



**GREEN HRM AND ENVIRONMENTAL KNOWLEDGE:
CATALYSTS FOR PROMOTING EMPLOYEE GREEN BEHAVIOR**

Dr. Devaraju, Assistant Professor, PG Department of Business Administration,
Rani Channamma University, Belagavi.

Mr. Amit Subramanyam, Research Scholar, Department of Business Administration,
Rani Channamma University, Belagavi. amitnfriends27@gmail.com

.ABSTRACT

Increasing natural calamities and frequent depletion of natural resources due to climate change is alarming big threat to human existence. It emphasizes the need for social and business institutions to prioritize environmental sustainability. The study aims to determine, effect of Green Human Resource Management (GHRM) on the Employee Green Behavior (EGB) through Environmental Knowledge. The study will be conducted using a cross-sectional survey in 100 academicians in Belgaum District, Karnataka. The study will also use regression tests to examine how GHRM practices and environmental knowledge affect green behavior at workplace. SPSS used for statistical analyses of the research model.

Keywords: Green behaviour, Green HRM, Environmental Knowledge, Correlation, SPSS

Introduction:

Environmental issues are a big and concerning phenomenon. The Earth's natural systems, including the air, water, and soil, are being impacted by human activities at an unprecedented rate. Climate change, deforestation, pollution, loss of biodiversity, and overconsumption of scarce resources that are some of the significant environment issue that has confronted the world today. The consequences of these environmental issues are far-reaching and potentially catastrophic. Frequent change in climate have caused rising sea levels, however increased acute natural calamities, altering weather patterns, which can negatively impact food security and human health. Deforestation is destroying important ecosystems and habitats for many plant and animal species. Pollution is causing respiratory and other health problems in humans and animals. Loss of biodiversity is leading to the extinction of many species, which can disrupt entire ecosystems. It is crucial that individuals, businesses, and governments take action to address these environmental issues and protect the planet for future generations (Siemiatycki, M et.al 2018). One of the primary impacts of environmental issues on businesses is increased regulatory scrutiny and compliance costs. Governments are implementing more stringent regulations to protect the environment and prevent further damage. However, in this concern many Organizations have started implementing the mechanism that are at work, enhancing employees' environmental knowledge. Environmental knowledge has been identified as a key driver of the green behavior, at the level of organization and at individual. It refers to the understanding, awareness, and knowledge of environmental issues that an individual possesses (Lim, J. S et.al 2020).

Organizations perform a significant role in enhancing employee environmental knowledge by providing education, training, and resources to help employees understand and address environmental challenges. By promoting environmental sustainability and social responsibility, organizations can increase employee engagement, satisfaction, and productivity, while also reducing their environmental impact and improving their reputation. One way that organizations can enhance employee environmental knowledge is through training and development programs that focus on environmental issues and sustainability practices (Mian, N et.al 2021). Such initiatives shall provide the employees concerned with skills and knowledge that they required to recognise and approach environmental challenges in the workplace and in their personal lives. Another way that



organizations can enhance employee environmental knowledge is by providing resources and tools to help employees adopt sustainable practices.

Organizations can also promote environmental awareness and engagement among employees by implementing sustainable policies and practices. This can include initiatives such as reducing paper usage, using eco-friendly products and materials, and encouraging employees to use public transportation or carpooling. By promoting sustainable practices within the organization, employers can foster a culture of environmental responsibility and encourage employees to make environmentally conscious decisions both in and outside of the workplace (Aykol, Ş et.al 2019). Organizations evolved some progressive systems in addressing environmental issues by taking proactive steps to reduce their impact and advocating for change. One such step is Green Human Resources Management. It is a relatively new concept that involves integrating environmental management practices into HRM. However, GHRM practice include development of the policies, procedure and strategies that promote environmentally sustainable practices, usage of eco-friendly technology, and promotion of the environmental awareness among employees. GHRM, is an approach to managing people that focuses on integrating environmentally sustainable practices into HR policies and practices (Hu, X., Wang 2018). This is becoming increasingly important as businesses recognize the need to be more environmentally responsible and sustainable in their operations. One of the primary reasons for the necessity of Green HRM is the growing concern for the environment and the need for organizations to adopt sustainable practices. By integrating environmental sustainability into HR policies and practices, organizations can limit the possibilities of carbon foot-print, conserve resources, and also contribute towards more sustainable future (Fakhrulddin et.al 2020).

