

**RESEARCH PAPER****Green HRM Practices for an Environmentally Friendly Organization:
Future-Proofing HRM Pakistan****¹Summer Abbas ²Kiran Akram ³Mujahid Hussain***

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ABSTRACT

The primary goal of this study is to ascertain how green HRM Practices would affect an environmentally conscious firm in South Punjab Pakistan. By analytically examining the role of employee involvement with environmental efforts as a mediator between green HRM practices and personal green behavior, this research offers a novel advancement in the transformation path toward sustainability. The traditional idea of person-organization-fit was also used in this research to investigate the function of certain personality types in modifying the relationships between HRM practices and employee support for environmental initiatives. In this study, a mixed method approach was applied to contact 175 working workers by random selection. In south Punjab, there are 20 industrial SMEs and 40 cottage businesses. The research presents novel data that suggest employee engagement mediates the relationship between green HRM practices and personal green behavior to some extent. This research also highlights the significance of interpersonal interactions in promoting employee support for environmental efforts.

KEYWORDS Employee Engagement with Environmental Initiatives, Environmental Sustainability, Green HRM, Individual Green Behavior, Personality Attributes**Introduction**

HRM may, in the context of the environment, assist the efficient design and execution of environmental management by integrating procedures like selection, performance assessment, training, and development with the environmental goal (Shah, 2019). Due to the increasing incorporation of green concepts into HRM, green human resource management (GHRM) was developed. Additionally, GHRM strategies are advantageous for external stakeholders, while HRM techniques are focused on internal stakeholders and profit maximization. In addition to their commitment to their work for profitability, GHRM ensures that employees are actively pursuing environmental practices. By adhering to these rules, a business may enhance its reputation and benefit future generations. Business companies must behave ethically to become green and successful in contemporary business environments since their very survival depends on having a competitive edge via sustainability (Yong et al., 2019). The utilization of green human resources by a firm and its employees in relation to its whole supply chain serves as a gauge of their performance (Benevene, 2020). Green HRM can help a firm put its genuine green policies and strategies into action. As the world changes, Green HRM is concerned with more than just the organization. But it also requires the commitment of the staff. By introducing more environmentally friendly HRM practices, businesses may increase their environmental performance (Okikiola, 2020).

"Green HRM" refers to policies and practices that promote sustainable workplace practices and the effective use of organizational resources (Arulrajah, 2015). Despite being

acknowledged for its importance, research on Green HRM is accelerating internationally, even if the bulk of these studies only focus on its conceptualization (Dumont, 2017).

Green HRM is the use of HRM policies to encourage better results inside organizations and, more often, to support environmental sustainability. The term "Green HRM" is most often used to refer to the consideration that people management procedures provide to the broader environmental agenda of the firm. Common green practices may include video recruiting or the use of online and video interviews to reduce the need for travel. Green incentives may involve the use of workplace and lifestyle perks, ranging from free bicycles to carbon emission compensation, in order to keep people in the green program and to continue to reward their dedication. Millennial workers are emphasizing environmental awareness when picking their employers, despite the fact that many workers often feel that they are not responsible for protecting the environment when they are at work. Given that more and more people want self-actualization and purpose in their employment, there is also a greater opportunity to connect the workforce. Reducing the amount of printed paper required for pay evaluations, performance assessments, and other reasons is another simple green endeavor. Even while waste reduction surely involves a lot of "green washing," there are still several options. Since HR will always have a big impact on the company via the growth of HR operations, the better chance is to incorporate HR into the organization's entire green program (Hameed, 2020) .

Human Resource Management is the process of hiring candidates, training them, appraising their performance and compensating them (Dumont, 2017). A degree to which an organization achieves its goals and objectives within parameters social system is called organizational performance. The purpose of this study is to highlight importance of human resource management for performance of an organization with respect to Small & Medium Enterprises of Districts of south Punjab, Pakistan (Anwar, 2021). SMEs are enterprises whose personnel numbers fall below certain limits. The role of S.M. Es can drive the economy of this country. These enterprises contribute in GDP of this country. Small businesses expect the Pakistani economy to play an important role in meeting certain financial contractual obligations. SMEs in Pakistan produce and provide a diverse range of goods related to the stock exchange, agriculture, and manufacturing.

