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The effect of green human resources management on corporate social responsibility, green psychological climate and employees' green behavior

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ABSTRACT

Green human resource management is considered a critical tool in achieving sustainable behavior in an organization. This study aims to examine the influence of GHRM on employees' green behaviors via the mediating roles of corporate social responsibility and green psychological climate. This study utilized Partial Least Square Structural Equation Modelling to test the proposed model using a sample of 384 human resource managers and employees selected randomly from the industrial companies in all provinces of Iran. Our findings revealed that green human resource management practices influence companies' social responsibility, green psychological climate, and employees' green behaviors. In addition, corporate social responsibility and a green psychological climate promote green behaviors amongst the employees. Therefore, green human resource management influences employees' green behavior directly and indirectly via the mediating roles of corporate social responsibility and green psychological climate within Iranian industries. The study outcomes confirm the significance of incorporating sustainability measures into the human resource management system as well as the important role of human resource management on environmental sustainability for the attainment of long-term sustainability in industrial development. The findings of our study are especially relevant to industrial companies in all countries, as it encourages them to engage in more sustainable practices such as lowering resource consumption.

1. Introduction

The concept of protecting the natural environment to attain sustainable development in Iran had begun since the launch of the first economic, social, and cultural development program; and continued in the subsequent programs, just like other countries of the world. However, the rate of environmental degradation surpasses the planned rejuvenation from the initiatives of development and regulatory programs. Sporadic and insignificant improvement can be observed amongst several environmental indices and standards, and green measures. Therefore, the following questions may be asked: What is the cause of this deficiency and gap? Why have organizations in Iran been unsuccessful in improving environmental conditions despite the large pool of rules and regulations introduced by the government and supervisory institutes? (Rastegar, Sabokro, Maleki Minbash Razgah, & Bagheri garbollagh, 2020).

A more important point is that individuals sometimes express cynical attitudes while publicly expressing their concern about these topics at individual and organizational levels. These occurrences can be observed even in national organizations that are active at the international level. These types of organizations choose to attain environmentally-related international standard certificates such as ISO 14000 standards solely to win prizes or earn the permission to export their products, while their employees and managers only perform some pre-coordinated measures merely to earn certification by legal bodies sequel to inspections. This unethical act may be attributed to obliging (top to bottom) regulations, ignorance, and lack of promotion of green behavior from regulators. While Employees' Green Behavior (EGB) is essentially useful for society (Chou, 2014), in practice, it is explained as "scalable actions and behaviors which the labor force does in relation to environmental sustainability" (Leung and Rosenthal, 2019; Ones and Dilchert, 2012); by these actions, organizations observe society rights and meet its

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expectations.

In recent years, we have witnessed companies trying to develop Corporate Social Responsibility (CSR) systems, that involve adopting series of principles that could result in a balance between the demands of all participants, suppliers, the society, and consumers/clients (Fernández-Guadaño and Sarria-Pedroza, 2018). It is also a key element that can result in business competition, sustainable growth, and the achievement of goals and strategies. Through the use of CSR, we seek much more than shareholders' satisfaction. It is regarded as a useful approach for guiding companies through the creation of value for their stakeholders (Fassin et al., 2017). The prevention of negative impacts of the organization's operation on the environment is an important aspect of companies' social responsibility that affects its perceived reputation within the society and satisfaction of the company. Aside from the established measures regarding this aspect of social responsibility and its manifestation, another essential factor is the creation of a Green Psychological Climate to equip employees with more knowledge and a wider perspective on environmental preservation.

The practices of GHRM lead to a Green Psychological Climate (GPC), which is related to people's perception of the workplace, behavior, and individual ethics regarding environmental reliability. In general, GPC refers to environmentally-oriented values, organizational policies, procedures, and methods encountered by people in workplaces (Dumont et al., 2017). Also, GPC is the outcome of the social actions amongst employees, which results in their acquaintance with the value of policies, best practices, and normal procedures of the organization and also the value of their own participation (Kuenzi and Schminke, 2009). One way to create a green and environmentally responsible organization is by sensitizing them regarding the environment. Studies suggest that the employees' working environment in a psychological perspective—-which is what they perceive from the conditions of their workplace—is formed through policies and procedures such as HRM methods used by organizations, (Burke et al., 2002; Schneider et al., 2013). Roome (1992) stated that the ability to manage environmental issues is restrained by the approach adopted by organizations to solve those issues and organize their resources. In the first attempts to present a conceptual model of Green Human Resource Management, Daily and Huang (2001) tried to establish a logical connection between the activities within the environmental management system and the ISO 14001 standard and human factors. In this model, the interaction between human factors included support of senior managers, training, employee empowerment, teamwork and rewards, and environmental management activities, including policy-making, planning, implementation, oversight, and management reform and review measures (Daily and Huang, 2001). GHRM consists of three measures: to attract staff by green values and goals which are similar to the organizations' goals; implementing some training courses to boost environmental knowledge, skills, awareness, and attitude amongst the employees (Cheema et al., 2020; Zhu et al., 2021). In the era of environmental management, GHRM has become the buzzword. GHRM reflects the HRM aspects of environmental management (Renwick et al., 2013). The concept of GHRM is defined by (Kramar, 2014) as "human resources management activities resulting in the enhancement of the natural environment." In addition, Opatha and Arulrajah (2014) believed that GHRM comprises all activities geared at developing, implementing, and continuously maintaining a system to make the organization a green firm. Some of the tasks including the design of suitable jobs and determination of relevant rewards for green behaviors aiding the clarification of green responsibilities in workplaces are performed by the GHRM. GHRM is defined as the integration of Corporate Environmental Management into HRM and also is defined as the HRM aspects of environmental management (Renwick et al., 2013). As mentioned before, some researchers have shown that environmental knowledge is affected by GHRM (Fawehinmi et al., 2020; Zhu et al., 2021) which increase employees' awareness and made them more responsible regarding the environment. In addition, green HRM practices are undertaken to raise green passion and promote environmental self-identification among employees (Astakhova and Porter, 2015). According to (Zoogah) green human resource management using policies, philosophies, and resource management practices Humanity in the business environment of the organization to promote the sustainable use of resources, and prevent environmental damages (Zoogah, 2011). Elements of green human resource management are like instruments for predicting environmental performance; therefore, making an organization green would impact the internal/external supply chain. Producing goods, innovation, consumption and wasting management, organizational culture, goals and values, business plans, the strategy of the organization, and the behavior of employees are some samples to be considered (Benevene and Buonomo, 2020; Nisar et al., 2021; Rastegar et al., 2020). To sum up, the values of employees and organization unite, i.e., both parties become more responsible towards the environment.

