



## An SEM-based study on Intrinsic Motivation in the Education Sector: The role of GHRM Practices

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### Abstract

*This paper presents a research model to establish the connection between GHRM methods and intrinsic motivation. In this GHRM and IM study, job satisfaction was the moderator, and environmental performance and green organization culture as mediators. Information was collected in this paper from both public and private universities in Karachi, Pakistan. Structural equation modeling was used to verify the connections among the abovementioned variables. The research findings support the idea that implementing GHRM practices improve environmental effectiveness that enhances intrinsic motivation. The study's findings corroborate the hypothesized activation of the JP and OCB-O when teachers think about green OS. In conclusion, the effect of GHRM on JP and OCB-O is mediated by the perceived greenness of OS. Management should implement green HRM practices to attract and retain highly qualified employees who share the firm's commitment to environmental sustainability. Employees should contribute to solving issues related to sustainability and ecological sustainability. They should also take engagement in ongoing education initiatives that help them learn more about environmental sustainability and green management. The link between GHRM and intrinsic drive has not been sufficiently established. Furthermore, the mechanism linking GHRM to these results in performance is poorly understood.*

**Keywords:** *Organizational citizenship behavior, Intrinsic Motivation, Job Satisfaction, Green human resource management practices, perceived green organizational support.*



### Introduction

To improve employee pro-environmental behavior, meet the expectations of staff members, and attain organizational objectives, GHRM (green human resource management) is defined as the integration of environmentally friendly elements into the job design, staffing, education and growth, motivation, and upkeep functions associated with human resource management (HRM). Organizations can improve their environmental performance (EP) and long-term viability by implementing GRHM practices focusing on building a sustainable workforce. Human resource management and environmental management are brought together in Green HRM (GHRM). (Ziyadeh, Othman, & Zaid, 2023). As a result, businesses can save money and keep their best employees, leading to increased output, better management, and a distinct advantage in the marketplace—human resource management with a strong emphasis on environmental protection and conservation as its primary goals. While many sources suggest typical GHRM procedures, existing studies have only quantified a subset of these activities. However, despite the established connection between GRHM and EP, in the absence of such studies, our knowledge of the causes of green HRM and the mechanisms by which it produces beneficial effects remain cloudy. The authors argue that the link between GHRM and OCBE is mediated by feelings of environmental pride and guilt and moderated by differences in environmental value between employees and their coworkers. This research aimed to shed light on the factors that contribute to green HRM in organizations and how this strategy affects employees. The study also aimed to determine how green HRM could improve teachers' lives. Despite widespread suggestions that certain GHRM practices are best, previous research has only quantified a subset of these features. The complexity of GHRM, however, necessitates testing it in the real world. Therefore, creating a reliable measurement scale to advance this field was crucial. The effects on the management of the environment and the efficiency of individuals and businesses will be better understood. This research aimed to create and verify a GHRM measurement scale. The dedication workers display to protecting the environment indicates what drives them personally. Employees' dedication to their employer is tied to their sense of belonging and reflects their understanding of an agreement with the company's core values and strategic priorities.



### **Significance of the study:**

The goal of the recent industrial revolution has been to make businesses more energy efficient and stringent about waste generation by incorporating green notions and environmentally friendly approaches. There needs to be more literature regarding the effects of GHRM initiatives on the environment's performance and the long-term sustainability of businesses. This research analyzes how green training influences environmental responsibility and corporate citizenship through the moderating influence of perceived behavioral control.

### **Research Objective:**

- This paper contributes to the literature on green HRM by examining the challenges faced when implementing GHRM in a developing nation context.
- To what extent do the environment's ethics, the organization's context, and management support influence organizational greenness? That is what this study sets out to find out.
- This research examines how GHRM practices affect green creativity in individuals and organizations.

This knowledge gap must be closed to ensure sustainable development and economic growth. (Corona, Shen, Reike, Carreón, & Worrell, 2019) This will require a deeper dive into the barriers to GHRM acceptance and how they might be overcome through strategic policy changes. In light of the preceding, this paper seeks to analyze the GHRM's actual implementation. This paper's findings will help fill some of the blanks in understanding how GHRM is implemented.

### **Literature Review**

**AMO Theory:** According to the AMO theory, all AMO components work together to promote environmentally responsible actions. When hiring new staff, for instance, it is essential to ensure they feel confident in their ability to use their unique "green " skills. Environmental performance can be enhanced by using these abilities in novel and creative ways. Improved employee skills may also lead to increased green entrepreneurship and the development of novel approaches to resolving environmental issues. Employees' green behavior, defined as forming habits that lead to enhanced environmental performance, also improves due to the motivational process. In addition to green rewards, green appraisal and management of performance can encourage employees to participate in their companies' greening efforts. Based on their findings,(Yildirim, 2022) found that the organizations' staff members had received training on environmental issues. Results also revealed a dearth of internal openings for addressing environmental issues. The



problem of employees' reluctance to get involved in environmental issues can be overcome if management works together to give their staff members the authority they need to find and implement solutions.