Small and Medium Enterprises have suffered from the coronavirus disease. Due to coronavirus, it is difficult for SMEs to survive in market. Due to Corona-virus disease and lock-down imposed by government, people are going to purchase required things online or by phone. People have become restricted for activities outside the home. These restrictions have affected SMEs and ultimately sales volume of these enterprises has decreased. Further, SMEs which are not online due to lack of resources are facing difficulties in their survival in competitive market. Further, there is political instability in this country and obviously many economic issues like inflation, high prices of energy, high taxes. In this situation, survival of a small enterprise with limited resources is very hard. Management of a firm focuses on its revenue and other targets. Employees focus on their income and career. It is HR department that focus on benefits of both management and employees. HR department ensures that employees are given reasonable compensations as well as employees are working efficiently for bank. This study motivated researchers to update the performance of SMEs in order to make Pakistan more competitive in the global marketplace.

Literature Review

Green HRM practices refer to policies and practices which are involved in carrying out human resource aspects of a management position like human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training & development, and labor relations. Human Resource Management is a process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health & safety, and fairness concerns. The policies and practices in caring out the people, or

human resource aspects of a management position, including recruiting (getting new members), training, rewarding and appraising (Dessler, 2017). Green HRM is composed of the policies, practices, and systems which influence employees' behavior, attitude, and performance (Nurulabsar, et al., 2010). HR practices are organization's actions which are responsible for administer the group of human assets and make sure that these assets are working to fulfill the organization's objectives (Saeed, 2013).

Training programs are those activities which help to get goals of company by adding satisfaction & better output of workers. These programs help to provide workers with knowledge & skills which are necessary to perform their specific job (Saeed et al., 2013). Training is methods which are used to provide information and skills to employees that they need to perform their job. Training is a trademark of good management and is a task managers ignore at their danger. If you have well educated employees, it cannot give you guarantee that you will succeed. Employees need to know, what management expects from them and what they expect from employees. If employees don't know this information, they would not be able to do work in their own way not in the way you want. They will do but not productive or not for organizational benefit. Organization has some goals and objectives and these objectives give direction to organization. Now, employee should be trained to work in the same direction so that organization can achieve its set goals.

Performance Appraisal means evaluating the employee's current and/or past performance relating to his or her performance standards. Outcomes of an effective performance appraisal are improvement in correctness of employee performance and establishing relationship between performance on tasks and a clear possibility for rewards. Performance management plays important role in most of areas of an organization and with the passage of time its importance is being improved. Performance management is derived by operational management. Performance Appraisal means evaluating the employee's current and/or past performance relating to his or her performance standards. Outcomes of an effective performance appraisal are improvement in correctness of employee performance and establishing relationship between performance on tasks and a clear possibility for rewards (Stephan & Dorfman, 1989). Nurulabsar, et. al. (2010) found performance appraisal has significant impact on organizational performance.

None work for free and none should do something for free of cost. Employees want to earn salary and incentives and employers always desire their workers to feel that they are getting from their job. Rewards are manager's tools that contribute to organization's effectiveness by influencing individual or group behavior. All organizations use pay, promotion, bonuses, or other types of rewards to motivate and encourage high performance of employees (Ali & Ahmed, 2009). To use salaries as a motivator, managers should consider salary structure that should include importance attach to each job, pay for performance, personal and special allowances, fringe benefits, pensions and so on (Adeyinka, 2007). All things employees receive against serving in a bank or performing some tasks for a bank, is called compensation. There are two types of compensation that are direct payment and indirect payment. Direct payments are salaries, bonuses & overtime. These are also called cash benefits. The second type is indirect benefits, indirect payments or non-cash benefits. These are facilities like insurance, medical facility, leaves, or trainings, accommodation or conveyance or fuel. Organizations are accepting that they should maintain such reward system that is insures balance between contribution of employees to company and contribution of company to workers. Companies focus on three factors of reward system and these are compensation, benefits, and recognition (Pratheepkanth, 2011).