1.1. The motivation of the study

A limited amount of research has been devoted to the theoretical and experimental examination of GHRM in organizational structures. Besides, most of the past studies failed to investigate the importance of GPC in promoting green organization or behaviors, as the absence of an environmental culture or climate seems to hinder pro-environmental behavior (Yuriev et al., 2018; Zientara and Zamojska, 2018). Hence, this study aims to fill this gap by analyzing the direct and indirect effects of GHRM on the green behaviors of employees coupled with the mediating role of GPC and CSR.

1.2. Justification of the research

The concept of GHRM and its role in disseminating and improving the green behavior of employees in the workplace remains widely unexplored despite the rising challenges associated with environmental management. Hence, this study will contribute its quota to the understanding of GHRM's role in an organization's green sustainability in several ways. First, it extends the model of social corporate responsibility, which indicates that employees' green behaviors in Iranian industrial companies can be achieved in an organizational setting through implementing GHRM.

Second, this study confirms that GHRM does not only directly affect EGB, but also has indirect impacts via CSR and GPC. This suggests that CSR plays a vital role on EGB in a tacit manner and thus proves beneficial to the approach of organizational behavior (Albinger and Freeman, 2000; Greening and Turban, 2000). Pellegrini, Rizzi, and Frey (2018) stated that HRM procedures can influence an employee's behaviors towards the achievement of CSR, which is crucial for the management and employees' sustainability, and also promote their stronger commitment to a green behavior. Studies of HRM behaviors suggest that it does not have a direct influence on employees' performance, but rather, its effects are applied through various psychological as well as social processes (Jiang et al., 2012).

Third, the study of the impact of GHRM on CSR, GPC, and EGB in the workplace is still yet to be analyzed in empirical dimensions. Thus, this study contributes to the current knowledge about GHRM-related behaviors in a bid to better understand the concept of GHRM and its effects. Some scholars (Cherian and Jacob, 2012; Jabbour, 2011; Renwick et al., 2013) believe that the GHRM is still in its initial phase of growth in terms of its effects on the professional workplace of employees. Also, in Iran, the idea of GHRM is yet to be manifested and more researches are required to implement GHRM and solve the existing environmental crisis. A wide range of definitions of the concept has been reported, which needs more experimental research. Moreover, past studies on green behavior in the workplace have mostly examined the effects of sustainability programs in organizations (Norton et al., 2014; Paillé et al., 2013) and the effects of organization leadership (Ramus and Steger, 2000; Robertson and Barling, 2013). The effects of employees' green behavior and implementation of GHRM policies and

organizational procedures are not adequately addressed in the past studies. To date, this research concept remains unexplored especially in Iran, and can enrich the literature and provide practical application for industrial companies around the world.

Fourth, prior studies have indicated that business ethics and CSR have become the center of focus for both academics and practitioners recently (Carroll, 2016; Epstein, 1987; Schwartz and Carroll, 2008). Ethics is mostly described as "doing righteous things" and is often interrelated to CSR (Schwartz and Carroll, 2008). While most of the academic researches consider business ethics and CSR as a single concept that overlaps with both subjects, Weller (2020) found that in a practical situation, the concepts are negotiated within the social realm, and contextual with various definitions and relationships (Ferrell et al., 2019). The sole purpose of CSR is to ensure business ethics, such as the protection of the environment, which can be accomplished via exhibiting eco-friendly behaviors. This is similar to GHRM practices, which aim to change organizational structures, practices and climate, and employee behaviors towards environmental sustainability.

1.3. Context of Iran

Pollution of the lighting environment, sound, soil, water as well as the air are amongst the factors contributing to urban instability. Unfortunately, those types of pollution are increasingly experienced in Iran. Those problems are created mainly by the industrialization of many cities and unchecked growth of their population, while the persistent water crisis and mismanagement have been adding to the dire situation (Adn var & Omidvari). As reported by the IRNA news agency, excessive amounts of various types of chemical materials and compounds due to many industrial processes are causing deleterious conditions for human beings; therefore, it is especially necessary to identify the environmental pollutants caused by industrial activities, particularly regarding the water resources (IRNA, 2015). Normally, the industrial regions in Iran include a wide range of companies working with cosmetics, rubber, industrial machinery, food industry equipment, hardware, profiles, lathes, furniture, clothing, plastics, and other items; therefore, those companies impose a spectrum of irreparable damages to the environment that calls for serious green behavior and GHRM measures all the time. The present study tries to find an answer for the following question:

- What are the effects of the GHRM on Employees' Green Behaviors (EGB) in Iran's industrial regions through the mediating roles of Corporate Social Responsibility (CSR) and Green Psychological Climate (GPC)?

We hope that the present study can provide some HRM solutions to promote green decisions within pollutant industries, enhance and increase green behaviors amongst employees in this sector, and ultimately reduce pollution caused by industrial activities within most of the countries.

2. Theoretical development and hypotheses

2.1. GHRM and corporate social responsibility

As human resources play an important role in achieving sustainability and of course financial roles in any business, environmental initiatives in connection to the HRM are considered as a part of some broader CSR programs (Ahmad, 2015). Over the past decades, no significant change has been made to the concept of CSR; although, it still plays a key role in the development of a strategy for companies (Kim et al., 2018; Ruggiero and Cupertino, 2018). Corporate social responsibility has evolved from socially responsible practices to include sustainability (Ait Sidhoum and Serra, 2018; Marco Fondevila, Moneva Abadía and Scarpellini, 2018).

Human resources activities such as attraction, recruitment, training and development, performance management, compensation and rewards systems, career planning, talent management, and personnel retention could potentially support the development and implementation of appropriate CSR activities while creating a sense of synergy between HRM and CSR (Jamali et al., 2015). Generally, CSR activities are done by an HR team or a separate team that works in close harmony with the HR department (Mishra, 2017). Therefore, an appropriate management structure is provided to help organizations transform CSR strategies into practical measures (Jamali et al., 2015). Well-designed coordination between GHRM and CSR will cause more vivid ideas regarding (1) levels of employees' involvement, (2) promotion of new changes within the structure of HR practices, and (3) the meaning and significance of green concepts within the organization. Strategic HRM can especially benefit from CSR (Voegtlin and Greenwood, 2016). Perceptions held by the employees regarding CSR would considerably affect the organizational commitment (Brammer et al., 2007), development of the company, formation of organizational behavior as well as performance improvements (Kucharska and Kowalczyk, 2019). Some impacts of CSR on the workplace can be explored through CSR-related studies (Aguinis and Glavas, 2012; Jamali et al., 2015). Therefore, the CSR can potentially use the strategic and operational support from HRM. Some synergistic results can be produced via closer integration of those two fields (Jamali et al., 2015). Green human resources management instruments have been implemented as a response to the growing demand for CSR (Cheema and Javed, 2017); as such, the CSR measures need to be considered in future GHRM research (Yusliza et al., 2017) and further on (Freitas et al., 2020). The present paper attempts to investigate the following hypotheses in consideration of the same set of relationships.

H1. GHRM positively and significantly affects CSR.