**Impact of GHRM Practices on Environmental Performance:** Previous research has shown that a decline in environmental cooperation is correlated with a general improvement in employees' personality, outlook, and competence. For companies to maintain an edge over the competition and better performance compared to their rivals, GHRM's primary goal is to offer education and development and promote and offer new opportunities that show exemplary job behavior. The registration process for potential employees can be completed online as part of a paperless, eco-friendly recruitment and selection strategy. Phone or online interviews are possible (Mozumdar & Hasan). Long-term job performance evaluation and teaching workers about waste reduction and environmental protection are bolstered by green recruiting initiatives. Green HRM practices must include careful selection and recruitment of candidates. Human resource management (HRM) must begin with efficient recruitment and selection procedures. Hiring and selection processes boost the true significance. Green recruitment, the practice of finding and retaining workers with similar values, promotes an organization's openness to collaboration for improved environmental performance. Green compensation and rewards aim to motivate people to promote green environmental goals through monetary and non-monetary incentives. Green rewards and payment can be broken down into the following categories: Acceptability of green and sustainable behavior is rewarded, as are (1) skill rewards; (2) cognitive and interpersonal; (3) appreciative inquiry into sustainable technology; and (4) sustainable technology appreciation rewards (Ahmad, 2015). According to the sources, financial incentives for employees to undertake environmental responsibilities have been shown to increase their allegiance to environmental sustainability programs. Sustainable development requires a conceptual model that audits and monitors asset production and use. Green performance and appraisals are another integral part of HRM practices that aim to reduce their environmental impact. The company claims that its employees' progress toward a greener environment is measured by metrics related to their production. The findings suggest that individuals are more likely to make behavioral changes in response to green performance management's analysis of crucial success factors.



**H1 (a):** Green training is positively associated with environmental performance.

**H1 (b):** Green Recruitment and Selection are positively associated with environmental performance.

**H1(c):** Green Rewards and Compensation are positively associated with environmental performance

**H1 (d):** Green Appraisal Performance is positively associated with environmental performance.

**H1 (e):** Perceived Green Organizational Support is positively associated with environmental performance.

**H1 (f):** Green company behavior is positively associated with environmental performance.

**H1 (g):** Green Job Analysis and Design positively affect environmental performance.

**H1 (h):** Perceived Behavioral Culture is positively associated with environmental performance.

**H1 (i):** Organizational citizenship behavior towards the organization is positively associated with environmental performance.

**Impact of GHRM Practices on Green Organizational Culture :** Green performance measures the efficacy and efficiency of a company's environmental action by providing crucial data on environmental impacts, regulatory compliance, and organizational systems. Environmental culture as an organizational strategy has made this possible. Previous studies have demonstrated that OGC can influence organizational culture and that employees play a crucial role as change agents. The paper uses the concept of social exchange to argue that GHRM practices directly affect environmental commitment among workers. According to this theory, employees will want to repay the favor if they feel they have benefited from their employer's actions. It is argued that in the environmental context, developing a system for environmental management with care can strengthen the green views of ecologically committed employees, even though numerous empirical studies have not investigated the relationship between GHRM and employee environmental commitment. This occurs because people who work for green businesses have to alter their values and beliefs to conform to the company's green ethos and objectives. Employees' attachment, responsibility, and commitment to environmental issues are all strengthened by their consistent and active contribution to the company's environmental activities, strengthening their understanding of the business's environmental targets and policies. The effect of green ability building (via training, for example) on collective green commitment suggests that greening HRM practices (e.g., environmentally friendly instruction, green reward) could encourage employee



environmental commitment (Khan & Khan, 2022). Rewarding employees for environmentally conscious actions have been found to increase environmental dedication (Jamil et al., 2022). This results in improved workers' green knowledge, awareness, and skills, encouraging more environmentally conscious behavior (such as employee environmental commitment) on the job.