Theoretical Background and Literature Reviews

Green HRM

Green HRM can also help organizations attract and retain environmentally conscious employees. Many people today are interested in working for companies that are socially and environmentally responsible. By demonstrating a commitment to sustainability, organizations can attract top talent and build a positive reputation in the community. Another important benefit of Green HRM is cost savings. Sustainable practices can help organizations reduce energy and resource consumption, which can translate into significant cost savings over time. This can help organizations improve their bottom line and become more competitive in the marketplace. Green HRM can also contribute to the overall well-being of employees. By promoting a sustainable workplace, organizations can create a healthier, safer, and more pleasant work environment. This can lead to increased job satisfaction, productivity, and employee engagement (Tariq et.al 2021).

Necessity of GHRM cannot be overstated amid today's business environment. By adopting environmentally sustainable practices in HR policies and practices, organizations can reduce their carbon footprint, attract top talent, save costs, and promote a healthier workplace. As the world becomes increasingly focused on sustainability, Green HRM will become an increasingly important aspect of effective HR management. GHRM practices significantly influenced employee green behavior, and this effect was mediated by employees' environmental awareness and perceived organizational support for environmental initiatives. (Wang et.al 2019) concluded that the Green Human Resource Management practices shall be an effective tool for promoting green behavior among employees. (Lim and Kim's 2020) study examines the association within GHRM and environmental green behavior, specifically exploring - mediating role of the environmental knowledge that impacts green behavior. GHRM as process is set of practices that aim to integrate environmental concerns into human resource management, while green environment behavior



involves the steps taken by individuals to preserve, conserve, protect or enhance the natural environment – working while they are at work.

Accordingly this study explores specifically, employees who perceived their organizations to have effective GHRM practices were possible acts that is to engage in green actions and behaviour. Moreover, environmental knowledge was found to moderate association among Green Behavior and Green HRM practices. Employees that have high environmental knowledge showed a stronger association compared to employees with low environmental knowledge in within Green Behavior and Green HRM.

Environmental knowledge

Environmental knowledge of employees in organizations refers to their level of understanding of the natural environment, sustainability, and environmental issues. Organizations are realising the importance of it more and more to incorporate environmental knowledge into their operations due to the growing concern over climate change and the need for sustainable practices (Bansal, P., et.al 2020). Employees with high environmental knowledge are able to make informed decisions that are environmentally conscious and can help reduce the organization's carbon footprint. They are also more likely to support the application of sustainable methods and be advocates for environmental conservation. Organizations can increase their employees' environmental knowledge through training, workshops, and education programs (Sroufe, R 2013). These initiatives can cover topics such as energy conservation, waste reduction, and sustainable resource management. By increasing environmental knowledge among employees, organizations can not only contribute to the protection of the natural environment but also improve their reputation among stakeholders who prioritize environmental sustainability. Organizations that prioritize environmental sustainability can benefit from employees who have a strong understanding of environmental issues. These employees can contribute to the development and implementation of sustainable practices, reducing the organization's environmental impact and increasing its social responsibility (Tukker, A et.al 2018). Furthermore, employees who are environmentally knowledgeable can enhance the organization's reputation and attract environmentally conscious customers and investors. They can also help identify opportunities for innovation and cost savings through sustainable practices, such as energy efficiency and waste reduction (Tukker, A et.al 2018). Organizations that lack environmental knowledge among their employees may be at a disadvantage, particularly if they operate in industries that are subject to increasing environmental regulation. Failure to comply with environmental regulations can result in fines, legal liabilities, and reputational damage (Sroufe, R 2013). However, an organization's sustainability, credibility, and financial performance can all be strongly impacted by the environmental awareness of its staff. In order to ensure that their staff members have the knowledge and abilities to help promote ecological sustainability, companies should prioritise ecological education and training.

