786 | 0.921 | 0.852 | 0.593 |
| Green compensation | 0.767 | 0.775 | 0.851 | 0.589 |
| Green employee involvement | 0.843 | 0.848 | 0.889 | 0.616 |
| Green Knowledge | 0.829 | 0.855 | 0.885 | 0.660 |
| Green innovative behavior | 0.868 | 0.869 | 0.905 | 0.655 |
| Green voluntary behavior | 0.872 | 0.903 | 0.911 | 0.720 |

Table3: Discriminant Validity

| Constructs | Green compensation | Green employee involvement | Green innovative behavior | Green Knowledge | Green performance | Green recruitment | Green training | Green voluntary behavior |
|----------------------------|--------------------|----------------------------|---------------------------|-----------------|-------------------|-------------------|----------------|--------------------------|
| Green recruitment | 0.803 | | | | | | | |
| Green compensation | 0.050 | 0.767 | | | | | | |
| Green Employee Involvement | 0.021 | 0.657 | 0.785 | | | | | |
| Green Involvement Behavior | -0.034 | 0.641 | 0.625 | 0.809 | | | | |
| Green Knowledge | 0.087 | 0.660 | 0.740 | 0.613 | 0.813 | | | |
| Green Performance | 0.554 | 0.100 | 0.001 | 0.046 | 0.108 | 0.770 | | |
| Green Training | 0.962 | 0.029 | 0.015 | -0.022 | 0.088 | 0.477 | 0.824 | |
| Green Voluntary Behavior | 0.657 | 0.097 | 0.057 | 0.082 | 0.088 | 0.633 | 0.607 | 0.849 |

Structural Model Assessment (Inner model)

After evaluating the measurement model in Fig. 2 the direct effect in Table 4 and indirect effect in Table 5, an inner model was created to test the hypothesis's t-value, standard errors, and path coefficient to explain the importance of this model. The path coefficient values were used to determine the acceptance or exclusion of hypotheses using a bootstrapping approach in Smart PLS. As shown in Table, green performance management has a favorable relationship with green voluntary behavior ($\beta = 0.392$, LL = 0.224, UL = 0.572, t = 4.354). Thus, H1c is accepted. Green recruiting, pay, and employee involvement correlate positively with green innovative behavior. Thus, H2a, H2d and H2e are accepted ($\beta = -0.391$, LL = -0.734, UL = 0.033, t

= 2.023; $\beta = 0.348$, LL = 0.205, UL = 0.503, t = 4.733; $\beta = 0.255$, LL = 0.103, UL = 0.401, t = 3.432). The findings revealed that green knowledge is positively related with green compensation, green training and green employee involvement ($\beta = -0.297$, LL = 0.196, UL = 0.413, t = 5.201; $\beta = 0.239$, LL = -0.015, UL = 0.455, t = 1.974; $\beta = 0.545$, LL = 0.434, UL = 0.638, t = 1.508) are significant; therefore, H3b, H3d and H3e are supported ($\beta = 0.107$, LL = 0.345, UL = 0.446, t = 2.633).

Theoretical Implications

The results of this study significantly advance the field of literature; this research adds to a foundation of knowledge, especially concerning the AMO theory. First, it adds to the AMO hypothesis that little is being