**H2 (a):** Green training is positively associated with Green Organizational Culture

**H2 (b):** Green Recruitment and Selection is positively associated with Green Organizational Culture

**H2 (c):** Green Rewards and Compensation are positively associated with Green Organizational Culture

**H2 (d):** Green Appraisal Performance is positively associated with Green Organizational Culture

**H2 (e):** Perceived Green Organizational Support is positively associated with Green Organizational Culture

**H2 (f):** Perceived Green Organizational Support is positively associated with Green Organizational Culture

**H2 (g):** Green Job Analysis and Design is positively associated with Green Organizational Culture

**H2 (h):** Perceived Behavioral Culture is positively associated with Green Organizational Culture

**H2 (i):** Organizational citizenship behavior towards the organization is positively associated with Green Organizational Culture

### **Impact of Environmental Performance on Intrinsic Motivation**

(Akbar, Soomro, & Khan, 2017) (Akbar, Soomro, & Khan, 2017) (Akbar et al., 2017)

Researchers have suggested a cognitive-social-motivational approach to the creative process on the assumption that coming up with ideas is primarily a mental process. Therefore, it is crucial to focus on not only the cognitive variables that influence the creation of ideas but also the task-related motivational factors, such as intrinsic drive. According to the intrinsic motivation theory of creativity, original thought is encouraged when people feel good about their work.

Furthermore, it is only sometimes the case that intrinsic motivation significantly impacts creative output. Since intrinsic motivation is not the only factor contributing to creative work, it is also important to consider contextual considerations. Note that one cannot expect creative results to materialize from thin air and that the creative process requires a creative setting. This suggests that environmental and informational factors significantly influence the idea-generation process



during EBS experiments. The synergistic effect of an individual's idea generation when combined with the ideas indicated by other people is undeniable. The quantity and novelty of cues determine their effectiveness at stimulating thought. From the viewpoint of the variety of cues, some studies suggest that when more ideas are presented, more and different types of statements are generated by individuals. As a result, it is essential to consider the impact of environmental and personal factors (like intrinsic motivation) when discussing the link between them.

**H3 (a):** Environmental Performance is positively associated with intrinsic motivation.

**Impact of Green Organizational Culture on Intrinsic Motivation:** The impact of Green intrinsic drive on Workers' Green Behavior is a primary focus of this study. Intrinsic motivation is defined as the actuation of a goal to pursue its own intrinsic interest and joy (Ahmad et al., 2016). A person is moved to take action not by the promise of future rewards but by the present enjoyment of what they are doing. Individuals intrinsically motivated to protect the environment do so out of genuine concern for the planet's well-being. Therefore, employees are encouraged to reduce environmental impacts through green activities of their intrinsic respect for the environment. Employee Green Behavior means "a workplace-specific form of pro-environmental behavior." This study anticipates that Green Intrinsic Motivation will drive Employee Green Behavior due to the inherent interest in reducing the adverse effects of human behavior on the environment. Employee green behavior is positively correlated with green intrinsic motivation, which can be clarified through the theory of planned conduct, concerned with human behavior's foresight. On that basis, we can link certain actions to specific outcomes and impressions. For instance, workers who are intrinsically motivated to help the environment tend to favor engaging in environmentally friendly activities in the workplace. As a result, it changes how workers feel, affecting how they act on the job. There is a positive correlation between green beliefs, green behavior in the workplace, and green intrinsic motivation. Employee Green Behavior is positively impacted by the attitude brought on by Green Intrinsic Motivation.

**H4 (a):** Green Organizational Culture is positively associated with intrinsic motivation.

**Impact of Environmental Performance Mediates the Relationship between GHRM Practices and intrinsic motivation.**

Nowadays, most businesses emphasize the importance of changing human behavior to improve environmentally sustainable practices. This research provides new evidence for the ongoing



discussion of how best to adjust human capital to pursue environmental sustainability. There is mounting proof that businesses are actively regulating their resources, reorganizing their policies, and taking other measures to ensure a sustainable future. Green HRM's central principle is to make workers more environmentally conscious by raising awareness of environmental problems and teaching them how their actions affect the planet. Adopting novel learning abilities helped alleviate previous issues, and protecting the organization's culture through environmentally friendly practices is a strong justification for incorporating green HRM. As a result, effective management practices, as communicated by upper-level officials, may fortify core beliefs and maintain order in various operations. Management at all levels of an organization can help keep the environment in check by encouraging workers to use their judgment and initiative when dealing with environmental problems. Employees who receive benefits from the company's owners through equitable HR policies are more likely to exercise discretion in their personal lives and refrain from venting their frustrations in the workplace. Sustainable environmental performance is significantly impacted by green HRM practices, which also boost productivity, boost employee loyalty, and cut costs for businesses.

**H5 (a):** Environmental Performance mediates the relationship between green training and intrinsic motivation

**H5 (b):** Environmental Performance mediates the relationship between green recruitment and the selection and intrinsic motivation

**H5 (c):** Environmental Performance mediates the relationship between Green Rewards and Compensation and intrinsic motivation

**H5 (d):** Environmental Performance mediates the relationship between Green Appraisal Performance and intrinsic motivation

**H5 (e):** Environmental Performance mediates the relationship between Perceived Green Organizational Support and intrinsic motivation

**H5 (f):** Environmental Performance mediates the relationship between the Green Behavior of the company and intrinsic motivation

**H5 (g):** Environmental Performance mediates the relationship between Green Job Analysis and Design and intrinsic motivation

**H5 (h):** Environmental Performance mediates the relationship between Perceived Behavioral Culture and intrinsic motivation





**H5 (i):** Environmental Performance mediates the relationship between Organizational citizenship behavior towards the organization and intrinsic motivation.

