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IMPACT OF GHRM ON EMPLOYEE GREEN SERVICE BEHAVIOR: THE MEDIATING ROLE OF GREEN PSYCHOLOGICAL CLIMATE

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ABSTRACT

This study aims to examine the relationship between green human resource management, green psychological climate, and employee green service behavior in the banking sector of Pakistan. Based on social identity theory, the study examines the impact of green human resource management on both in-role green service behavior and extra-role green service behavior, also explores the mediating role of green psychological climate. Data analysis was conducted by using SPSS and Smart PLS, results shows that green human resource management significantly influences both in-role green service behaviour and extra-role green service behaviour. Moreover, this study outlines the mediating effect of green psychological climate in the relationship between green human resource management and employee green service behaviour, highlighting the importance of encouraging a sustainable and supporting environmental climate within organizations for promoting environmentally responsible actions. This research has the theoretical and practical implications of environmentally responsible behaviors within the banking sector. The study suggests that banks can improve their green human resource practices by integrating environmental awareness activities, training programs, and sustainability performance criteria, ultimately promoting a culture of environmental responsibility and dynamic employee behavior towards sustainability objectives.

Keywords: in-role green service behavior, green psychological climate, extra-role green service behavior, green human resource management, social identity theory, employee green service behavior, Banks, Pakistan.

INTRODUCTION

In recent years, business activities have been performed by incorporating sustainable practices in daily operations, sustainability has become a major activity in organizations nowadays (Van Buren III, 2022). Businesses are performing these activities because of rising environmental issues (Mohd Zawawi & Abd Wahab, 2019). For this purpose, environmental management implementation is integrated which provides advantages, helping them to make strategic decisions, giving a competitive advantage, and creating a green image of the organization (Wu et al., 2018). Environmental conscious organizations focus on employee behaviors (Hameed et al., 2022). Employees are encouraged to develop green behaviors and get green advantages (Zibarras & Coan, 2015). In this way, attention is given to green behaviors (Rubel et al., 2021). These behaviors are important for employees to address environmental issues (Yong Joong Kim et al., 2019). It is important for organizations to focus on their green human resource management (GHRM) for environmental sustainability and its role in fostering employee green behaviors and resulting in environmental performance enhancement (Y.J Kim et al., 2019).

In the management literature, many scholars of HRM pay attention to GHRM's role in encouraging green behaviors in the workplace (Aboramadan & Karatepe, 2021; Longoni et al., 2018; Rubel et al., 2021), particularly the direct impact of GHRM on

green behaviors is significantly examined (Ababneh, 2021; Ansari et al., 2021; Chaudhary, 2020), some authors also focus on its influence on employee green service behaviors (EGSB) at workplace (Rubel et al., 2021). It is vital because there is a necessity to know the extent of GHRM on the enhancement of EGSB (Saeed et al., 2019). Rubel et al. (2021) argue that organizational contribution towards the environment is based on GHRM along with EGSB. These behaviors include in-role and extra-role behaviors (Rubel et al., 2018). In-role green behaviors (IRGB) are referred to as "green formal tasks that are an integral part of an employee performance assessment". While extra-role green behavior (ERGB) shows "voluntary green behaviors that go beyond the required formal duties of an employee and is not recognized in his/her performance assessment" (Paillé et al., 2013). Many organizations are focusing on GHRM to develop green strategies, but GHRM must be considered to improve EGSB. We argue that this relationship can be better explained in the presence of a "green psychological climate" (GPC). Sabokro et al. (2021) highlight that GHRM results in GPC, which shows the viewpoints of organizations, ethics of individuals, and behaviors for environmental sustainability. Generally, GPC is defined as "environmentally-oriented values, organizational policies, procedures, and methods encountered by people in workplaces" (Dumont et al., 2017) and the result of social practices at the workplace by employees which results in best practices, valued policies, and their participation (Kuenzi & Schminke, 2009). A way to develop a green workplace is by realizing employees regarding environmental importance (Sabokro et al., 2021). The literature emphasizes that, in a psychological context, the working environment in the organization is what the employees perceive regarding organizational circumstances such as policies and practices of HRM (Schneider et al., 2013).