2.2. GHRM and green psychological climate

When employees obtain a general perception about their organization's adoption of environmental procedures and policies, which support environmental sustainability and green values, their green behaviors will be triggered, creating a green psychological climate (Dumont et al., 2017; Norton et al., 2014; Ramus and Steger, 2000; Zhou et al., 2018). Those shared perceptions of policies, working procedures, and routines amongst employees are mainly formed through social cognitive processes (Bowen and Ostroff, 2004; Nishii et al., 2008; Zientara and Zamojska, 2018). Employees develop a shared perception of the organization's workflows and policies through the social interactions in the workplace (Dumont et al., 2017; Norton et al., 2017; Zhou et al., 2018). In other words, the psychological climate is shaped amongst them in the course of interaction with their workplace social environment and discussions regarding established practices and policies of the organization (Khan et al., 2019). The GHRM methods inspire green activities and increase employees' awareness about environmental issues and sustainable activities, consequently leading to a green psychological atmosphere and climate within the organization (Yusoff et al., 2020). As such, the organization must promote green responsibilities in the workplace through adequate job designs for employees, provision of suitable rewards for green behaviors within the work environment, and improvement of employees' awareness regarding green values. This leads us to the conclusion that GHRM is related to the GPC in a positive and significant way within the workplace.

H2. GHRM positively and significantly affects GPC.

2.3. GHRM and employees' green behaviors

Recent studies have established the positive impact of HRM on green sustainability objectives at the organizational level (Roscoe et al., 2019). Besides, the effect of GHRM on green behaviors of employees is anticipated due to following reasons: First, when each individual's environmental values are considered a factor within the recruitment and selection process and the organization's preference for green behaviors

are communicated to prospective employees, the green awareness and understanding amongst employees would likely be enhanced (Renwick et al., 2013). Second, employees' knowledge, skills, and capabilities are potentially enhanced when they are involved in the process of implementing green initiatives and are trained for green concepts, as they would be psychologically capable to engage in various forms of green behaviors. Fawehinmi et al. (2020) has revealed that GHRM can affect EGB among academics in Malaysia, and can also increase the environmental awareness of academics towards their establishment of green behavior. Third, according to the HRM theories, the employees' understanding of the urgency and necessity of adapting HRM practices would be a prerequisite for the effectiveness of those practices in desired behaviors within the workplace (Chaudhary, 2020; Nishii et al., 2008). A study in China showed that the green behaviors of employees can be predicted by green HR managers through requesting information from the employees (Zhang et al., 2019). Another study in Indonesia was conducted by Ong and Riyanto (2020) to establish the relationship between green practices of HR managers and environmental performance; it showed that GHRM can increase organizational citizenship behavior of employees so that GHRM can increase extra-role behaviors in manufacturing companies (Kim et al., 2019). examines the ways to improve employees' eco-friendly behavior and hotel's environmental performance through GHRM.

Dumont et al. (2017) endorsed the above-mentioned arguments as the outcome of a study on Chinese employees. They discovered that in-role green behaviors of employees are influenced both directly and indirectly by the GHRM, whereas the extra-role green behaviors are only influenced by the GHRM indirectly through the GPC created within the workplace. Although some scholars had established the existing connection between green HRM and EGB, more studies are required to support the underlying mechanisms through which green HRM affects the EGB (Dumont et al., 2017; Yong et al., 2019). The present study aims to examine the effect of GHRM on EGB within a wide range of Iranian industries that is almost unprecedented.

H3. GHRM positively and significantly affects EGB.

2.4. Corporate social responsibility and employees' green behavior

Corporate Social Responsibility (CSR) is defined as a series of activities conducted by an economical firm to create positive effects on society and/or the natural environment (Su and Swanson, 2019). Corporate social responsibility stems from "a commitment to improve the well-being of the society through discretionary business practices and contributions of corporate resources" and represents the long-term responsibility of organizations towards ethical business activities (Ahmed et al., 2020). Generally, CSR efforts of organizations impact the society directly or indirectly via the improvement of the social welfare status (Islam et al., 2016). Employees as a unit of analysis have received limited attention in the past studies on CSR (Aguilera et al., 2007; Gond et al., 2010; Rupp et al., 2006; Swanson and Niehoff, 2001). Although employees are explicitly considered in several theoretical models of corporate social performance (such as Wood, 1991) as a distinctive level for analysis, only a few studies have focused on the effect of CSR on practical ethics and behaviors of employees (De Roeck and Farooq, 2018). have defined the employees' green behaviors as "their engagement in green behaviors such as performance of tasks in an environmentally friendly way (e.g. rational use of the resources, recycling, involvement in environmental initiatives, and setting the bars higher for more sustainable policies)." Based on the Social Information Processing (SIP) theory, it can be inferred from the employees' evaluation that their work environment probably influences their work attitudes and behaviors. Consequently, pro-society behaviors amongst employees including their efforts to improve the environmental status or reduce the human-caused damages should be affected by their recognition of CSR initiatives (see De Roeck and Farooq, 2018; De Roeck and Maon, 2018). As such, the CSR programs could lead to higher engagement levels in environmentally supportive behaviors (De Roeck and Farooq, 2018; De Roeck and Maon, 2018; Vlachos et al., 2014). The likelihood of occurrence of environmentally positive behavior by the employees would be higher when their company is participating in environmental-friendly programs (Raineri and Paillé, 2016; Su and Swanson, 2019). Another study conducted on hotel employees in Pakistan showed that EGB was unaffected by CSR (Ahmed et al., 2020). An exploration of academic literature on this field indicates the presence of limited studies proving the relationship between CSR and EGB; hence, a theoretical gap exists on the topic, especially in the Iranian context.

H4. Corporate social responsibility positively and significantly affects industrial EGB.

2.5. Green psychological climate and EGB

Employees' Green Behavior (EGB) is defined as "those scalable actions and behaviors that are related to the environmental sustainability, contribute to it or impede it and employees get engaged in them" (Ones and Dilchert, 2012). Employees' green behavior might be categorized as organizational citizenship behavior, task performance, and counterproductive work behaviors. Green behaviors amongst employees may include recycling (for example, using draft paper for printing), avoiding the generation of unnecessary waste (e.g., avoiding document printouts while using electronic editing methods and tools instead), higher efficiency in resource usage (e.g., avoiding physical travel and using teleconference tools instead), saving more energy (e.g., using motion sensors to turn the lights off when they are not needed) or water conservation, such as the repair of bathroom water leakages ((Norton et al., 2014; Ones and Dilchert, 2012).