### **Impact of Green Organizational Culture Mediates the Relationship between GHRM Practices and intrinsic motivation**

According to previous research, Green human resource management practices are a blueprint for implementing eco-friendly policies and fostering productive work settings. Implementing such programs has been shown to lessen psychological disturbances like depression and anxiety in the workplace. Employees are more enthused and inquisitive about ways to keep the environment healthy when green HRM practices are in place. When it comes to ensuring the growth of the corporate sector, nothing is more important than fostering an environment where people are intrinsically motivated to work tirelessly and even perform. Individuals are more likely to follow the rules and regulations when they feel personally satisfied by doing so; this is what we mean by "intrinsic motivation." Therefore, they take a logical approach and value their company's traditions. In general, green HRM practices encourage people to make voluntary contributions to the success of green goals and to make positive decisions in the workplace. Moreover, businesses implementing green HRM practices report that these policies help reduce negative employee emotions like stress. As a result of the positive effects of GHRM practices, workers improve their behavior in the workplace and give greater importance to their work responsibilities. Based on these theoretical considerations and supporting data,

**H6 (a):** Green Organizational Culture mediates the relationship between green training and intrinsic motivation

**H6 (b):** Green Organizational Culture mediates the relationship between green recruitment and the selection and intrinsic motivation

**H6 (c):** Green Organizational Culture mediates the relationship between Green Rewards and Compensation and intrinsic motivation

**H6 (d):** Green Organizational Culture mediates the relationship between Green Appraisal Performance and intrinsic motivation

**H6 (e):** Green Organizational Culture mediates the relationship between Perceived Green Organizational Support and intrinsic motivation

**H6 (f):** Green Organizational Culture mediates the relationship between the Green Behavior of the company and intrinsic motivation



**H6 (g):** Green Organizational Culture mediates the relationship between Green Job Analysis and Design and intrinsic motivation

**H6 (h):** Green Organizational Culture mediates the relationship between Perceived Behavioral Culture and intrinsic motivation

**H6 (i0):** Green Organizational Culture mediates the relationship between Organizational citizenship behavior towards the organization and intrinsic motivation.

### **Impact of Job Satisfaction Moderate the relationship between Environmental Performance and intrinsic motivation**

Today's businesses must do everything in their power to ensure their employees' emotional and social well-being, as doing so should increase employee loyalty, productivity, and, ultimately, profits (Khan et al., 2022b). Satisfaction with one's job is a psychological reaction that arises from an individual's assessment of their job and their workplace in terms of how well their physical, psychological, and social requirements are met, as well as how happy they are, how productive they are, and how successful they are. Claim that employees' happiness at work significantly impacts their productivity and well-being. Furthermore, previous studies have pinpointed rewards, stress, and workplace traits as the three main components of job satisfaction. Employees' motivation and satisfaction can be maintained, and the best possible performance can be encouraged through rewards an employee-driven by inherent factors performs work for its own sake and may place a premium on complex tasks seen as strategically significant to the company. Work-related stress encompasses any element within an organization that has the potential to impact an employee's health or productivity negatively. Workload, time pressure, and poor physical conditions at work are examples of job-related factors; organizational factors include role conflict or ambiguity, career progression (lack of stable employment and over/under being promoted), interpersonal dynamics (poor relations with supervisors or colleagues), and organizational climate (policies or level of involvement in decision-making). These factors indicate the extent to which a worker's job requires them to engage in different kinds of work, is part of a more extensive process, affects their performance in other areas, and affords them discretionary authority.