Employee Green Behavior

EGB refers the actions and decisions taken by employees towards limiting their negative impact on environment and promote sustainability at workplace. This can include practices like energy consumption upto required level, minimizing wastage, adopting environmentally friendly products, and in promoting sustainable transportation methods. Green behavior can be driven by personal values and beliefs, as well as organizational policies and incentives (Chen, Y et.al 2013). Employees who engage in green behavior can benefit both the environment and the organization they work for, by reducing costs associated with resource consumption and waste disposal, improving the company's reputation and brand image, and potentially increasing employee satisfaction and productivity.



To promote green behavior among employees, organizations can implement various strategies such as providing education and training on environmental issues, offering incentives and recognition for green behavior, integrating sustainability into job descriptions and performance evaluations, and leading by example through the adoption of sustainable practices by senior management (Shrivastava, P 2010). Employee green behavior shall be crucial in accomplishing aim of environmental sustainability and creating a more responsible and ethical business culture. Employee green behavior can have positive impacts beyond the workplace, as employees who adopt sustainable practices in their personal lives can also promote sustainability in their communities and contribute to wider social and environmental goals (Wei, X et.al 2015). Organizations can leverage technology and digital tools to support employee green behavior, such as by providing online resources and training, implementing energy-saving software and tools, or using digital platforms to track and incentivize green behavior. Green behavior can be particularly important for certain industries and sectors, such as those with high energy consumption or carbon emissions (Schröder, E., et.al 2013). In these cases, employees may be key stakeholders in achieving sustainability targets and reducing the organization's environmental footprint.

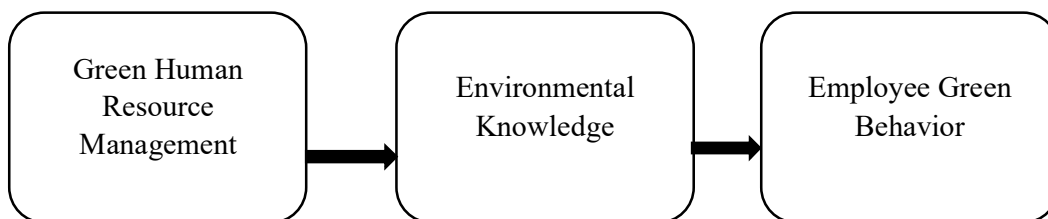
However, in long run Employee green behavior can be seen as part of a broader trend towards sustainable business practices, which prioritize long-term environmental, social, and economic impacts over short-term profits (Hahn, T.et.al 2010). By promoting and supporting green behavior among employees, organizations can contribute to this broader movement and create more resilient and responsible business models.

Statement of the Problem:

Concerns about the environment and how businesses may encourage sustainable practises have grown in recent years. Environmental Knowledge and GHRM have both been suggested as potential catalysts for encouraging employee green behaviour in firms. Uncertainty persists regarding how much these variables have an impact on how employees behave in relation to their surroundings. As a result, the issue statement for this title is to examine the connection between GHRM, Environmental Knowledge and Employee Green Behaviour and to determine the variables that affect their efficacy in encouraging sustainable behaviours in the workplace.

Objectives:

1. To examine the role of Green Human Resource Management in enhancing Environmental knowledge of employees.
2. To analyse the impact of an Environmental Knowledge on the implementation of Employee green behavior in organizations.