The GPC is defined as a set of environmental conditions enacted in companies to enable them to achieve their environmental sustainability goals through the implementation of useful environmentally friendly policies (Chou, 2014; Norton et al., 2014; Paillé et al., 2013; Ramus and Steger, 2000). The organizational climate, in general, has been receiving much attention as a critical contextual factor that influences employees' behaviors and attitudes (Kuenzi et al., 2020; Norton et al., 2017; Schneider et al., 2013). Some recent studies indicate that green climates are associated with environmental behavior (Khan et al., 2019; Norton et al., 2017; Tian et al., 2020; Zientara and Zamojska, 2018), but it is less clear how a shared green focus develops.

Based on the organizational climate, Norton et al. introduced the concept of green psychological climate perceptions and interpretations of their organization's policies, procedures, and practices regarding environmental sustainability (Norton et al., 2017). When a higher level of positive GC is observed by the employees, it leads to internalization and environment supportive values and they experience stronger organizational support to engage in EGB as well. Differently put, a positive GPC encourages the employees to have stronger intention to follow environmental sustainability regulations and recommendations, and therefore exhibit higher levels of EGB. Both GPC and EGB are structures that exist at the personal level; thus, the GPC could be arguably considered as the closest predictor variable for green behaviors. Some empirical support could be found in the existing literature, which shows that GPC predicts EGB as a variable (Dumont et al., 2017; Kuenzi et al., 2020; Norton et al., 2017). In this regard, we propose the following hypothesis:

H5. GPC in the workplace positively and significantly affects EGB.

Kuei et al. (2015) showed that organizations are incentivized by environmental uncertainties, customer pressure, and government regulations to adopt green practices. Recent studies have found that a large number of industries (Thiel, 2016) in water management (Lambooy, 2011) and sports sectors (Trendafilova et al., 2013) try to improve their corporate sustainability through CSR initiatives. Gordon, Lockwood, Vanclay, Hanson, and Schirmer (2012) reported that the overall

emission rates have been reduced through CSR-related initiatives within the society due to increased environmental awareness (Suganthi, 2019).

A model has been developed by Lagoudis and Shakri (2015) to estimate the need for CSR practices within organizations based on their carbon footprint caused by transportation and distribution networks to improve environmental awareness amongst their employees. Is the implementation of CSR initiatives by an organization related to its level of adaptation with green practices? If so, how strong is the relation? Hens et al. (2018) have put stress on the state of change for the necessity of a greener environment and cleaner production throughout the years while focusing on the importance of the CSR concept. The qualities of the impact of CSR strategies on green IT strategies have been studied by Bohas and Poussing (2016). Although many studies have suggested that organizations would adopt green practices mainly when a mandatory regulatory framework is put in place, this question remains that, "is the voluntary adaptation of CSR activities related to the adoption of green practices in any way?"

The present study is designed to reveal a possible positive relationship between the implementation of GHRM policies and EGB through the possible mediating role of CSR. In case a positive relationship is found, then, the organizations can effectively design holistic strategic plans to achieve the goals of environmentally friendly corporate sustainability. This leads us to propose our sixth hypothesis:

H6. The CSR mediates the relationship between the GHRM and the EGB.

The mental background for the GPC follows a common perception amongst the employees that the policies and procedures adopted by their organization would enhance the environmental stability while supporting green values (Dumont et al., 2017; Norton et al., 2014; Ramus and Steger, 2000; Zhou et al., 2018). The underlying shared perception regarding the organization's policies, procedures, and practices would be mainly shaped through social cognitive processes (Bowen and Ostroff, 2004; Nishii et al., 2008; Zientara and Zamojska, 2018). Those common and shared perceptions regarding the policies and practices are developed when the social interactions enable the employees to infer them (Dumont et al., 2017; Norton et al., 2017; Zhou et al., 2018). In other words, the psychological climate is formed through the interactions between employees and the social environment within the organization as well as their discussions about actual policies and practices accepted within the organization. Human Resources Management systems focused on the goals of the organizations in terms of what should be done, and the changes that should be implemented (Armstrong, 2006). Employees' green behavior is the process in which the performance of a certain employee during a certain period is evaluated (DeNisi and Smith, 2014). An organization needs to change and adapt the production, supply, and activity chains if it wants to improve its environmental performance. However, employees need to act in accordance with the environment through other types of important activities to achieve green goals. That is, the organizations can achieve their goals via the implementation of EGB (Chinander, 2001) and employees can also help the organizations and companies achieving their targets of sustainable development through green behavior (Renwick et al., 2013). On the other hand, GPC indicates an organization's environmental and organizational climate, and the extent to which green behaviors are encouraged (Bohlmann, van den Bosch and Zacher, 2018). A green psychological climate functions as a promoting factor for green behaviors, and also motivates employees to manifest discretionary pro-social behaviors (Norton et al., 2017). Several studies have shown that an appropriate psychological climate would work as an encouraging factor for employees to manifest certain environmental behaviors (Dumont et al., 2017; Kuenzi and Schminke, 2009; Norton et al., 2017; Zhou et al., 2018; Zientara and Zamojska, 2018). The prediction stated in the present study is that GHRM enhances EGB through the mediating role of GPC; thus, the following hypothesis has been introduced:

H7. The GPC mediates the relationship between the GHRM and the EGB.

3. Methodology

3.1. Data collection and sample size

The data were collected from industrial companies in Iran. Since the number of employees in those companies could be numerous, the sample size of 384 was calculated using Morgan's formula. The statistical population consisted of all employees and managers of HR departments within the Iranian industries, and the questionnaire was randomly distributed among them. The participating companies were precisely informed of the purpose of the study to ensure their maximum response to the survey.

To avoid any possible bias due to source singularity, all items were designed as exogenous variables in a 5-point Likert scale, ranging from 1 (strong disagreement) to 5 (strong agreement). Whereas a seven-point Likert scale, ranging from "1-Strongly disagree" to "7-Strongly agree" was designed to comprehend the dependent and mediating variables as suggested by (Podsakoff et al., 2003). A Harman's single-factor test was conducted for CMV as recommended by the same resource, where only one fixed factor extracted from the main constructions should represent less than 50% of the variance. The results revealed that a component can represent 40.4% of the variance, which is below the maximum threshold of 50%. The results also confirm the lack of high correlation between the variables, indicating the absence of common method bias as suggested by (Bagozzi et al., 1991).

3.2. Definition and measurement of the constructs

The questionnaire was designed and constructed according to the previous literature. Before data collection, the researchers engaged the services of several experts in the evaluation of the questionnaire in terms of readability, clarity, perceptibility, and content reliability. Subsequently, the questionnaire was randomly distributed amongst the companies. The target respondents were HRM employees and managers, as well as environment-preservation managers. The respondents were requested to fill and submit the questionnaires within two weeks. The questionnaire was constructed in five sections. The first section represented descriptive information of the employee, while the other sections were related to GHRM variables, green psychological atmosphere, company's social responsibilities, and employees' green behavior respectively. The measurements of the constructs are further defined as follows.