Table 4: Direct effect

| Constructs | B* | Mean (M) | STDEV | T | P | LL | UL | Decision |
|---|--------|----------|-------|--------|-------|--------|-------|----------------------|
| Green recruitment -> Green innovative behavior | -0.391 | -0.359 | 0.193 | 2.023 | 0.044 | -0.734 | 0.033 | Supported |
| Green Recruitment -> Green Knowledge | -0.216 | -0.206 | 0.132 | 1.631 | 0.104 | -0.459 | 0.041 | Not supported |
| Green recruitment -> Green voluntary behavior | 0.458 | 0.398 | 0.373 | 1.228 | 0.220 | -0.505 | 1.009 | Not supported |
| Green Compensation -> Green innovative behavior | 0.348 | 0.356 | 0.074 | 4.733 | 0.000 | 0.205 | 0.503 | Supported |
| Green Compensation -> Green Knowledge | 0.297 | 0.304 | 0.057 | 5.201 | 0.000 | 0.196 | 0.413 | Supported |
| Green Compensation -> Green voluntary behavior | 0.031 | 0.032 | 0.053 | 0.581 | 0.562 | 0.067 | 0.141 | Not supported |
| Green Employee involvement -> Green innovative behavior | 0.255 | 0.255 | 0.074 | 3.432 | 0.001 | 0.103 | 0.401 | Supported |
| Green Employee Involvement -> Green Knowledge | 0.545 | 0.540 | 0.052 | 10.508 | 0.000 | 0.434 | 0.638 | Supported |
| Green Employee involvement -> Green voluntary behavior | 0.081 | 0.079 | 0.061 | 1.323 | 0.187 | -0.037 | 0.201 | Not supported |
| Green knowledge_ -> Green innovative behavior | 0.196 | 0.188 | 0.076 | 2.577 | 0.010 | 0.031 | 0.324 | Supported |
| Green knowledge_ -> Green voluntary behavior | -0.073 | -0.074 | 0.058 | 1.260 | 0.208 | -0.187 | 0.040 | Not supported |
| Green performance -> Green innovative behavior | 0.068 | 0.066 | 0.057 | 1.191 | 0.234 | -0.046 | 0.176 | Not supported |
| Green performance -> Green Knowledge | 0.084 | 0.086 | 0.049 | 1.708 | 0.088 | -0.010 | 0.179 | Not supported |
| Green performance -> Green voluntary behavior | 0.392 | 0.400 | 0.090 | 4.354 | 0.000 | 0.224 | 0.572 | Supported |
| Green training -> Green innovative behavior | 0.291 | 0.262 | 0.181 | 1.613 | 0.107 | -0.112 | 0.596 | Not supported |
| Green training -> Green Knowledge | 0.239 | 0.226 | 0.121 | 1.974 | 0.049 | -0.015 | 0.455 | Supported |
| Green training -> Green voluntary behavior | -0.016 | 0.041 | 0.396 | 0.041 | 0.967 | -0.571 | 0.974 | Not supported |

B* = Beta coefficient; STDEV= Standard error; T= Statistics; LL = lower limit; UL = upper limit; P = Probability value.

done to use green HRM to predict environmental knowledge, particularly within the service sector. The results demonstrate that employees will have “declarative knowledge” to fully understand the situation of the environment and “procedural knowledge” to put that knowledge into practice to mitigate ecological issues when given the essential capability, adequate motivation, and opportunities to perform. [Saeed et al. \(2019\)](#) theory, which contends that the successful adoption of GHRM methods in guaranteeing environmental sustainability depends on improving employees’ ecological knowledge, lends credence to this conclusion. Second, this study adds to previous research by [Marin-Garcia](#)

[and Tomas \(2016\)](#) that revealed that environmental awareness might strengthen AMO regarding behavior by mediating between GHRM practices and EGB. This demonstrates that when staff members have adequate “training, awareness, motivation, and engagement” in achieving sustainability, their ecological knowledge will spark environmentally responsible behavior in the institutions. The results confirm [Rayner and Morgan’s \(2018\)](#) hypothesis that green knowledge influences the EGB of employees with support from upper management. The findings of this research are likely to be used to gain additional insight into how to encourage employees to adopt environmentally friendly behaviors and convince