Methodology:

This research paper aimed to explore the role of GHRM with Environmental Knowledge in promoting environmentally sustainable behavior among employees. Aided Teaching Faculties' of Degree College were surveyed using structured questionnaire, using adapted items from (Jabber's 2011) research to measure green HRM and three items from (Ones et.al 2012) research to measure EGB at



work. The study was exploratory and descriptive in nature, and data was collected from 100 teaching faculty working in 10 degree college affiliated to Rani Channamma University, Belgaum city, using Convenience sampling. The data was collected through a systematic questionnaire and managed and analysed using SPSS (Ver. 20)

Data Analysis

The present research offers new insights into the origins and repercussion of environmentally friendly HRM and Environmental Knowledge influencing Employee Green Behavior of an individual at workplace and their role in conserving environment. It also explores whether GHRM and Environmental Knowledge acts as a mediator towards Green Employee Behavior. The study employs correlation analysis to identify the association between GHRM, Environmental Knowledge, and EGB. Furthermore, multiple regression is utilized to establish the cause-and-effect relationship between findings within three variables.

Table-1: Analysis of correlation within Green Human Resources Management, Environmental Knowledge and EGB

		Green HRM	Environmental Knowledge	Employee Green Behavior
Pearson's Cor.	GHRM	0.999	.710	.389
	Environmental Knowledge	.710	0.999	.145
	Employee Green Behavior	.389	.145	0.999
Sig. (1-tailed)	GHRM		.000	.000
	Environmental Knowledge	.000	-	.007
	Employee Green Behavior	.000	.007	-

Table-1 indicates The correlation between Green HRM and Environmental Knowledge is 0.710, suggesting a strong positive relationship between these two variables. The correlation between Green HRM and Employee Green Behavior is 0.389, indicating a moderate positive relationship. Similarly, the correlation between Environmental Knowledge and Employee Green Behavior is 0.145, representing a weak positive relationship. Analysing the significance values, we find that all correlations are statistically significant at the 1-tailed level. The significance value for the correlation between Environmental Knowledge and Employee Green Behavior is 0.007, which is below the conventional threshold of 0.05, indicating a statistically significant relationship.

Table-2: Descriptive statistics for Green Human Resources Management, Environmental Knowledge and EGB

	Mean	Std. Deviation	N
GHRM	3.9679	.48299	100
Environmental Knowledge	3.8101	.67012	100
Employee Green Behavior	3.8909	.61409	100



Table-2 indicates that there in the mean of all three variable i.e GHRM, Environment Knowledge and EGB of all the teaching faculty under study. For Green HRM, the mean is 3.9679, with a low standard deviation of 0.48299, indicating a relatively positive perception of Green HRM practices among respondents. While, Environmental Knowledge, the mean is 3.8101, with a higher standard deviation of 0.67012, suggesting a moderate level of environmental knowledge among respondents with higher variability in responses. Accordingly, for Employee Green Behavior, the mean is 3.8909, with a moderate standard deviation of 0.61409, indicating moderate positive green behaviors among respondents with some diversity in the responses.

Table-3: Multicollinearity Analysis for GHRM, Environment Knowledge and EGB

(Variables)	Collinearity-Statistics		Findings
	Tolerance	VIF	
GHRM	.979	1.019	No Multicollinearity
Environmental Knowledge	.982	1.020	No Multicollinearity

Table-3 indicates that Green HRM and Environmental Knowledge have tolerance values of 0.979 and 0.982, respectively. The VIF values for both variables are close to 1.019 and 1.020, respectively. These values indicate that there is no evidence of multicollinearity between Green HRM and Environmental Knowledge. Generally, a tolerance above 0.1 and a VIF below 10 are considered acceptable thresholds to conclude that multicollinearity is not present. Based on the findings, there is no indication of multicollinearity between Green HRM and Environmental Knowledge. This suggests that these variables can be included as predictors in a regression model without causing issues related to high correlation. It is important to consider this information when interpreting the results of regression analyses involving these variables.

Table-4: Model Analysis

(Model)	(R)	(R Square)	(Adjusted R Square)	(Std-Error of the Estimate)	(Durbin-Watson)
01	.549 ^a	.311	.289	.41179	1.590

The analysis in the **Table – 4** shows a linear regression model with one independent variable and one dependent variable. The model's R-value is 0.549, indicating a moderate positive correlation between the independent and dependent variables. The R-square value of 0.311 suggests that the independent variable (or variables) explains about 31% of the variation in the dependent variable. The adjusted R-square value of 0.289 suggests that the model is a relatively poor fit for the data as it has a low adjusted R-square value. The standard error of the estimate is 0.41179, which represents the average distance that the observed data points fall from the regression line. The Durbin-Watson statistic of 1.590 suggests that there is no significant autocorrelation in the model's residuals. Overall, the model has moderate predictive power, but there is still a significant portion of the variation in the dependent variable that is unexplained by the independent variable. The model may benefit from additional variables to improve its predictive power.