3.2.1. Green human resource management

The measurement of GHRM includes five components: (1) My company designates its green goals for employees; (2) My company provides green training for improving green values; (3) My company uses the employees with green training to develop knowledge and skills required for green management; (4) My company rewards the green behaviors conducted by the employees; and (5) My company considers employees' workplace green behaviors in promotion (Dumont et al., 2017).

3.2.2. Green psychological climate

The measurement of GPC includes five items: (1) All employees are encouraged to save the energy within the workplace; (2) The managers emphasize on reduction of scraps during production; (3) The company has announced general environmental policies at the workplace; (4) The company management and policies lead to environmental preservation; and (5) The company managers try to reduce wastes and control harmful chemicals (Chou, 2014).

3.2.3. Corporate social responsibility

The measure of CSR consists of five components: (1) The company

engages in activities to preserve the environment as its goal; (2) The company has special programs to minimize environmentally negative effects; (3) The goal of the company is to grow sustainably, so future generations are considered as well; (4) The company cooperates with institutes, groups and projects that promote social welfare and well-being; and (5) The company provides the encouragement opportunities for its employees to get involved in social volunteering activities related to environmental preservation (Kim et al., 2018).

3.2.4. Employees' green behavior

The measurement of EGB includes five items: (1) I do my professional tasks in a way that positively affects the environment; (2) I feel responsible for the environment; (3) I feel responsible for preserving the environment for the next generation; (4) I try to make others to engage, educate them and inspire them to minimize environmental footprints; and (5) I try to engage in behaviors and initiatives that reduce environmental footprints (Iqbal et al., 2018).

4. Results

4.1. The outcome of the Reflective Measurement model

We estimated the weights of the research factors to check for internal consistency. As Table 1 shows, all the weights have reached the threshold value of 0.70 (Hair et al., 2016). However, we deleted several items because they did not attain the specified threshold value of 0.70.

Table 1
Outer loading of the measurement model.

No	Items of the construct	Outer loading
Green Human Resource Management		
Q 1	The company designs its green goals for employees.	0.765
Q 2	The company provides green training for improving green values.	0.896
Q 3	The company uses the employees with green education to develop knowledge and skills required for green management.	0.868
Q 4	The company rewards the employees' green behaviors.	0.756
Q 5	My company considers employees' workplace green behaviors in promotions.	0.871
Green Psychological Climate		
Q7	All employees are encouraged to save energy within the workplace.	0.842
Q8	There is an emphasis on the reduction of scraps during production.	0.819
Q9	The company has announced the general environmental policies at the workplace.	0.700
Q10	Company management and policies lead to environmental preservation.	0.857
Q11	Company managers try to reduce wastes and control harmful chemicals.	0.852
Corporate Social Responsibility		
Q12	The company engages in activities to preserve the environment.	0.801
Q13	The company has special programs to minimize adverse environmental effects.	0.885
Q14	The goal of our company is to grow sustainably so that we consider the well-being of future generations as well.	0.830
Q15	Our company cooperates with institutes, groups, and projects which promote social welfare and well-being.	0.754
Q16	Our company encourages its employees to engage in social volunteering related to environmental preservation.	0.800
Employees' Green Behavior		
Q22	I do my professional tasks in a way that positively affects the environment.	0.861
Q23	I feel responsible for the environment.	0.815
Q24	I feel responsible for preserving the environment for the next generation.	0.807
Q25	I try to engage, educate and inspire people to minimize environmental footprints.	0.768
Q26	I try to engage in behaviors and initiatives that reduce environmental footprints.	0.810

The "Reflective Measurement model" assesses two factors of discriminant validity and convergent validity. Convergent validity has been defined as "the degree to which indicators of a specific construct converge or share a high proportion of variance" (Hair et al., 2016). We evaluated the Composite Reliability (CR) and Average Variance Extracted (AVE) as two components to assess the convergent validity as suggested by Hair et al. (2010). Table 2 illustrates that the CR and the AVE values surpass the threshold points of 0.70 and 0.50 respectively. These numbers are adapted from Hair et al. (2010). Hence, we affirmed the reliability and convergent validity of these constructs.

Discriminant validity can be assured through three methods: First, by conferring to Fornell and Larcker (1981), "the average amount of shared variance between each construct and its components needs to be higher than the shared variance between the same construct and other constructs." The outcomes indicate that the entire set of constructs achieve sufficient "discriminant validity," as the square root of the AVE (diagonal) exceeds the correlations (off-diagonal) for the entire set of constructs (see Table 3) (Fornell and Larcker, 1981).

Second, by matching the "cross-weights" among variables (See Table 4), the discriminant validity of the model is assessed. As recommended by Hair et al. (2016), it is decisive to ensure that each indicator has a high weighting effect on its construct, but its weighting effect on the other constructs needs to be at a low level. The results of the present study (Table 5) confirm the attainment of discriminant validity.

Third, the Heterotrait-Monotrait Ratio Test (HTMT) technique designed by Henseler et al. (2015) was applied to evaluate the "discriminant validity". Based on this approach, all the values should be below the HTMT critical value of 0.90 (Gold et al., 2001; Henseler et al., 2015), and the results indicate the attainment of discriminant validity (Table 5). Furthermore, the results provided by the HTMT also indicate that the confidence interval is exclusive of 1 for all constructs (Kline, 2015), which further confirms the discriminant validity.

4.2. Valuation of the structural model

In evaluating the structural model, it is pivotal to primarily evaluate the extent of internal linear correlation issues. It was suggested that when the full variance inflation factor (VIF) is lower than 5 (Hair et al., 2011), or 3.3 according to more stringent opinion (Diamantopoulos and Siguaw, 2006), the multivariate co-linearity problem in the model can be subsided. In this study, the results indicate that all independent variables' inner VIFs were 1.231, 1.495, and 1.470, for GHRM, CSR, and GPC, respectively. All of those values are less than 3.3. This consequently confirms the non-existence of co-linearity (Hair et al., 2010).

Figure (1) and Table 6 exhibit the relative gravity of the exogenous construct of the GHRM in predicting the endogenous constructs of CSR, GPC and EGB. This study revealed that GHRM have considerable positive influence on CSR, GPC and EGB [($\beta = 0.331$, p-value<0.001), ($\beta = 0.350$, p-value<0.001) and ($\beta = 0.136$, p-value<0.001), respectively]. It also confirms that the CSR and GPC impose some significant influences on EGB [($\beta = 0.377$, p-value<0.001) and ($\beta = 0.320$, p-value <0.001), respectively].

Table 2
Construct reliability and validity.

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE[a]
Corporate social responsibility	0.873	0.880	0.908	0.664
Employees' green behaviors	0.871	0.874	0.907	0.660
Green Human Resource Management	0.890	0.912	0.919	0.695
Green Psychological Climate	0.870	0.887	0.906	0.659

[a] Average Variance Extraction (AVE).

Table 3
Discriminant validity using the fornell-larcker criterion.