Studies focus on GHRM and green behaviors of employees via environmental knowledge (Jermsittiparsert, 2021), organizational identification (Chaudhary, 2020), green work engagement (Aboramadan, 2022), and green knowledge sharing (Rubel et al., 2021). The literature lacks studies evaluating the role of GPC between GHRM and EGSB. The current study explores this mechanism by focusing on EGSB and how GHRM impacts this through GPC. In this way, a significant contribution is made to the literature of GHRM. Scholars call for studies to evaluate how GHRM leads to EGSB in organizations Dumont et al. (2017) because GHRM is considered as a promoter of EGSB and provides opportunities for researchers to evaluate this mechanism. Secondly, by highlighting the GPC mediating effect in the proposed model, this study shows that there is an influence of GHRM on GPC which leads to EGSB and gives the reason that why GPC's existence in organizations is important to promote eco-friendly behaviors of employees such as EGSB and enhance environmental sustainability. Lastly, this study aims to examine these relationships in the Banking sector of Pakistan, because of the rising focus towards "Green Banking". It is argued that Green Banking requires the EGSB at the workplace because it is not an "automatic process" and it is vital to consider the strategies that banks can adopt and contribute to the environment.

After the introduction, the paper is structured in a way that the second section will explore how the relationships of GHRM, GPC, and EGSB are presented in the literature. After that, the third section will present the methods used to test these relationships, and the results of the analysis will be shown in the fourth section. Lastly, the fifth section provides a discussion on these findings with implications and the sixth section concludes the paper by highlighting limitations and avenues for future scholars.

1. Theoretical foundation and Hypothesis development

Social identity theory (SIT) discusses that “people develop a positive self-concept by first classifying themselves into groups and then identifying themselves as members of that particular group” (Tajfel et al., 1979a). Moreover, concern about reputable image introduces this perspective (Ashforth & Mael, 1989). Members of a team know when they perceive that their activities are similar to their group then they identify with them (Stets & Burke, 2000). This is why SIT is extensively utilized in organizational research when there is a requirement to explore the identity of employees in an organizational context (Yong Joong Kim et al., 2019). Organizational values are supported and promoted by employees, and they participate in the activities of organizations by being loyal to them. Therefore, the commitment of employees is escalated by identification with the organization and this can be attained when an organization is involved

in GHRM practices and provides opportunities for employees to take part in green practices and get benefits. This develops a feeling of identification that the organization is socially responsible and creates a green climate at the workplace which gives rise to GPC and improves employee outcomes. In this way, SIT provides support to the proposed model of the current study.

1.1. GHRM and EGSB

GHRM is reflected in HRM program as it accesses environmental procedures, and attains green behaviors and values. GHRM is known as "HRM activities which enhance positive environmental outcomes" (Kramar, 2014). It is a chain of HRM practices implemented by the organization to escalate favorable environmental performance, focusing on the motivation of the employees to adopt eco-friendly behaviors actively (Renwick et al., 2013). GHRM is a decisive area that tackles challenges and threats for the organization regarding the environment and reduces the obstacles in promoting EGSB. Employees prefer such organizations that implement and promote the green, eco-friendly model of the business and fascinate employees to become "green employer" (Arulrajah et al., 2015). Furthermore, it built a path for an organization to expand on a global scale (Rubel et al., 2021) as it looks for the escalation in EGSB and minimum costs to run an organization by retaining resources consumption wherever needed such as online training, renewable, web-based interviews, and energy conservation. There is a need to encourage and strengthen employee consequences to hold favorable positions for organizations in eco-friendly opportunities (Zibarras & Coan, 2015). The organization plays a crucial role in exploring how GHRM influences EGSB (Yong Joong Kim et al., 2019) and ultimately improves their environmental practices. Prior studies examined that GHRM determines the results of the organization by behavioral and attitudinal outcomes (Alfes et al., 2013; Rubel et al., 2021) Thus, GHRM within the realm of possibility determines the work environment for EGSB. It comprises training and awareness of the employees related to green values and motives them to enhance EGSB (Renwick et al., 2013; Rubel et al., 2021). Therefore, the job duties of the employees should be connected with environmental requirements and (Renwick et al., 2013) state that the allowances and promotions depend on the EGSB which may help to gain green values for the organization. There is still a debate on the suggestion of the employees as to why organizations implement various GHRM practices and how such approaches will influence EGSB (Rubel et al., 2018). Finally, we can conclude that GHRM may promote IRGSB and facilitate ERGSB in the organization. Hence, we proposed that:

H1: GHRM positively influences IRGSB

H2: GHRM positively influences ERGSB

1.2. GHRM and GPC

The climate of the organization is the overall understanding of the employees relating to adopting green practices and values (Beermann, 2011). It has an impact on the EGSB Li et al. (2011) GPC was introduced as an extension of the organization's climate (YAŞAR, 2023). When employees believe their organization puts effort into supporting environmental sustainability through policies and practices, it motivates them to involve in green practices, promoting a positive environmental mindset within the workplace (Sabokro et al., 2021), their green behaviors will be triggered and ultimately create a GPC (Dumont et al., 2017; Norton et al., 2014; Rubel et al., 2021; Sabokro et al., 2021; Zhou et al., 2018). GPC involves an understanding between individuals of the organization's green policies, processes, and practices. When a company establishes a strong environmental policy, it illustrates the commitment of its employees at the core of the business (Arulrajah et al., 2016). By maintaining GHRM policies, companies convey their environmental concerns to employees, enhancing beyond financial rewards to engage them in green initiatives and decision-making (Renwick et al., 2013). There is a relation between the insight of organization orders and the effective environmentally friendly behavior of workers through the GPC of a corporate world (Norton et al., 2015). It is important to discuss the green motives and values of an organization because employees may not contribute to the working atmosphere as they are not directly liable for energy costs and supplies (Sabokro et al., 2021). For understanding and assessing job roles effectively, appropriate green acknowledgment facilitates the communication of environmental workplace responsibilities, improves employee comprehension of the benefits of sustainability, and encourages employee engagement in environmentally conscious business practices

(Sabokro et al., 2021). Some recent studies demonstrated that GPC is interlinked with environmental behavior (Khan et al., 2019; Norton et al., 2015; Tian et al., 2020; Zientara & Zamojska, 2018), Therefore, it is inconclusive how to share and develop knowledge and awareness about eco-friendly green climate in organizations. So, the study proposed that GHRM positively affects GPC:
H3: GHRM positively influences GPC

1.3. GPC and EGSB

According to the Ones and Dilchert (2012) EGB is known 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." Among these behaviors, there are EGSB which includes in-role and extra-role behaviors (Rubel et al., 2018). IRGSB is referred to as "green formal tasks that are an integral part of an employee performance assessment". While ERGB shows "voluntary green behaviors that go beyond the required formal duties of an employee and is not recognized in his/her performance assessment" (Paillé & Boiral, 2013).
Whereas, GPC is defined as "environmentally-oriented values, organizational policies, procedures, and methods encountered by people in workplaces" (Dumont et al., 2017). More attention is given to organizational climate (Sabokro et al., 2021) and green behaviors (Rubel et al., 2021) and to their relationship by exploring how different contextual determinants impact the attitudes of employees (Kuenzi et al., 2020). Prior literature shows that green climate affects environmental behaviors (Biswas et al., 2022; Khan et al., 2019; Naz et al., 2023), but it is not clear how GCP particularly impacts EGSB (IRGB & ERGB). Therefore, it is proposed that:
H4: GPC positively influences IRGSB
H5: GPC positively influences ERGSB

1.4. The mediating role of GPC

According to the literature on GHRM, various underlying mechanisms may directly impact employee behavior (Ercantan & Eyupoglu, 2022). Formal and transparent communication on GHRM values and practices serves and directly demonstrates employees and their organization's commitment to environmental sustainability (Renwick et al., 2013). Prior studies show that work climate is reliably interlinked with employee attitude and behavior (Kuenzi & Schminke, 2009; Norton et al., 2015). However, employees are influenced to develop their behavior according to the organization's green policies (Dumont et al., 2017). GPC is a social and psychological system, which shows how GHRM affects EGSB. Employees' perceptions of their organizations' practices, as well as "individual perceptions of work environment attributes," (Burke et al., 1987; Ercantan & Eyupoglu, 2022). Nishii et al. (2008) suggests that individuals analyze HRM practices as a reflection of organizational values. In this intellectual process, employees form their perceptions and mindsets regarding the organization' GPC (Ercantan & Eyupoglu, 2022). According to Ercantan and Eyupoglu (2022) green activities are integrated into the workplace culture of organizations, with the aspects of management geared towards environmental sustainability. Renwick et al. (2013) stated that employees are motivated to take part in green behaviors as a result organization's commitment to the environment and its concern to promote sustainability and contribute to greening. Recent research has shown that GHRM has a positive effect on green sustainability objectives at the organizational level (Roscoe et al., 2019). Ribeiro et al. (2022) discuss the impact of HRM on EGB with the mediating role of organizational identification. In other research studies, GHRM is a predictor of organizational performance with the mediating role of OCB (Tahir et al., 2020). Nisar et al. (2024) addressed the role of GHRM on environmental performances with the mediating effect of EGB & Green self-efficacy. There is less discussion about GPC as a mediating role with GHRM and EGSB. It positively influences the organizational environment and makes changes in employee's behavior and attitudes and makes awareness to enhance environmental sustainability.
H6a: GPC significantly mediates the relationship between GHRM and IRGSB
H6b: GPC significantly mediates the relationship between GHRM and ERGSB