**H7 (a):** Job Satisfaction moderates the relationship between Environmental Performance and intrinsic motivation.

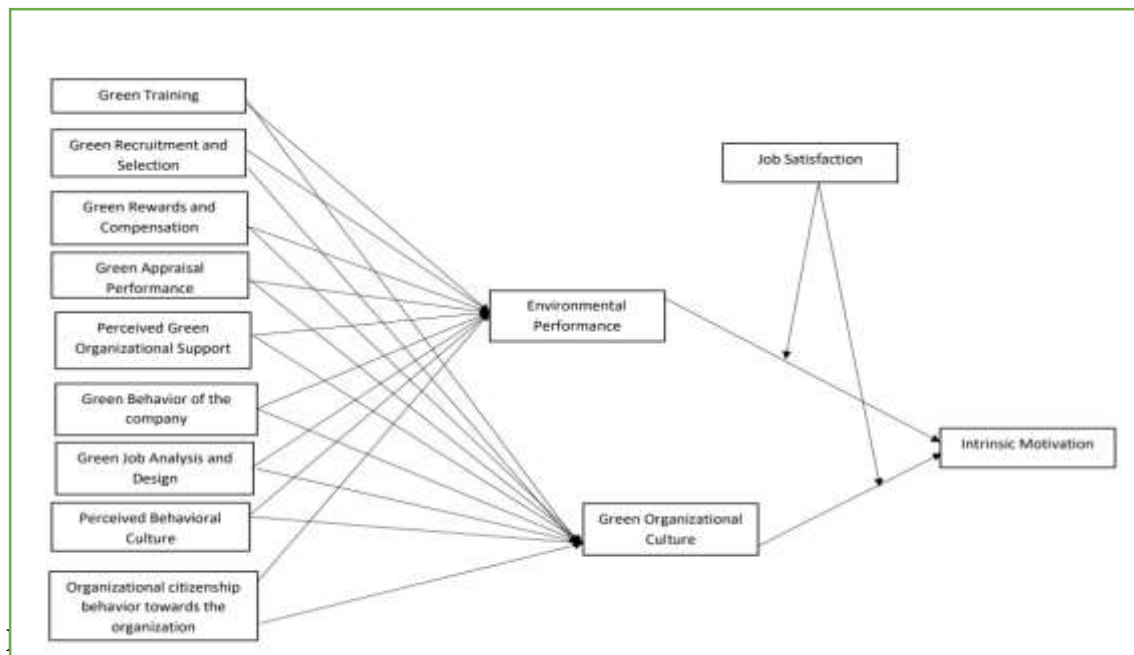


## Impact of Job Satisfaction Moderate the Relationship between Green Organizational Culture and intrinsic Motivation:

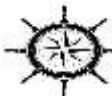
According to studies, employees are more loyal and committed to their employers when they work in an energetic and fruitful setting. This demonstrates the connection between a company's culture and employee happiness. Employees report higher levels of job satisfaction when they acquire and apply new skills and knowledge on the job. Many scholars have examined how company culture affects workers' happiness on the job. Many studies have emphasized the importance of certain aspects of these factors in this connection. Stability, collaboration, personal preference (individual work), and aggressiveness are crucial aspects of any organization's culture. Satisfaction rates among workers are also affected by the organization's pay structure. Because trained people enjoy doing their jobs, training, and development contribute to increased job satisfaction and achieving environmental goals. Training and development boost morale and enthusiasm for work for people of all plans and orientations.

**H8 (a):** Job Satisfaction moderates the relationship between Green Organizational Culture and intrinsic motivation

Figure 1  
*Framework*



The Education industry was chosen as a case study because of its profound impact on the natural world. Using a randomly selected stratified sample of Karachi universities, we gathered



information through a questionnaire. Only 153 people answered the survey out of a possible 200. This method of gathering information is widely used in scientific research. The total number of responses we got was 158, or 76.5 percent. People between the ages of 20 and 25 make up 55.60 percent of the population, while those between the ages of 26 and 30 make up 14.40 percent, those between the ages of 31 and 35 up to 11.80 percent, and those aged 41 and up make up 13.10 percent.

Figure I shows a descriptive profile of our samples of this study.

Table 1  
 Sample Demographic

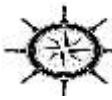
Characteristics	Demographic Profile	
	Frequency	Percentage%
<b>Experience</b>		
1-5 years	92	60.10%
6-10 years	15	9.80%
11-15 Years	20	13.10%
16 years and onwards	26	17.00%
<b>Education</b>		
Intermediate	33	21.60%
Bachelor's Degree	67	43.80%
Master's Degree	21	13.70%
MPhil Degree	13	8.50%
Ph.D. Degree	19	12.40%
<b>Age</b>		
20-25	85	55.60%
26-30	22	14.40%
31-35	13	8.50%
36-40	18	11.80%
41 and above	20	13.10%

### Research Design

In this study, researchers used a quantitative method to extrapolate the population's characteristics, attitudes, and behaviors from a small representative sample. Since the authors used a survey design and questionnaire methodology, conducting a quantitative analysis and checking for associations is reasonable.

### Data analysis

This research aims to shed new light on what drives green HRM in organizations and its effects on employees. It also investigates whether Or not a sense of purpose at work mediates the connection between sustainable human resources management and intrinsic motivation. Since PLS-SEM allows researchers to estimate complicated models without enforcing distributional



presumptions on the data, its use has increased significantly compared to CB-SEM in published articles. This study used PLS-SEM for its exploratory purposes, testing research structures from a prediction viewpoint and calling for using latent variable scores for measuring green HRM for subsequent analyses, as suggested by (Purwanto, 2021).