Some researchers wrote article but did not conduct empirical research like (Ambreen, 2018) wrote an article. He discussed strategic GREEN HRM and frequency of use of different measures of firm performance. He also discussed resource-based view of the firm, AMO theory & KSA theory and other theories on an individual level. Some authors wrote only articles on Green HRM but did not conduct empirical research.

Some work has been done on educational institutions like (Troeger, 2016) conducted research on Debre Brehan University. Their purpose was to examine the impact of human resource management (GREEN HRM) practices on organizational performance. Their selected HR practices were (i) recruitment and selection, (ii) training and development, (iii) performance appraisal and (iv) compensation. They conducted survey of 169 employees of that University both academicians and support staff. They found that human resource practices have a significant relationship with university performance. They concluded that if the university like to increase its performance to higher levels, it should emphasize more on compensation, recruitment and selection. Some improvement needs to be done on the other performance appraisal and training and development in order to increase their effectiveness on the university performance. After that Aion (2017) conducted research on impact of GREEN HRM on Organizational Performance with respect to firms existing in Saudi Arabia. Their selected GREEN HRM practices were recruitment and selection, training and development, compensation, employment security, performance appraisal, employee participation and career planning. He concluded that proper management of human resources through sound and effective HR practices, policies and programs may positively improve organizational performance.

After that (Anwar, 2021) conducted research on Ministry of Regional Municipalities and Water Resources in Kurdistan region of Iraq. They studied the impact of human resource management on the performance of government institutions. They selected five GREEN HRM practices which were (i) incentives, (ii) employee training, (iii) selective hiring, (iv) job security, and (v) decentralization. In results, they rejected all hypotheses while, they accepted fifth hypothesis that stated that "Decentralization has positive association with organizational performance". They concluded that decentralization has a positive association with the organizational performance.

Some researchers examined relationship of one dimension of HR practices with organizational performance like training & development like (Khan, 2011) who selected three dimensions of training & development: training design, on the job training & training style. Results showed that Training and Development has significant effect on Organizational Performance and all this has positively affected the Organizational Performance and it increases the overall organizational performance. After that Daniel (2018) conducted research on micro-finance banks and checked effect of training on organizational performance. They collected data from 304 employees of selected 3 banks. Results showed that employee skill, knowledge and ability gained from training have significant effect on productivity. Findings showed that training has effect on employee commitment to the organization. The conclusion is that training enhances employee performance as well as employee commitment to the organization.

Some researchers examined relationship of performance appraisal with organizational performance like (Saddam, 2017) who found performance appraisal has significant impact on organizational performance. Bowra et al. (2012) conducted research on banking sector of Pakistan. They found that performance evaluation and promotion have significant. Results showed that performance evaluation (.322) and promotion practice (.253) have positive as well as significant relationship with employee performance. Homayounizadpanah and Baqerkord, (2012) conducted research. He found Performance management has strong positive relationship with productivity. They also found that performance management and efficiency have also positive relationship with each other. After that Amin et al. (2013) conducted research on public university. Results showed that career planning contributes the most ($\beta=.536$) to university performance. Singh & Kassa (2016) conducted research on Debre Brehan University and found that performance appraisal has a significant relationship with university performance. Researcher applied convenience sampling technique.

(Saleem, 2018) conducted research on doctors of civil hospital of Punjab and examined the relationship of compensation (valid pay, recognition, promotion opportunities & meaningful work) with satisfaction level of doctors. That study found that compensation (valid pay, recognition, promotional opportunities & meaningful work) improves satisfaction level of doctors and doctors are dissatisfied because they have no job structure and meaningful work. It was interesting that what is meaningful work and it had strong relation with employee satisfaction. People thought that doctors are on strike & not attending patients due to financial benefits that very unethical for the profession but that study found that reason of that strike was non-financial factors which were pay, recognition, promotion opportunities & meaningful work and especially, there was no job structure for doctors. People thought that doctors are on strike & not attending patients due to financial benefits that very unethical for the profession but that study found that reason of that strike was non-financial factors which were pay, recognition, promotion opportunities & meaningful work and especially, there was no job structure for doctors.