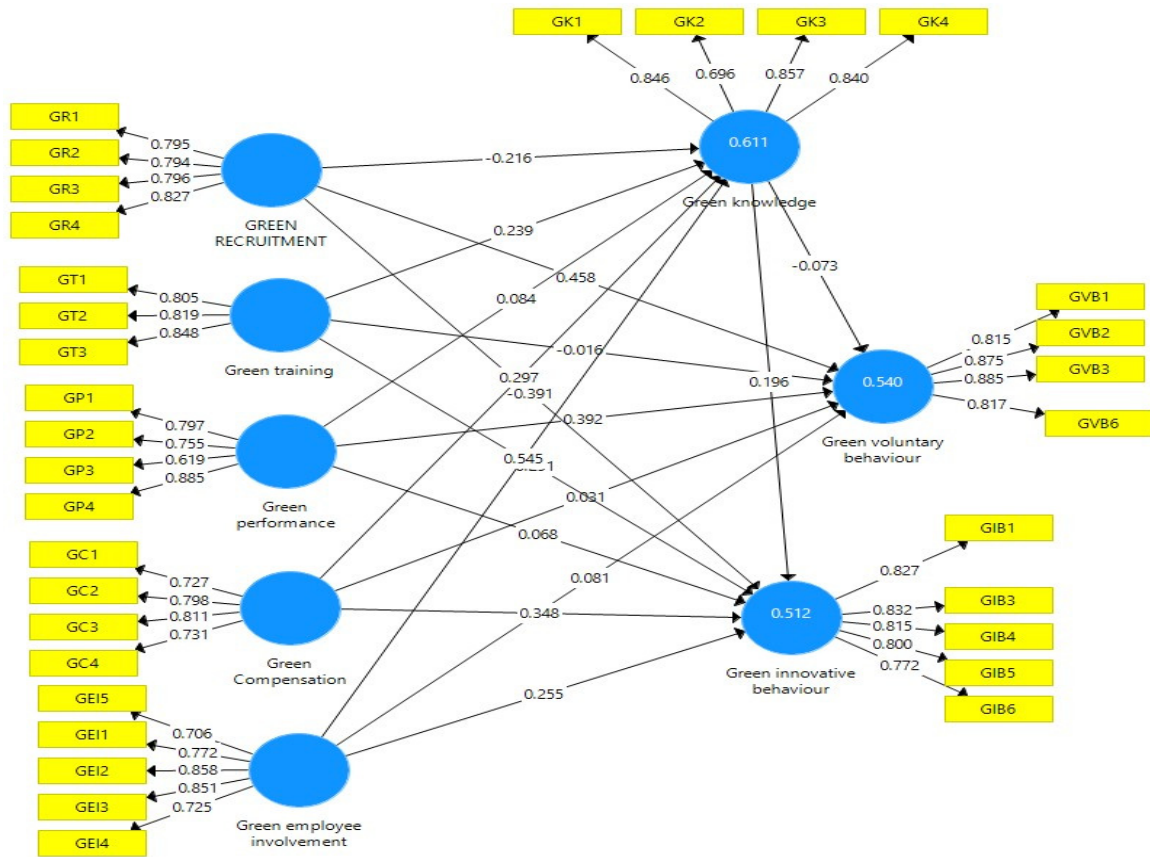


Fig. 2: Measurement model

Table 5: Indirect effect Path coefficient and hypotheses

| Constructs | β | Mean | STDEV | T | p | Decision |
|---|---------|--------|-------|-------|-------|---------------|
| Green recruitment -> Green knowledge_ -> Green innovative behavior | -0.042 | -0.040 | 0.032 | 1.309 | 0.191 | Not Supported |
| Green Compensation -> Green knowledge_ -> Green innovative behavior | 0.058 | 0.057 | 0.025 | 2.363 | 0.019 | Supported |
| Green employee involvement -> Green knowledge_ -> Green innovative behavior | 0.107 | 0.102 | 0.043 | 2.474 | 0.014 | Supported |
| Green performance -> Green knowledge_ -> Green innovative behavior | 0.016 | 0.016 | 0.012 | 1.396 | 0.163 | Not Supported |
| Green training -> Green knowledge_ -> Green innovative behavior | 0.047 | 0.043 | 0.031 | 1.502 | 0.134 | Not Supported |
| Green recruitment -> Green knowledge_ -> Green voluntary behavior | 0.016 | 0.015 | 0.017 | 0.914 | 0.361 | Not Supported |
| Green Compensation -> Green Knowledge_ -> Green Voluntary Behavior | -0.022 | -0.023 | 0.019 | 1.129 | 0.259 | Not Supported |
| Green employee involvement -> Green knowledge_ -> Green voluntary behavior | -0.040 | -0.039 | 0.031 | 1.276 | 0.203 | Not Supported |
| Green performance -> Green knowledge_ -> Green voluntary behavior | -0.006 | -0.007 | 0.007 | 0.871 | 0.384 | Not Supported |
| Green training -> Green knowledge_ -> Green voluntary behavior | -0.017 | -0.016 | 0.017 | 1.021 | 0.308 | Not Supported |

them that doing so is one of their most important responsibilities in both the workplace and society. This research aimed to evaluate the effect of

GHRM methods on EGB in India's service industry. Additionally, an effort was started to investigate the basis of the above correlations by analyzing