Variables	CSR	EGB	GHRM	GPC
Corporate social responsibility	0.815			
Employees' green behaviors	0.574	0.813		
Green Human Resource Management	0.331	0.374	0.833	
Green psychological climate	0.475	0.547	0.350	0.812

The diagonals exhibit the square root of the AVE, and the off-diagonals portray the correlations.
Legends: GHRN = Green human resources management; GPC = Green Psychological Climate; CSR= Corporate Social Responsibility; and EGB = Employees' Green behaviors.

Table 4
Cross loading.

Corporate Social Responsibility	Employees' Green Behavior	Green Human Resource Management	Green Psychological Climate
0.332	**0.883**	0.438	0.527
0.297	**0.879**	0.425	0.456
0.336	**0.835**	0.423	0.484
0.201	**0.812**	0.371	0.407
0.192	0.397	**0.801**	0.463
0.367	0.425	**0.885**	0.512
0.266	0.405	**0.83**	0.49
0.279	0.436	**0.754**	0.435
0.233	0.322	**0.799**	0.435
0.889	0.345	0.27	0.343
0.872	0.313	0.269	0.331
0.771	0.206	0.242	0.222
0.896	0.311	0.352	0.371
0.343	0.477	0.491	**0.861**
0.236	0.458	0.464	**0.816**
0.353	0.411	0.442	**0.806**
0.29	0.41	0.45	**0.767**
0.305	0.49	0.484	**0.81**

Table 5
Heterotrait-monotrait ratio (HTMT).

Variables	CSR	EGB	GHRM	GPC
Corporate Social Responsibility				
Employees' Green Behavior	0.657			
Green Human Resource Management	0.367	0.414		
Green Psychological Climate	0.535	0.616	0.383	

Legends: GHRN = Green Human Resources Management; GPC = Green Psychological Climate; CSR= Corporate Social Responsibility; and EGB = Employees' Green Behavior.
Legends: GHRN = Green Human Resources Management; GPC = Green Psychological Climate; CSR= Corporate Social Responsibility; and EGB = Employees' Green Behavior.

One of the methods to check for predictive veracity of the model is to determine the R^2 value—the variance capacity of the endogenous construct that is constructed by all exogenous constructs connected to it. The R^2 value of 0.44 indicates that 44% of the total variation in the EGB of the industry can be elucidated by their CSR and GPC.

We measured the f^2 values to ascertain the size of the effect for each variable considering the R^2 value. According to Cohen (1988), values of 0.35, 0.15, and 0.02 for the f^2 are respectively regarded as large, medium, and small in terms of the effect sizes. The f^2 value (0.158) for GHRM indicates that it has a medium effect on R^2 for CSR. The f^2 value of 0.178 for GHRM demonstrates that it has a medium effect on the R^2 for GPC. The f^2 (0.029) of GHRM shows that this variable has a negligible effect on the R^2 for EGB. The value of 0.029 for the CSR and GPC indicates that they have a medium effect on the R^2 for EGB.

Lastly, the Q^2 value of 0.205 which is greater than 0, expresses the efficient construction of the observed values, and the fair predictive relevance of the proposed (Fornell and Cha, 1994). The results also suggest that GHRM, CSR and GPC have a positive and statistically meaningful influence on EGB (β = 0.134, 0.377 and 0.320, p-value < 0.001). Finally, the Q^2 values of 0.554, 0.531, 0.492, and 0.485, which are greater than 0, indicate that the observed values are fairly reconstructed, and the model is adequately relevant in terms of predictions.

4.3. The mediating role of corporate social responsibility and green psychological climate

In assessing the mediating effects of the CSR and GPC variables, we found that the indirect effects of GHRM on EGB (β = 0.156) and (β = 0.134), are statistically substantial at the 1% level with t-values of 4.807, and 4.319 respectively. The 95% bias-corrected bootstrap CIs of the indirect effects ([LL = 0.076, UL = 0.0.178] and [LL = 0.066, UL = 0.164]) do not include 0, indicating the existence of a mediation (Preacher and Hayes, 2008). Thus, we conclude that there are mediating effects of CSR and GPC on employees' green behavior (see Table 7).

5. Discussion

Over the last few years, researchers have addressed the significant roles of human resources in sustainability (Dumont et al., 2017; Hameed et al., 2020; Mittal &Kaur, 2021; Rubel et al., 2021). Hence, this current study attempts to empirically establish the relationship between the green behaviors of employees and the green management of human resources. To fulfill this research aim, we initially selected the measurement items for GHRM. Subsequently, we utilized the behavioral organizational concepts and theories (Becker and Huselid, 2006; Jiang et al., 2012; Nishii et al., 2008) as well as literature on organizational climate (e.g.Dumont et al. (2017)) to examine how green behavior can be predicted by green human resource practices via the mediating role of GPC and CSR.

The first hypothesis states that the GHRM has a positive and significant influence on CSR. The obtained results revealed the statistical strength of this relationship in significance mode as 6.364, with the value in standard mode as 0.331, indicating the approval of the hypothesis. The study by Mishra (2017) indicated that CSR activities are carried out by an HR team or a separate team that works in close harmony with the HR department. The other studies in Brazil showed the presence of a correlation between GHRM and CSR (Freitas et al., 2020), and for all organizations, it was observed that CSR activities cannot be done with the exclusion of human resources (Amrutha and Geetha, 2020). Most studies like ours showed the existence of a very strong correlation between green HRM, environment, and CSR. In addition, GHRM is used by the organization to increase the environmental responsibility of employees, and it creates eco-friendly HR activities that decrease environmental pollution and increase profit by reducing cost and wastage. Therefore, GHRM creates a win-win situation for the firms and the society (Shah Ridwan Chowdhury and Asaduzzaman, 2017).

The second hypothesis states that a positive and significant relationship exists between the GHRM and GPC. The statistical strength in the significance mode is expressed as 6.090, with a standard mode of 0.350. The HRM ensures that the strategic goals of the organization become greener by focusing on green human resources. The GHRM results in the creation of an organization with a greener environment and spaces with green-minded employees and aims to optimally utilize resources whilst ensuring minimum damage to the environment. Dumont et al. (2017) suggest that GHRM results in a green psychological climate and culture.