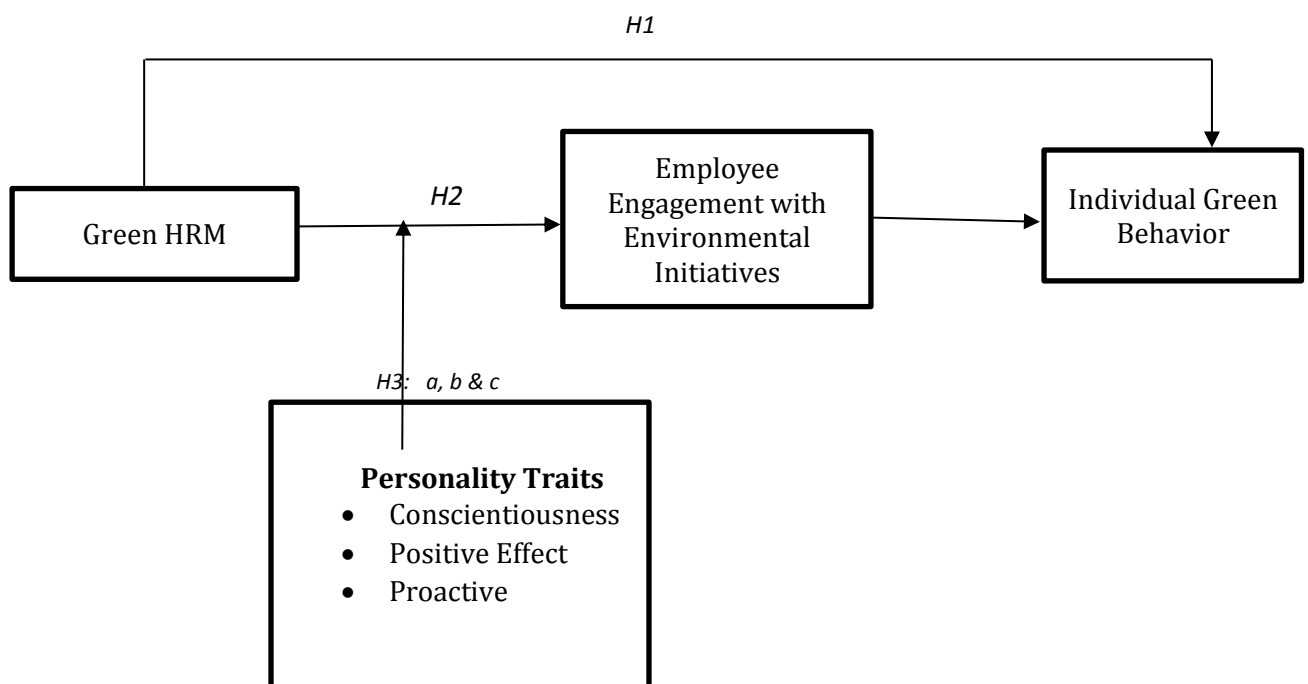
Theoretical Framework

After literature review as discussed above, Organizational Performance was selected as dependent variable while selected GREEN HRM practices as independent variable (Anwar & Abdullah, 2021). Selected GREEN HRM practices were (i) Training & Development, (ii) Performance Appraisal and (iii) Reward & Compensation. These practices were expected to be the most important practices. With these variables, model of this study was finalized.

Hypothesis

- H1:** Green innovation is strongly correlated with green HRM practices.
- H2:** The relationship between green HRM procedures and an employee's green creativity is mediated by the employee's green behavioral purpose.
- H3:** The association between a worker's green behavioral intention and green HRM is moderated by the worker's environmental initiatives.
- H4:** The association between a worker's green creativity and green HRM is moderated by that worker's green values.

Theoretical Frame Work Invalid source specified.



Material and Methods

Mixed method approached is used in this. There are two types of data: primary data and secondary data. Source of primary data was employees of SMEs existing in industries. Sources of secondary data were latest published research papers which found from Google, Google Scholar and website of Government of Punjab. For primary data, questionnaire was developed. Five points Likert Scale ranging from (1) strongly disagree to (5) strongly agree was learnt and used.