### Discussion and Results Analysis

The reflected measurement framework and the structural framework comprise the two levels of evaluation in PLS-SEM. The "convergent validity" and "discriminant validity" are evaluated using the reflective measurement model. Composite reliability (CR) and average variance extracted (AVE) were computed to evaluate convergent validity as recommended by Hair et al. According to Table 1, both the CR and AVE are higher than the thresholds proposed by Hair et al., which are set at 0.70 and 0.60, respectively. This demonstrates the constructs' reliability and convergent validity.

Table 2

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The average variance extracted (AVE)
GAP	0.876	0.878	0.924	0.801
GBC	0.874	0.874	0.922	0.799
GJA&D	0.875	0.876	0.923	0.801
GR&C	0.828	0.839	0.897	0.744
GR&S	0.825	0.825	0.896	0.741
GT	0.838	0.839	0.903	0.756
Green Organizational Culture	0.827	0.829	0.896	0.743
Intrinsic Motivation	0.833	0.835	0.900	0.750
Job Satisfaction	0.782	0.784	0.873	0.696
OCB	0.872	0.879	0.921	0.796
PBC	0.836	0.837	0.901	0.753
PGOS	0.860	0.860	0.915	0.781

### Fornell- Larcker Criterion

Three techniques were used to examine the reliability of the discriminant function. For starters, "the mean-variance shared between every element and its measurements ought to be bigger than the variance discussed among the element in question and other constructs," stated Fornell and Larcker. If the square of the root of the AVE (diagonal) is larger than the correlations (off-diagonal), then the construct has "discriminant validity" that is satisfactory.



Table 3

	Environmental Performance	GAP	GBC	GJA&D	GR&C	GR&S	GT	Green Organizational Culture	Intrinsic Motivation	Job Satisfaction	OCB	PBC	PGOS
Environmental Performance	1.000												
GAP	0.630	0.895											
GBC	0.575	0.794	0.894										
GJA&D	0.635	0.729	0.619	0.895									
GR&C	0.667	0.669	0.620	0.788	0.862								
GR&S	0.639	0.654	0.635	0.740	0.771	0.861							
GT	0.629	0.657	0.639	0.674	0.700	0.711	0.869						
Green Organizational Culture	0.766	0.755	0.680	0.742	0.730	0.732	0.708	0.862					
Intrinsic Motivation	0.592	0.785	0.771	0.687	0.696	0.654	0.645	0.720	0.866				
Job Satisfaction	0.564	0.608	0.618	0.630	0.578	0.586	0.573	0.644	0.679	0.834			
OCB	0.723	0.676	0.610	0.726	0.695	0.696	0.702	0.775	0.610	0.555	0.892		
PBC	0.695	0.690	0.633	0.782	0.745	0.690	0.639	0.760	0.697	0.636	0.735	0.867	
PGOS	0.569	0.681	0.615	0.714	0.744	0.667	0.617	0.703	0.660	0.597	0.674	0.756	0.884

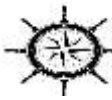


Table 4  
Direct Relationship

	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Environmental performance -> Intrinsic Motivation	0.035	0.094	0.346	0.007
GAP -> Environmental Performance	0.122	0.116	1.011	0.003
GAP -> Green Organizational Culture	0.232	0.114	1.973	0.049
GBC -> Environmental Performance	0.015	0.102	0.187	0.002
GBC -> Green Organizational Culture	0.038	0.097	0.382	0.002
GJA&D -> Environmental Performance	-0.037	0.138	0.282	0.005
GJA&D -> Green Organizational Culture	-0.001	0.118	0.004	0.997
GR&C -> Environmental Performance	0.178	0.096	1.820	0.006
GR&C -> Green Organizational Culture	0.059	0.115	0.511	0.066
GR&S -> Environmental Performance	0.064	0.103	0.623	0.001
GR&S -> Green Organizational Culture	0.126	0.082	1.593	0.533
GT -> Environmental Performance	0.077	0.101	0.762	0.004
GT -> Green Organizational Culture	0.088	0.071	1.282	0.002
Green Organizational Culture -> Intrinsic Motivation	0.444	0.107	4.200	0.000
Job Satisfaction -> Intrinsic Motivation	0.363	0.081	4.438	0.000
OCB -> Environmental Performance	0.336	0.111	3.065	0.002
OCB -> Green Organizational Culture	0.245	0.101	2.454	0.014
PBC -> Environmental Performance	0.257	0.116	2.296	0.022
PBC -> Green Organizational Culture	0.174	0.090	1.991	0.047
PGOS -> Environmental Performance	-0.137	0.107	1.346	0.008
PGOS -> Green Organizational Culture	0.048	0.098	0.395	0.693
Job Satisfaction x Environmental Performance -> Intrinsic Motivation	-0.036	0.097	0.189	0.004