Table-5: Analysis of Variance (ANOVA)

	(Sum of Squares)	(df)	(Mean Square)	(F)	(Sig.)
(Regression)	8.935	3	4.801	27.928	.000
Residual	22.137	125	.169	-	-
Total	31.162	128	-	-	-

Table-5 highlights Analysis of Variance demonstrates the regression model which is a notable predictors of EGB outcome variable, given that the p-value is below 0.05. This leads us to inferparamount association within Green HRM, Environmental Knowledge and an Employee green behavior.

Table 6: Coefficient Analysis

	(Unstandardized Coefficient)		(Standardized Co-efficient)	(t)	(Sig.)
	(B)	Std-Error	(Beta)		
Constant	1.868	.282		6.289	.000
GHRM	.173	.054	.230	3.101	.002
Environmental Knowledge	.379	.061	.469	6.288	.000

Table-6, Coefficient indicates that EGB can be predicted by GHRM and Environmental Knowledge. Both GHRM and Environmental are analytically significant with a P-value below 0.05, suggesting a linear association within Green HRM, Environmental Knowledge and Employee Green Behavior. Therefore, we can infer that there is a relationship within GHRM, and the Environmental Knowledge based on these findings.

Finding/Conclusion/ Suggestions:

It was found from the analysis, noticeable Employee Green Behavior has positive and significant association with Green HRM ($\beta = 0.231$, $p < 0.001$) and Environmental Knowledge ($\beta = 0.469$, $p < 0.001$). This research study focused to explore the function of how GHRM enhance the Environmental knowledge of samples under study. Also, to understand the influence of the GHRM and Environmental knowledge in surging EGB within organization. The study's results supported all of its variables under study, highlighting the importance of Green Employee Behavior and green HRM is linked to the concept. The study discovered that Environmental knowledge performs a pivotal role in connection within GHRM and EGB among individual employees. There is practical and theoretical implications in the findings of the study, which are discussed further. Additionally, the research demonstrated that organizations that take a proactive stance on environmental issues foster a sense of meaning among employees, even though it increases their workload. The current study focuses on the Green Behavior outcomes of green HRM with Environmental knowledge as mediator. Future research in this area should broaden its scope to encompass teams, organizations, and employees, as this field is underexplored. Research on green HRM should concentrate on identifying antecedents, outcomes and examining employees' attitudes and behaviours. This study provides an empirical understanding of the GHRM among employees at organization and individuals' level, highlighting the significance of Environmental Knowledge in promoting Green Employee Behavior. Given that work is a central aspect of human activity, comprehending its significance is critical.



Implications of the Study:

The study of Green HRM associated with enhancing Environmental Knowledge has significant implications for management and its practices at organizational level. By prioritizing the environment, organizations can use Green HRM to increase their positive impact on the environment and promote SDG related to Climate Action. Green HRM refers to human resource management that prioritizes environmental sustainability. Organizations can promote green initiatives by emphasizing an environmental culture. Top managers and executives can demonstrate their concern for the environment by incorporating environmental sustainability into the organization's mission and making it a business priority. HR's and middle managers can encourage green behaviours among employees and improve environmental performance by cascading an environmental culture. Since employees are a critical component of businesses and a source of competitive advantage, they contribute to environmental sustainability. Green HRM involves developing environmental performance metrics, providing employees concerned with necessary and required skills to achieve environmental goals along with rewarding them for their efforts.