Targeted population was owners, admin officers and employees of HR departments of SMEs existing in industries in Pakistan. SMEs are generally classified into three sectors: (i) trading, (ii) manufacturing and (iii) services SMEs. There are 40 cottage enterprises and 20 Industrial SMEs in south Punjab (www.punjab.gov.pk, 2022). There are about 70 owners and 7,000 employees in these SMEs and about 70 employees in each firm. GREEN HRM subject was interested subject for researcher. Out of 7000 employees of these SMEs, about 175 owners and employees were selected conveniently (Gay, 2012).

For collection of required primary data, an online data collection survey of SMEs was conducted with Google Form. Online questionnaire was created with Google Form. After completion of Google form, it was sent to researcher's own email ID. Then, researcher filled one questionnaire and checked its accuracy. Names of firms were noted from Punjab Portal. Email IDs of firms were recorded from official websites. Email IDs of employees were gotten from social media accounts especially Facebook and Linked In. With Google Form, link of online questionnaire was sent on E-mail IDs and Whats-app numbers of selected employees. Online questionnaire was also shared on Facebook Account only for employees of SMEs of Districts of south Punjab. Employees filled questionnaire and submitted it. Google saved responses in Google Sheet automatically. For performing analysis, excel EViews software was used for analyses were performed on recorded data. Software produced results in tables which presented.

Results and Discussion

There are 10 items of 1st variable which was organizational performance and then, researcher defined 10 variables with first name of variable as OP OP_10. 5-point Likert was fixed. There are 6 items in training & development practice so researcher defined 6 variables with 1st word of name of variable as TDI_TDPI_6. Similarly, she defined all variables and for quantitative variable were Employee engagement with environmental initiatives denoted with Emp_eng Positive affect personality donated Postive_AP, Individual green behavior Indi_GB.

Table 1
Gender

| | Frequency | Percent |
|--------------|-----------|---------|
| Male | 75 | 42.9 |
| Female | 100 | 57.1 |
| Total | 175 | 100.0 |

Table 1 is showing that out of 175 respondents, 42.9% are male while 57.1% are female. It is showing that both male and female employees of selected enterprises participated in this study.

Table 2
Education

| | Frequency | Percent |
|----------|-----------|---------|
| Inter | 68 | 38.9 |
| Graduate | 53 | 30.3 |

| | | |
|--------------|------------|--------------|
| Master | 22 | 12.6 |
| M. Phil | 18 | 10.3 |
| Other | 14 | 8.0 |
| Total | 175 | 100.0 |

Table 2 is showing that out of 175 respondents, 38.9% have inter level education, 30.3% are graduate, 12.6% have master level education, 10.3% are M. Phil degree holders. It is showing that in these enterprises, owners and admins have low level of education.

Table 3
Age

| | Frequency | Valid Percent |
|---------------|------------|---------------|
| 15-24 years | 74 | 42.3 |
| 25 – 34 years | 63 | 36.0 |
| 35-44 Years | 25 | 14.3 |
| 45-54 Years | 13 | 7.4 |
| Total | 175 | 100.0 |

Table 3 is showing that out of 175 respondents, out of 175 respondents, 42.3% are 15-24 years old, 36% are 25-34 years old, 14.3% are 35-44 years old, while only 7.4% are 45-54 years old. It is showing that most of owners / admin officers are 25-34 years old.

Table 4
Job Experience

| | Frequency | Percent |
|------------|-----------|---------|
| Fresh | 29 | 16.6 |
| 1-2 Years | 38 | 21.7 |
| 3-4 Years | 32 | 18.3 |
| 5-6 Years | 25 | 14.3 |
| 7-8 Years | 26 | 14.9 |
| 9-10 Years | 25 | 14.3 |
| Total | 175 | 100.0 |

Table 4 is showing that out of 175 respondents, 16.6% have no experience, 21.7% 1-2 years of experience, 18.3% have 3-4 years of experience, 14.3% have 5-6 years of experience, 14.9% have 7-8 years of experience, while, 14.3% have 9-10 years of experience. It is showing that all respondents have different years of experience.