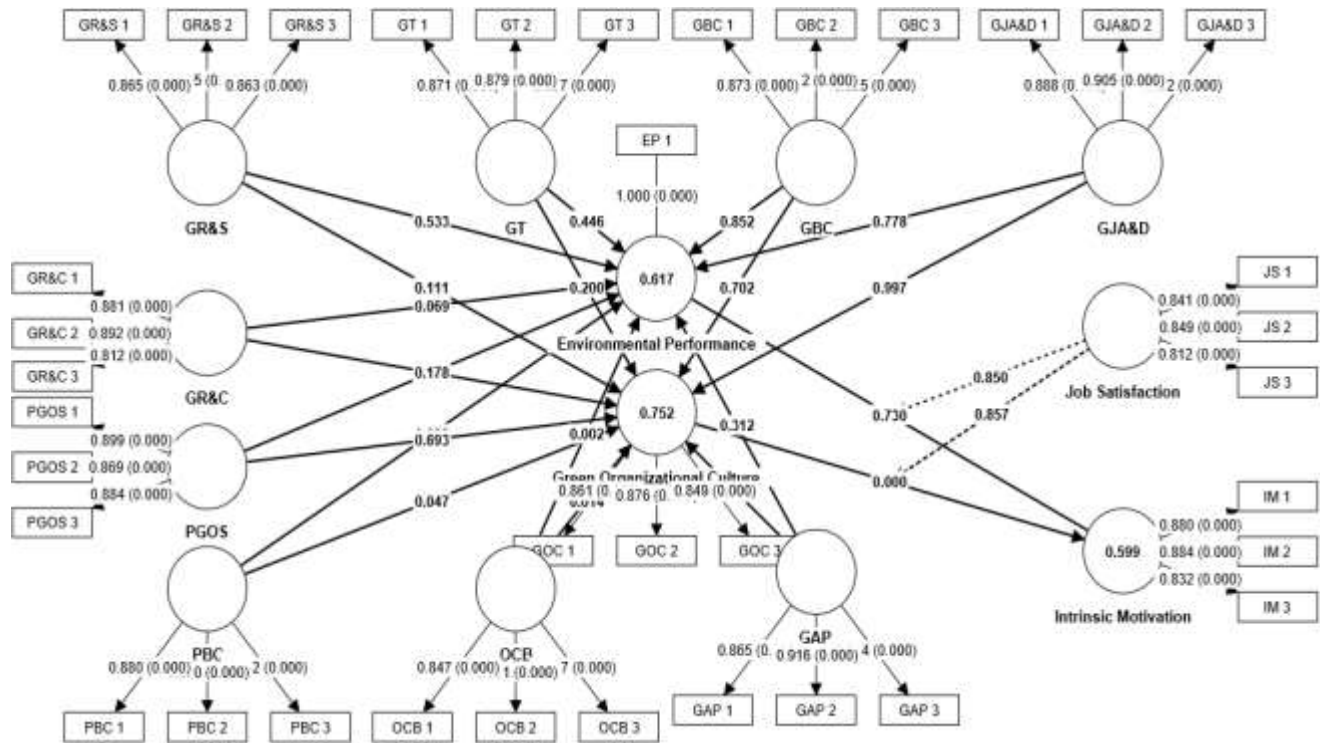
Table 5  
Indirect Relationship

	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
GBC -> Environmental Performance -> Intrinsic Motivation	0.003	0.011	0.059	0.050
PBC -> Green Organizational Culture -> Intrinsic Motivation	0.078	0.046	1.729	0.004
GR&S -> Green Organizational Culture -> Intrinsic Motivation	0.058	0.042	1.404	0.160
GR&C -> Environmental Performance -> Intrinsic Motivation	0.006	0.019	0.295	0.768
GBC -> Green Organizational Culture -> Intrinsic Motivation	0.018	0.044	0.378	0.705
GAP -> Environmental Performance -> Intrinsic Motivation	0.005	0.017	0.230	0.818
GT -> Environmental Performance -> Intrinsic Motivation	0.003	0.012	0.206	0.837
OCB -> Environmental Performance -> Intrinsic Motivation	0.010	0.033	0.338	0.735
GR&S -> Environmental Performance -> Intrinsic Motivation	0.002	0.012	0.179	0.858
GAP -> Green Organizational Culture -> Intrinsic Motivation	0.106	0.062	1.629	0.103
PGOS -> Green Organizational Culture -> Intrinsic Motivation	0.020	0.044	0.391	0.006
PBC -> Environmental Performance -> Intrinsic Motivation	0.006	0.027	0.327	0.044
PGOS -> Environmental Performance -> Intrinsic Motivation	-0.004	0.016	0.287	0.004
OCB -> Green Organizational Culture -> Intrinsic Motivation	0.107	0.049	2.273	0.023
GJA&D -> Green Organizational Culture -> Intrinsic Motivation	-0.002	0.054	0.004	0.001
GR&C -> Green Organizational Culture -> Intrinsic Motivation	0.027	0.052	0.506	0.026
GT -> Green Organizational Culture -> Intrinsic Motivation	0.037	0.031	1.302	0.013
GJA&D -> Environmental Performance -> Intrinsic Motivation	0.001	0.015	0.086	0.032