Our third hypothesis states that the GHRM has a positive and significant effect on EGB. The statistical strength of the relationship in the significance mode is 2.945, with a value of 0.136 in the standard mode. The GHRM emphasizes philosophy, guidelines, and activities, all of which assist organizations in achieving green goals. In addition, the

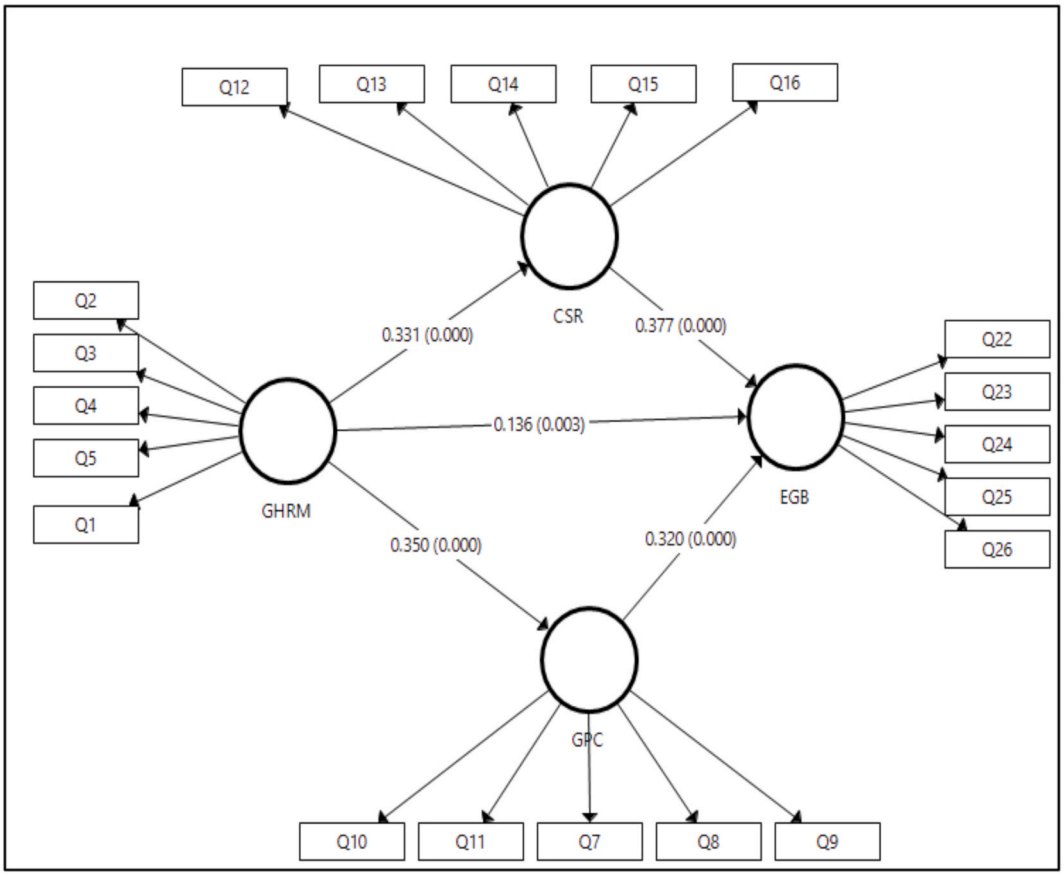

Fig. 1. The structural model for green human resources management.

Table 6
Path coefficients and hypothesis testing.

No	Hypothesis	Coefficient	Std Error	t-Value	R^2	f^2	Q^2	Decision
1	GHRM > CSR	0.331	0.053	6.364[a]	0.110	0.158	0.554	Supported
2	GHRM > GPC	0.350	0.059	6.090[a]	0.122	0.178	0.531	Supported
3	GHRM > EGB	0.136	0.047	2.945[a]		0.029	0.492	Supported
4	CSR > EGB	0.377	0.062	6.716[a]		0.267	0.485	Supported
5	GPC > EGB	0.320	0.067	4.889[a]	445	0.175		Supported

[a] p-value< 0.001.

Table 7
Specific indirect effects (mediation).

Relationship	Std. Beta	Std. Error	*t*-value	*p*-values	Confidence Interval (BC)		Decision
					LL	UL	
GHRM - > CSR - > EGB	0.156	0.026	4.807	0.000	0.076	0.178	Partial
GHRM - > GPC - > EGB	0.134	0.026	4.319	0.000	0.066	0.164	Partial

BC = Bias-Corrected, UL = Upper Level, and LL = Lower Level.

GHRM helps to create and implement strategies for awareness on green behaviors among employees and managers, with a perspective towards enhancing and pursuing environmentally sustainable activities that benefit the organization. The HRM theories (see Chaudhary, 2020) suggest that the employees' understanding of the urgency and necessity of adapting HRM practices would be a prerequisite for the effectiveness of those practices in desired manners within the workplace. In addition, the results of studies by (Zhang et al., 2019) are similar to our study, as it showed that EGB can be predicted by GHRM through the need for information by the employees (Zhang et al., 2019). These findings are also consistent with the previous literature (Becker and Huselid, 2006; Dumont et al., 2017; Nishii et al., 2008). In another research by (Bin Saeed et al., 2018), it was observed that green HRM practices positively influence employee's pro-environmental behavior. However, some studies surprisingly reported the inexistence of a direct relationship between green HRM and EGB (Fawehinmi et al., 2020; Kim et al., 2018).

The fourth hypothesis claims that CSR has a positive and significant effect on EGB. The statistical strength of this relationship is 6.716 and 0.377 in the significance and standard modes, respectively. Generally, CSR refers to links between the company, society, people, and the environment. The social responsibilities of a green firm are geared at encouraging voluntary and active cooperation towards the

improvement of the environment, society, and economy; therefore, the output would be the sum of EGB and their incentives towards reducing costs and increasing productivity of the company. AlSuwaidi, Eid, and Agag (2021) studied the effect of CSR on green behavior; and observed—similar to our study—that CSR is a key driver of EGB. However, the study of Ahmed et al. (2020) showed a positive but insignificant effect of CSR on green behavior. Another study by Suganthi (2019) indicated that CSR has a significant relationship with employee pro-environmental behavior, which is consistent with our findings. This observation is increasingly evidenced in Asia Pacific countries, where employees favorably perceive their CSR initiatives, thereby increasing their environmental sensitivity. Internal communications are essential to further boosting this behavior (De Roeck and Farooq, 2018; Zientara and Zamojska, 2018). In the study by Cheema and Javed (2017), it was revealed that CSR influences pro-environmental behavior directly and indirectly through organizational identification.

The fifth hypothesis states that the GPC has a positive and significant effect on EGB. The relationship strength is expressed as 4.889 and 0.320 within the significance and standard modes, respectively. The GPC results in an environment that encourages green values and beliefs. Existing GPC in workplaces creates an understanding and belief in people regarding policies, processes, and best practices of the organization, about environmental conditions that reflect the green values of the organization. Some studies have shown that the climate and environment of workplaces could influence the green behaviors of employees, suggesting that GPC can predict EGB (Khan et al., 2019; Kuenzi et al., 2020; Tahir et al., 2020). Thus, if managers of organizations care about the society and environment, and execute plans for environmental interactions, they could as well influence the EGB. Therefore, we suggest that managers of education and human resource development should facilitate green processes and enhance fundamental capabilities using more extended, deep, and shared green knowledge while creating required beliefs and guidelines within human resources.