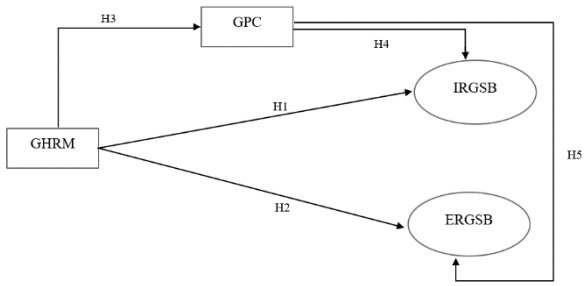

Figure 1: Research Model

2. Methodology

2.1. Data collection and analysis

The data was collected from employees working in the banking sector of Pakistan at various job positions. To select these participants, the study uses the stratified random sampling (SRS) technique, according to Rahman et al. (2022), "The data is classified into multiple subgroups (strata) based on common characteristics such as age, gender, race, income, education, and ethnic origin. Each stratum is randomly sampled. Stratified random sampling provides better population coverage since the researchers have more control over the subgroups and ensure that they are included." The current study follows the suggestions of Kline (2015) and the decided sample size should be near to 200. In this regard, about 350 questionnaires were sent online to the bank employees through the mail and 308 were received back, out of them, 296 were valid and these responses provided meaningful insights further for the analysis and the other 12 responses had missing values exceeding 25%. For analysis, the study uses SPSS for confirmation of the reliability and validity of data. After that Smart PLS was used to examine the hypotheses.

Table 1: Demographics

Gender		Frequency	Percent(%)
	Male	191	64.5
	Female	105	35.5
	Total	296	100.0
Education		**Frequency**	**Percent (%)**
	14 Years	7	2.4
	16 Years	88	29.7
	M.Phil.	177	59.8
	PHD	24	8.1
	Total	296	100.0
Marital Status		**Frequency**	**Percent (%)**
	Married	186	62.8
	Unmarried	110	37.2
	Total	296	100.0
Age		**Frequency**	**Percent (%)**
	Less than 26	77	26.0
	26-35	59	19.9
	36-45	97	32.8
	46-55	54	18.2
	56 & above	9	3.0
	Total	296	100.0
Work Experience		**Frequency**	**Percent (%)**
	less than 1	65	22.0
	1-5	125	42.2
	6-10	60	20.3
	11-15	33	11.1
	16-20	7	2.4
	21 & above	6	2.0
	Total	296	100.0

The demographics presented in Table 1 indicate that 64.5% of respondents are male, with the majority having an M.Phil. education (59.8%) and most respondents are aged 36-45 (32.8%).

2.2. Measures

To measure each construct, standardized scales were adopted from the literature. Firstly, a six items scale was adopted from (Dumont et al., 2017) which will evaluate GHRM. For instance, “My company provides employees with green training to develop the knowledge”. Secondly, there is a three items scale of IRGSB and ERGSB each, adopted from Bissing-Olson et al. (2013), the sample items include "I took the initiative to act in environment-friendly ways at work" and "I perform tasks that are expected of me in environment-friendly ways". Lastly, to measure GPC, a five items scale containing a sample item like "All employees are encouraged to save energy within the workplace” was adopted from (Chou, 2014).

3. Results

3.1. Measurement model

In PLS-SEM, the first method is the evaluation of the measurement model. The factor loading of each construct is greater than 0.7, showing that the items are reliable and this range is acceptable. Further, the "Composite reliability" of the construct must be within a range of 0.7 to 0.9 and the results of CR and Cronbach's alpha indicate that the values are >0.7 which further confirms the reliability, shown in Table 2.

After this reliability confirmation, the validity is confirmed by evaluating the convergent validity and its measure includes AVE, Table 2 shows that the AVE of each construct is >0.5 which is acceptable because there is the criteria that AVE values must be >0.5.