Correlation

To know relationship, direction of relationship and degree of relationship among selected variables, correlation was applied on data with software.

Table 5
Correlation

| | | Emp_eng | Grean_HR | Postive_AP | Indi_GB |
|------------|---------------------|---------|----------|------------|---------|
| Emp_eng | Pearson Correlation | 1 | .634** | .226** | .135 |
| | Sig. (2-tailed) | | .000 | .003 | .076 |
| | N | 175 | 175 | 174 | 174 |
| Grean_HR | Pearson Correlation | .634** | 1 | .391** | .195** |
| | Sig. (2-tailed) | .000 | | .000 | .010 |
| | N | 175 | 175 | 174 | 174 |
| Postive_AP | Pearson Correlation | .226** | .391** | 1 | .689** |

| | | | | | |
|---------|---------------------|------|--------|--------|------|
| | Sig. (2-tailed) | .003 | .000 | .000 | .000 |
| | N | 175 | 175 | 175 | 175 |
| Indi_GB | Pearson Correlation | .135 | .195** | .689** | 1 |
| | Sig. (2-tailed) | .076 | .010 | .000 | |
| | N | 175 | 175 | 175 | 175 |

** . Correlation is significant at the 0.01 level (2-tailed).

Note. N $\frac{1}{4}$ 175; Diagonal values depict the square root of the Average Variance Extracted. ** $\frac{1}{4}$ p < 0.01; ω $\frac{1}{4}$ p < 0.05. The above table 5 shows the simple descriptive (Correlation). According to this table the variables are perfectly correlated with each other. Employee engagement with environmental initiatives denoted with Emp_eng Positive affect personality donated Postive_AP, Individual green behavior Indi_GB. Next value (r=0.226) is showing that there is weak relationship between performance appraisal practice and organizational performance. It means when performance appraisal increases, performance of an enterprise also increases.

Next value (r=0.135) is showing that there is weak relationship between compensation & benefits practice and organizational performance. It means when compensation & practice increases, performance of an enterprise also increases.

Table 6
Hypothesis Testing Using Path Analysis (Mediation Effect)

| Hypothesis | β | R2 | Significance | Mediation effect |
|--------------------------------------|---------|-------|--------------|------------------|
| Demographics: | | | | |
| Age | +0.08 | | +0.07* | |
| Gender | +0.06 | | +0.12* | |
| Tenure | +0.07 | | +0.08* | |
| H2: Green HRM Engagement | +0.33 | +0.28 | +0.003** | Partial |
| Engagement Green Behaviour | +0.36 | +0.34 | +0.003** | |
| Green HRM Green Behaviour | +0.29 | +0.27 | +0.003** | |
| Green HRM Engagement Green Behaviour | +0.13 | +0.37 | +0.005** | |

Table 6 is as a result; many confirmatory factor analyses (CFAs) were performed on the study measures using AMOS 24 and maximum likelihood estimation. Five clusters of fit indices were examined to ascertain the goodness-of-fit for the provided dataset. Excellent model fit is indicated by the relative chi-square (X2/df) value being less than 5. The "incremental fit index" (IFI) and "comparative fit index" (CFI) have excellent match values greater than 0.90. The "root mean square error of approximation" (RMSEA), which should be less than 0.08, indicates a significant model fit. The "Tucker-Lewis's index" (TLI) value around 1 denotes a good match, to sum up. The suggested model was compared to two more competing models using the marker-variable testing approach to determine the effect of CMV on the supplied dataset

In model, everything must load onto only one component (the method-only model). The test revealed unsatisfactory match with RMSEA140.13, CFI14 0.61, TLI140.60, IFI14 0.61, and 2/df14 5.59. All items were allowed to load on their respective variables in model two, as per the proposed model in the current inquiry (the trait-only model). The model fit was excellent, as shown by the test results: RMSEA140.07, CFI14 0.91, TLI140.90, IFI14 0.91, and 2/df14 3.79. The third model combines the assessment of the method and trait models (adding a common latent variable to the proposed model and linking that variable to all items). The best model fit was represented by model three, which had the highest test score (RMSEA140.067, CFI14 0.93, TLI140.92, IFI14 0.93, and 2/df14 3.45). These results show

that model two was more closely connected to model three and that it more closely fit the data than model one. Common method bias is not a concern for this dataset and is not predicted to alter the intercorrelations between the study variables since there is minimal difference in fit indices between models two and three.