The sixth hypothesis states that the GHRM has a positive and significant effect on EGB through the mediating role of CSR. Results of Table 7 showed that the hypothesis is acceptable. The GHRM would lead to the observation of society's rights and social responsibilities through activities and initiatives such as conservation of resources, preservation of the environment, and establishment of social regulations. Moreover, this finding is unique, as it is unprecedented. This study is the first attempt to examine the mediating role of CSR between GHRM and green behavior and revealed that GHRM act as a predictor of green behavior of employees.

The seventh hypothesis specifies that the GHRM has a positive effect on EGB through the mediating role of GPC. Analysis in Table 7 indicates the approval of the hypothesis. Although this finding is unique, as it is only supported by the study of (Dumont et al., 2017) who reported the presence of a positive relationship between GHRM and extra-role green behavior through GPC, further research is required to corroborate the result.

5.1. Theoretical and practical implications

Theoretically, this study has extended the existing literature on green human resources and their behaviors by offering novel explanatory mechanisms to link CSR and EGB and examining the mediating role of CSR on the relationship between GHRM and EGB. Moreover, another new relationship established in this study is the impact of GHRM on EGB via GSC, indicating the need for a green climate in creating green behavior, which has been approved in Iranian industrial companies. As a key point, this study examined the mediating role of CSR, which is neglected by the previous studies. This research contributed to four knowledge domains: GHRM (Ababneh, 2021; Amrutha and Geetha, 2020; Dumont et al., 2017; Nisar et al., 2021), EGB (Saleem et al., 2021; Zhu et al., 2021), GPC (Flagstad et al., 2021; Khan et al., 2019; Saleem et al., 2021), and CSR (Abad-Segura et al., 2019; Kim et al., 2018; Suganthi, 2019; Úbeda-García et al., 2021).

Moreover, as Green HRM is an emerging concept, its literature is still minimal, previous studies on GHRM (Cherian and Jacob, 2012; Dumont et al., 2017; Gupta, 2018; Jabbour, 2011; Ojo et al., 2020; Paillé et al., 2020; Vijai and Joyce, 2021) only focused on showing the results of implementing GHRM practices at workplace. Other studies have emphasized the psychological aspect of the relationship between GHRM and EGB using employee's engagement with environmental initiatives. Studies of (Ababneh, 2021; Dumont et al., 2017) revealed empirical evidence on the significant effects of "psychological green climate" and "affective commitment" on the associations between green HRM practices and employees' green performance, According to previous studies, this study shows the psychological aspect of organizations' environmental affairs using green psychological climate as a mediator between GHRM and EGB.

According to the resource-based viewpoint, human resources are important factors in firms' competitive advantage, due to their rarity, value, non-repeatability, and exclusiveness (Barney, 1991; Wright et al., 2001). By implementing GHRM at organizations, the use of resources is reduced, resulting in the better environmental performance of the organization. In the context of environmental protection, there is a pressing need to integrate green concepts into HRM, which is referred to as Green Human Resource Management (Mishra, 2017).

As mentioned earlier, this research was done in the context of Iran; however, it has significant implications for managers and scholars in general. On its practical implications, the results of our study broaden the horizons of managers' insight from all kinds of organizations, especially manufacturing companies. For greening an organization, the managers should consider all practices of GHRM as follows: First, only employees with environmental knowledge should be hired due to their receptivity towards green practices. Second, for performance appraisal of employees or rewarding system, some environmental criteria should be added to the performance evaluation criteria. Third, for reinforcing the environmental behaviors of employees, managers should engage them in the decision-making process to increase their environmental commitment and consequently, improve their green behavior. Finally, for improving the environmental aspect of CSR, managers should implement GHRM practices or benchmarks. The factors examined in this study can green the atmosphere of an organization and increase eco-friendly behaviors among employees and HR managers. Through the AMO framework, the HR managers should attract and recruit the workforce capable of exhibiting green behaviors and train them to increase their environmental awareness. Also, managers should motivate the employees to manifest green in-role and extra-role behaviors at the workplace. To summarize, the HR managers should support the green behavior of employees and set some rules to encourage them. All of these practices should be executed by GHRM to establish a green organization.

5.2. Limitations and future research directions

This study was conducted in the face of several limitations. First, our findings might not be generalizable, as the collected data were from the workers of industrial companies in Iran. Green behaviors are likely to be altered across jobs at the individual level. In addition, organizational and social contexts certainly impose their effects on the relationships between study variables in our multivariate model.

Second, evaluation of Employees' Green Behavior was executed via data collection with the aid of questionnaires, which may not be honestly answered; consequently, we encourage future researches to identify specific green behaviors of employees via stealth observation of employees. Alternatively, scholars can recognize and categorize different types of green behavior across different industries and then examine the conceptual model specific to green behaviors among employees of various industries.

Third, in this research, the effect of GHRM on EGB was considered

only in a single timeline; furthermore, all criteria had equal priorities in this research. For better understanding, other scholars should identify the practices of HRM on eco-friendly behaviors, prioritize them in order of increasing EGB and examine the HRM practices twice—before and after implementing these practices on employees.

Fourth, this study considered only manufacturing companies and the results may be inapplicable to the service-providing organizations. Thus, this literature could be further extended by considering a comparative analysis of the effect of GHRM on the service and manufacturing organizations.

Fifth, it is noteworthy that this study depicts the outlook of human resource managers and HR employees on the GHRM practices implemented in their organizations. Hence, further exploration of the viewpoint of all employee groups in other departments is advisable.

Sixth, this research failed to consider some recruitment-related subjects such as green awareness, the green attitude of managers or employees, which can be examined in future researches. Also, we excluded the measure for green HRM due to the inexistence of its practice in the participating firm.

6. Conclusion

A general review of the current environmental status indicates that the planet earth has been dealing with irreversible damages. Several studies have shown that environmental problems in the twenty-first century follow an increasing trend. In addition to remedial activities of individuals, environmental organizations, and society, the organizations could also play a significant role in decreasing environmental challenges. Given the prominent roles of individuals within organizations, there is a need to implement environmentally friendly activities in green human resources management. The GHRM activities and measures have significant effects on an individual's career and personal life. Employees fall under the influence of HRM measures not only within companies but also in their personal lives. The GHRM practices result in more awareness, information sharing, and interactions amongst personnel regarding the environment and its factors. Green policies and procedures enhance the social responsibility of employees and guide them in fulfilling their tasks and commitments regarding the environment. Also, GHRM helps to create an atmosphere and environment in which employees willingly engage in green behavior.

CRediT authorship contribution statement

Mehdi Sabokro: Conceptualization, Supervision, Project administration. **Muhammad Mehedi Masud:** Methodology, Formal analysis, Data curation, Writing – review & editing. **Azin Kayedian:** Visualization, Investigation, Software, Validation, Writing – original draft.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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