the internal processes at play, and environmental knowledge was examined as a mediator. Surprisingly, the findings demonstrate that GHRM practices such as green recruitment, remuneration, and employee involvement are significantly associated with green creative behavior. In contrast, green performance significantly directly impacts environmentally voluntary behavior. Surprisingly, the findings demonstrate that green HRM practices such as green recruiting, pay, and employee involvement are related considerably to green innovative behavior. In contrast, green performance significantly directly impacts green voluntary behavior. This implies that implementing GHRM within an organization does not guarantee the willingness of employees to engage in environmentally beneficial behavior. Therefore, properly implementing green HRM practices is crucial to incentivize employees to engage in EGB. This result confirms the need for underlying variables for GHRM to impact EGB. Out of 5 practices, only three supported green innovative behaviors; the remaining significantly impacted voluntary environmentally friendly actions. The implementation of green training did not yield statistically significant effects on voluntary or inventive behavior. The study's results support an indirect and significant relationship between GHRM practices, compensation, employee involvement, and ecological innovative behavior. This relationship is mediated by green knowledge. The remaining green HR practices had no discernible impact on green voluntary and innovative behavior, and green knowledge had no mediation impact. This conclusion adds to existing research on the issue of how HRM may affect employee working outcomes via underlying processes, including environmental knowledge (Su *et al.*, 2021). This finding is backed by evidence from other research indicating that employees tend to evade topics about which they lack enough knowledge (Chan and Hsu, 2016; Saeed *et al.*, 2019), regardless of whether an organization implements Green HRM practices. This demonstrates the significance of developing environmental knowledge to fully comply with GHRM practices, resulting in environmentally conscious behavior inside the workplace. Research has indicated that a higher degree of ecological knowledge enhances the association between GHRM and EGB (Khan *et al.*, 2022; Saeed *et al.*, 2019). To our knowledge, no study has used green knowledge to mediate GHRM

and employee green behavior among employees in the Indian context.

Limitations and Future research

Due to limited resources and time, the investigation still has subsequent flaws. This research exclusively focuses on the mediating role of green knowledge. Future studies should investigate additional potential mechanisms of influence and refine the existing research framework. Hence, it is anticipated that future studies will investigate whether there exist alternative variables that serve as more effective mediators in addition to knowledge. Second, GHRM practices are impacted by the executors and the environment; however, this study solely considers the employee as the implementation factor. Future research can consider environmental factors and address their moderating effects and the interactions between individual and environmental variables. Future research would yield more intriguing results if these restrictions were considered. To assure representative and impartial samples, future research should broaden the survey's reach to include more survey samples of various organizational characteristics, including industry, city, and size.

CONCLUSION

This study aims to examine the influence of green human resource management practices on employee green behavior, specifically through the mediating role of green knowledge. Additionally, the current research emphasizes the significance of environmental knowledge in influencing the association between environmentally conscious human resource management (HRM) practices and voluntary engagement in environmentally friendly behavior, as well as the adoption of innovative practices that promote environmental sustainability. This study examined how employees' environmental knowledge can affect their EGB through green Human Resource Management practices. Environmental knowledge cannot mediate the association between a few green human resources management practices and EGB, according to the outcomes of the study. Competent GHRM practices may determine employees' ecological knowledge, influencing their EGB. Effective GHRM strategies can influence employees' green knowledge, affecting their EGB.

The significance of GHRM in greening businesses, especially in the service sector, is highlighted, especially in an emerging country like India. The examination of GHRM within the individual setting is at an early stage, especially in India. As a result, this study educates various industry categories on the importance of GHRM and its benefits to an organization and environment by promoting eco-conscious behaviors in the workplace.

AUTHOR CONTRIBUTIONS

Vanisri.K conducted the research materials, conceptualization, technique, software, literature review, reference editing, and article preparation and undertook the entire process of creating this manuscript. P.C. Padhy worked on data correction, original draft preparation, composing reviews, and responsibility for revisions and finalizing the paper, ensuring its accuracy and coherence.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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ABBREVIATIONS

| | |
|----------------|---------------------------------------|
| <i>AVE</i> | Average extracted value |
| β | Regression co efficient |
| <i>EGB</i> | Employee green behaviour |
| <i>EK</i> | Environmental knowledge |
| <i>GHRM</i> | Green Human Resource Management |
| <i>GRS</i> | Green Recruitment & Selection |
| <i>GT</i> | Green Training |
| <i>GC/GR</i> | Green compensation/ Green Rewards |
| <i>GP</i> | Green Performance |
| <i>GEI</i> | Green Employee Involvement |
| <i>EMS</i> | Environmental Management System |
| <i>LL</i> | Lower limit |
| <i>N</i> | Sample size |
| <i>p-value</i> | Probability value |
| R^2 | Coefficient of determination |
| $R^2 adj$ | Adjusted coefficient of determination |
| <i>STDEV</i> | Standard Error |
| <i>T value</i> | T statistic |
| <i>UL</i> | Upper limit |
| <i>VIF</i> | Value inflation factor |

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