This research addresses the growing interest in HRM behavioral literature by filling in the literature gap around the implicit psychological processes that explain how overall organizational structures and practices could boost employee green behavior (Dumont, Shen, & Deng, 2017). Renwick, Redman, and Maguire 2013). According to the present research, employee participation in environmental activities mediates the association between green HRM practices and employee green behavior. Various aspects of each person's personality were also thought to have a role in the strength of this connection.

According to the findings of the research into the mediation process, employee involvement in environmental initiatives acts as a mediator between green Human resource management practices and individual green behavior (b 14 0.11, p 0.05). The AMO theory could provide a basis for comprehending this finding. Workers are more likely to support environmental initiatives when they take part in well-designed training programmed that support the company's sustainability culture and objectives and that, for example, increase their capability to handle environmental problems (Ababneh, 2021). Additionally, employees exert greater effort to meet environmental goals when they favorably evaluate and perceive the relationship between their job performance and those clearly stated objectives (Grobelna, 2021). Employee involvement increases employee commitment to environmental initiatives, and employees' active participation in environmental decision-making will strengthen their cognitive and emotional links to the organization's goals and objectives. Staff members will approach and resolve sustainability-related challenges with a great lot of passion, enthusiasm, and energy (Pinzone, 2016). Last but not least, selecting employees who support the company's environmental policies, procedures, goals, and objectives will probably lead to their being involved with the environment.

As a result of company's environmental initiatives, they practice sustainability in and outside of their professions (Uddin, 2021). According to the findings of the moderation mechanism investigation, the relationship between green HRM practices and employee support for environmental initiatives is strengthened by the moderation effect of conscientiousness (b 14 0.19, p 0.05) and positive affect (b 14 0.12, p 0.05) personality traits. This highlights the connection between institutional elements, the extent to which employees actively participate in the company's environmental initiatives, and individuals' inherent qualities (such as conscientiousness in this instance and green HRM) and positive effects. That is to say, a person's various aspects of conduct (both voluntary and involuntary) are influenced by how consistently their perceptions, beliefs, and norms are with the company's procedures, goals, and standards (Paill e, Boiral, and Chen 2013). Therefore, the fusion of organizational ecological and human factors in the environment (represented by green HRM practices) would undoubtedly motivate employees to take part in the business's environmental initiatives. In contrary to the theoretical assertion stated earlier in this study, it was shown that the link between green HRM practices and employee engagement in environmental activities was not substantially affected by proactive personality.

(b ¼ 0.05, p > 0.05). This is because it's possible that participants' cultural norms, attitudes, and beliefs will affect how they interpret and react to the demands and guidelines of their roles.

Organizational policies, HRM procedures, and opinions on how business requirements change (Friedman B. A., 2007). In other words, individuals may view and interpret an organization's actions and campaigns toward the environment differently based on how unlike their cultural norms, standards, traditions, and aspirations are from one another. When taken as a whole, the study's results support the put-out assumptions, which advances the theoretical and practical use of behavioral research in green HRM.

Conclusion

This research is found that there is huge gap between Human resource and green Hr. this study find Employee involvement in environmental efforts mediates between green human resource management practices and personal green behavior, according to research into the mediation process. Understanding this result could be made easier with the help of the AMO hypothesis. When employees participate in well-designed training programs that support the company's sustainability culture and goals and, for example, improve their abilities to manage environmental difficulties, they are more inclined to support environmental efforts. Another result of this research is the wide range of processes that are active when workers participate in environmental activities. This research sheds light on the interaction between green HRM practices and personality qualities that influence how involved workers are in environmental initiatives. The inclusion of institutional elements (represented by green HRM practices) in addition to individual ones allows the engagement, AMO, and P-O-fit theories to be expanded. The interaction of green human resources management strategies (green pay, green training and development.

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