Table 2: CFA

	Factor loading validity				Reliability and convergent		
Items	**ERGSB**	**GHRM**	**GPC**	**IRGSB**	**α**	**CR**	**AVE**
ERGSB1	0.939				0.932	0.932	0.880
ERGSB2	0.939						
ERGSB3	0.938						
GHRM1		0.867			0.954	0.956	0.813
GHRM2		0.900					
GHRM3		0.899					
GHRM4		0.929					
GHRM5		0.943					
GHRM6		0.869					
GPC1			0.916		0.955	0.957	0.847
GPC2			0.934				
GPC3			0.943				
GPC4			0.886				
GPC5			0.922				
IRGSB1				0.923	0.917	0.917	0.857
IRGSB2				0.925			
IRGSB3				0.929			

Table 3: HTMT values

	ERGSB	GHRM	GPC	IRGSB
ERGSB				
GHRM	0.749			
GPC	0.771	0.710		
IRGSB	0.792	0.661	0.754	

Table 4: Fornell-Larcker criterion

	ERGSB	GHRM	GPC	IRGSB
ERGSB	0.938			
GHRM	0.707	0.902		
GPC	0.728	0.680	0.920	
IRGSB	0.732	0.620	0.707	0.926

Moreover, discriminant validity through the HTMT ratio and Fornell-Larcker Criterion was checked. Table 4 presents the Fornell-Larcker criterion, the diagonal elements, denoting square roots of AVE, should exceed off-diagonal correlations between constructs. In this case, strong discriminant validity is evident, meeting the criterion for strong construct differentiation. On the other hand, Table 3 presents the HTMT ratio and shows that the values are <0.85, affirming the validity. The study computed SRMR and NFI for evaluation of model fitness and their results are 0.049 and 0.906 respectively, showing a good model fit.

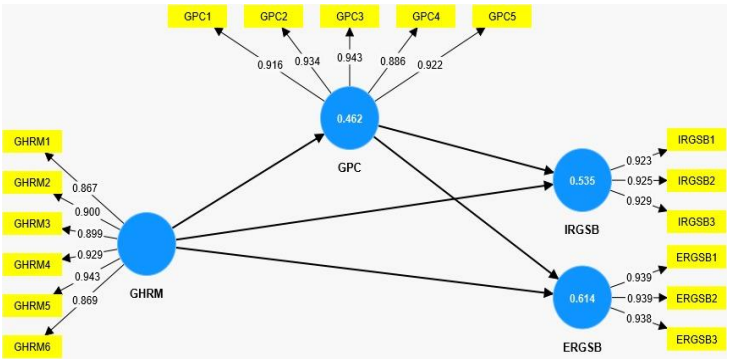

Figure 2: PLS algorithm

3.2. Structural model

The PLS-SEM results provide strong support for the hypothesized relationships. GHRM positively impacts IRGSB (β=0.259, T=4.241, p=0.000), ERGSB (β=0.394, T=5.817, p=0.000), and GPC (β=0.680, T=17.872, p=0.000) and supports H1, H2 and H3. GPC, in turn, significantly impacts IRGSB (β=0.531, T=10.146, p=0.000) and ERGSB (β=0.460, T=6.875, p=0.000), which provides a strong support to H4 and H5.

Table 5: SEM

Effects	β	STDEV	T statistics	P	Decision
Direct Effect					
GHRM -> IRGSB	0.259	0.061	4.241	0.000	Supported
GHRM -> ERGSB	0.394	0.068	5.817	0.000	Supported
GHRM-> GPC	0.680	0.038	17.872	0.000	Supported
GPC -> IRGSB	0.531	0.052	10.146	0.000	Supported
GPC-> ERGSB	0.460	0.067	6.875	0.000	Supported
Indirect Effect					
GHRM -> GPC->IRGSB	0.361	0.038	9.551	0.000	Supported
GHRM -> GPC->ERGSB	0.313	0.047	6.656	0.000	Supported

Indirect effects of GHRM on IRGSB (β=0.361, T=9.551, p=0.000) and ERGSB (β=0.313, T=6.656, p=0.000) through GPC confirm the mediating role of GPC in the relationships, thus supporting H6a and H6b. The model provides support to the hypotheses (Figure 3) and affirms the positive impact and intervening effects in the proposed framework.