References:

- Aykol, Ş., Leonidou, L. C., & Fotiadis, T. A. (2019). An Empirical Examination of Green Human Resource Management and Green Supply Chain Management in the Greek Context. *Journal of Cleaner Production*, 236, 117579. doi: 10.1016/j.jclepro.2019.117579
- Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal*, 43(4), 717-736. <https://doi.org/10.2307/1556424>
- Chan, E. S. W., Li, Y., Liang, D., & Li, X. (2019). Green Human Resource Management and Pro-Environmental Behavior: An Integrated Model of Environmental Knowledge and Environmental Motivation. *Journal of Cleaner Production*, 228, 1533-1543. doi: 10.1016/j.jclepro.2019.04.201
- Chen, Y. S., & Chang, C. H. (2013). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of Business Ethics*, 116(1), 107-119. <https://doi.org/10.1007/s10551-012-1470-8>
- Chen, Y., & Chang, C. (2013). Motivations driving green purchasing behavior: Implications for corporate social responsibility. *Journal of Business Research*, 66(10), 1709-1713.
- Chen, Y., Jia, X., & Wang, Y. (2020). How Does Green Human Resource Management Promote Green Behaviour? The Mediating Role of Green Organizational Identity and the Moderating Role of Green Autonomy. *Journal of Business Ethics*, 163(1), 75-89. doi: 10.1007/s10551-018-4089-0
- De Giovanni, P., & Garofalo, G. (2020). Does Green Human Resource Management Affect Green Behaviour? Evidence from the Italian Public Sector. *Sustainability*, 12(12), 4872. doi: 10.3390/su12124872
- Fakhrulddin, H. A., Rahman, A. A., & Ahmad, S. (2020). The Role of Green Human Resource Management Practices and Environmental Knowledge on Employees' Green Behaviour: Evidence from Malaysia. *International Journal of Business and Society*, 21(S3), 94-107.
- Gadenne, D., Sharma, B., Kerr, D., & Smith, T. (2011). The Influence of Consumers' Environmental Beliefs and Attitudes on Energy Saving Behaviors. *Energy Policy*, 39(12), 7684-7694. doi: 10.1016/j.enpol.2011.09.009
- Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2010). Trade-offs in corporate sustainability: You can't have your cake and eat it. *Business Strategy and the Environment*, 19(4), 217-229.
- Hu, X., Wang, L., & Li, X. (2018). The Role of Green Human Resource Management and Environmental Knowledge in Enhancing Employees' Green Behavior. *Journal of Cleaner Production*, 184, 1202-1212. doi: 10.1016/j.jclepro.2018.03.129



- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *International Journal of Human Resource Management*, 19(12), 2133-2154.
- Jabbour, C. J. C., Jabbour, A. B. L. S., & Govindan, K. (2016). Environmental Management and Operational Performance in Automotive Companies in Brazil: the Role of Human Resource Management and Lean Manufacturing. *Journal of Cleaner Production*, 121, 170-179. doi: 10.1016/j.jclepro.2016.02.045
- Kim, J. Y., Cho, H. J., & Lee, J. W. (2019). The Effect of Green Human Resource Management on Pro-Environmental Behaviour: The Mediating Role of Green Organizational Culture. *Journal of Environmental Management*, 241, 45-54. doi: 10.1016/j.jenvman.2019.02.034
- Kim, Y. J., Seo, Y. W., & Kim, H. J. (2020). Effect of Green Human Resource Management on Pro-Environmental Behavior: Moderating Role of Environmental Knowledge and Environmental Attitude. *Sustainability*, 12(5), 2075. doi: 10.3390/su12052075
- Lee, C. H., Song, M., & Lee, H. J. (2020). The Influence of Green Human Resource Management on Green Performance: the Mediating Role of Environmental Management Capability. *Sustainability*, 12(19), 7944. doi: 10.3390/su12197944
- Lim, J. S., & Kim, S. Y. (2020). Exploring the Relationship Between Green Human Resource Management and Pro-Environmental Behavior: the Role of Green Employee Involvement and Green Autonomy. *Journal of Cleaner Production*, 252, 119818. doi: 10.1016/j.jclepro.2019.119818
- Ma, S., Yang, J., Gao, Y., & Huang, H. (2019). How Does Green Human Resource Management Influence Green Behavior? Evidence from China. *Journal of Cleaner Production*, 208, 1520-1530. doi: 10.1016/j.jclepro.2018.10.254
- Mian, N., Rahman, A. A., & Fakhruddin, H. A. (2021). Green Human Resource Management Practices and Green Behavior: An Empirical Study on the Role of Environmental Knowledge and Environmental Attitude in the Malaysian Manufacturing Industry. *International Journal of Business and Society*, 22(2), 1025-1041.
- Molleman, E., & Visser, M. (2015). Sustainable HRM: A review and conceptual approach. *Journal of Cleaner Production*, 112, 2020-2030.
- Schaltegger, S., & Wagner, M. (2011). Sustainable entrepreneurship and sustainability innovation: Categories and interactions. *Business Strategy and the Environment*, 20(4), 222-237.
- Schröder, E., Weber, C., & Hammerschmidt, M. (2013). The business case for sustainability: Corporate social responsibility and financial performance. *Business Strategy and the Environment*, 22(4), 222-241.
- Shrivastava, P. (2010). The role of corporations in achieving ecological sustainability. *Academy of Management Perspectives*, 24(1), 34-50.
- Siemiatycki, M., & Wong, J. (2018). Who Goes Green? Characterizing Intrinsic and Extrinsic Motivations for Pro-Environmental Behaviour Among Toronto Residents. *Journal of Environmental Psychology*, 56, 63-72. doi: 10.1016/j.jenvp.2018.03.006.
- Sroufe, R. (2013). Developing a sustainable workforce. *Society for Human Resource Management*. <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/sustainable-workforce.aspx>
- Tukker, A., Bulavskaya, T., Giljum, S., de Koning, A., Lutter, S., Simas, M., ...& Stadler, K. (2018). Environmental and resource footprints in a global context: Europe's structural deficit in resource endowments. *Global Environmental Change*, 52, 141-153. <https://doi.org/10.1016/j.gloenvcha.2018.08.005>
- Tariq, A., Raza, S. A., Qureshi, M. A., & Sajjad, S. (2021). Green Human Resource Management Practices and Employees' Pro-Environmental Behavior: The Role of Environmental Knowledge. *Journal of Environmental Management*, 279, 111783. doi: 10.1016/j.jenvman.2020.111783



- Vandenabeele, L., & Buelens, M. (2007). Greening people: A strategic dimension. *Business Strategy and the Environment*, 16(4), 219-237.
- Wang, L., Li, X., & Hu, X. (2019). An Empirical Study on the Impact of Green Human Resource Management on Employee Green Behavior. *International Journal of Environmental Research and Public Health*, 16(20), 4026. doi: 10.3390/ijerph16204026
- Wang, W., Zhang, W., & Du, Y. (2020). Exploring the Mechanisms Linking Green Human Resource Management and Green Employee Behavior: A Social Exchange Perspective. *Journal of Business Research*, 115, 406-416. doi: 10.1016/j.jbusres.2020.03.005.
- Wang, Y., & Xiao, Y. (2019). The Effects of Green Human Resource Management and Green Transformational Leadership on Green Performance: Evidence from China. *Journal of Business Ethics*, 160(2), 369-381. doi: 10.1007/s10551-018-3831-y
- Wei, X., Zhang, J., & Liu, Y. (2015). The impact of environmental performance on firm performance: Evidence from China. *Journal of Cleaner Production*, 108, 534-542.
- Wiek, A., & Lang, D. J. (2016). Transformational sustainability research methodology. *Journal of Cleaner Production*, 112, 2954-2966.
- Yang, J., & Huang, X. (2020). Does Green Human Resource Management Promote Green Employee Behavior? The Role of Employee Environmental Knowledge and Environmental Proactivity. *Journal of Cleaner Production*, 276, 123183. doi: 10.1016/j.jclepro.2020.123183