4. Discussion

The study draws on SIT to explore the influence of GHRM on EGSB and the mediating role of GPC (Figure 2). SIT posits that individuals develop a positive self-concept by associating with specific groups, and in organizational settings, this theory underscores the importance of employees identifying with environmentally responsible practices (Ashforth & Mael, 1989; Tajfel et al., 1979b). Our findings align with this perspective, revealing that

GHRM significantly and positively influences both IRGSB and ERGSB.

Moreover, the study establishes a link between GHRM and GPC, supporting the idea that organizations implementing green practices cultivate a positive environmental mindset among employees. This relates with the notion that employees, who perceives organizational commitment towards environmental sustainability, are encouraged to get involved in green initiatives, enhancing a positive GPC (Sabokro et al., 2021).

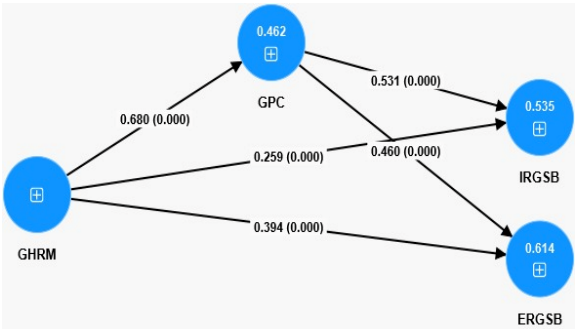

Figure 3: SEM

Furthermore, GPC mediating role is evaluated, and findings shows that GPC acts as a significant mediator between IRGSB and ERGSB both, outlining its major role to show the consequences of initiatives taken regarding GHRM, into eco-friendly behaviors. This relates with previous studies which highlights that there is the mediating role of organizational climate in impacting the employee behaviors and attitudes (Ribeiro et al., 2022; Tahir et al., 2020). Hence, our findings further extend the theoretical base, showing the complex associated between GHRM, GPC, and environmental behaviors of employees, providing contributions to the body of literature which is focusing on green practices in organizations.

4.1. Theoretical and practical implication

The findings of this research provide significant theoretical and practical implications for the understanding and development of environmentally responsible behaviors within the banking sector. Firstly, this study contributes to understanding how SIT operates in the context of the organization and specifically focuses on ecological initiatives. This outlines the importance of company climate in influencing employees' environmental attitudes and behaviors. This highlights the importance of creating a supporting environment described by policies, environmentally-oriented values, and performances to adopt EGSB among employees. By representing a clear path through which GHRM affects EGSB via GPC, the study enhances our understanding of the basic mechanisms of the relationship between HRM practices and environmental behaviors.

Practically, banks can leverage this understanding to improve their green HRM initiatives and promote a culture of environmental responsibility. By executing activities that promote environmental awareness, which provide training on green environmental behaviors, with sustainability in performance evaluation criteria, organizations can create an environment that encourages employees to be involved in environmentally responsible behaviors. By integrating green elements into recruitment, performance management, training, and remuneration systems. By adopting green principles into HRM practices, organizations can certify that sustainability becomes a part of the organizational culture and drives employee behavior towards environmental objectives. The theoretical and practical limitations of this study provides guidance to organizations to implement effective green HRM strategies. By developing a culture of environmental responsibility and integrating green principles into HRM performances, organizations can gain both ecological and organizational objectives, ultimately supporting culture for more sustainable future.

5. Conclusion

This study aims to explore the relationship between GHRM, GPC, and EGSB within organizations, specifically in the context of the banking sector in Pakistan. By incorporating SIT and empirical evidence, the finding of this study has certified the substantial influence of GHRM practices by promoting GPC, in return which influences employees' engagement in EGSB. Data were collected from 296 respondents, which are employees of the bank. Data analysis was conducted by using SPSS and Smart PLS. The findings and results of the study show that GHRM significantly influences both IRGSB and ERGSB, outlining its prominent role in encouraging environmentally responsible actions and also highlighting the mediating effect of GPC in the relationship between Green HRM and EGSB, emphasizing the importance of promoting a supportive environmental climate in the organizations.

5.1. Limitations and future research

This is an ordinary with applied research; limitations also exist in this study. Firstly, the results of this study are not universally applicable because the data were collected from the banking sector of Pakistan. Secondly, the quantitative method was employed in this study, and a questionnaire was used, which might not be filled with honesty. Besides the author's utmost effort biases may exist. Upcoming researchers can collect data through various sectors as well as across countries to escalate the generalizability of the study. Multi-method can be adopted to remove the biases. Furthermore, GPC can be used as a moderator instead of a mediator.

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