Figure 2  
Path Analysis



### Discussion

This research uses theory and the AMO framework to examine the links between environmental outcomes and green organizational citizenship behavior and GHRM practices (green learning, green hiring and selection, green incentives and compensation, green evaluation efficiency, perceived green support from the organization, green conduct within the company, green employment analysis and design, perceived psychological culture, and green organizational citizenship behavior). The study should provide answers to the questions being asked. The research also showed that Green training is crucial to environmental efficiency. Other researchers have recognized the significance of green training in achieving efficient environmental performance. Regarding environmental performance, green incentives and bonuses can make a big difference. Green compensation and incentives have been shown to improve environmental performance, and this has been recognized by other researchers—the environmental performance benefits from green hiring and selecting practices. Green recruitment is finding and retaining workers who share an organization's values to improve the company's



environmental performance. The company's green behavior is a significant factor in its environmental impact. Other researchers have recognized the importance of the company's Green Behavior to its environmental performance. Environmental effectiveness is greatly influenced by green appraisal. Green recruitment is the practice of attracting and retaining workers who share an organization's values to improve its environmental performance. Green, The effectiveness of job analysis and design on environmental performance is crucial. The GJD axis is concerned with making workplaces more environmentally friendly. It stresses the importance of putting theory into practice by requiring that all positions include responsibilities for protecting the environment. Job descriptions and specifications should reflect the organization's environmental and social responsibility emphasis. (Khan and Khan, 2022) suggested that when posting open positions, businesses should highlight environmental factors. Green skills should be highlighted in job descriptions as a point of differentiation. In addition, companies should prioritize environmental protection by creating new positions and roles. Research shows that companies with a strong commitment to environmental sustainability are likelier to have intrinsically motivated employees.

### **Theoretical Contribution**

Our findings shed light on the factors that lead up to green HRM in organizations and the effects of green HRM on employees. In the framework of green HRM (Shafaei, Nejati, & Mohd Yusoff, 2020), the present research results are both timely and pertinent. They identified several research gaps and encouraged additional green human resource management studies. Since there is a need for more information in this area, they recommended that future research investigate green HRM from multiple perspectives, including teams, organizations, and individuals. They want more research into the causes and effects of green HRM, as well as a broader examination of the attitudes and actions of employees. Therefore, the idea of green HRM at both the organizational and individual levels is better-understood thanks to our two-study investigation employing a double-perspective approach. We add to the literature on green HRM by providing support for the connection between the environmental culture at work and green HRM, as well as the connection between green HRM and environmental performance. The environment is crucial when it comes to green HRM practices and an organization's environmental performance. In addition, we centered our efforts on the individual level, with a particular emphasis on the outcome of job satisfaction for employees. This is important because workers are the primary



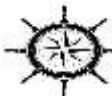
drivers of workplace green initiatives. The study's fascinating findings include the importance of employees' finding meaning in their work and how environmentally friendly HRM can help them do so. The position is central to human existence, so people must be able to make sense of it and derive meaning from it. Therefore, this research deepens our familiarity with the causes and effects of green HRM. In particular, our analysis of data from both developing and advanced economies demonstrates that proactive environmental measures taken by businesses improve their commitment to sustainability and lead to a greater sense of purpose and satisfaction with work in employees.

### **Practical and managerial implication**

There are numerous important managerial and practical implications from this study. One of the best ways to help an organization meet the 13<sup>th</sup> Sustainable Development Goal (Climate Action) is to implement green human resource management (HRM). However, an organization must first lay the groundwork for eco-friendly initiatives to fully benefit from green HRM practices. One way to accomplish this is to use the company's environment as the impetus for going green. Incorporating environmental sustainability into the organization's mission and making it a business goal and priority are two ways top managers and executives can show they care about the organization's environmental footprint and show their full support for sustainable development. An organization's environmental culture can trickle down to middle and human resources managers to improve environmental performance. Employees play a crucial role in assisting organizations in their quest for sustainable development (Jiang et al., 2019). Employees are the backbone of businesses and an essential source of competitive advantage. This can be accomplished through green HRM strategies such as establishing environmental performance measures, providing employees with the training to take an active role in meeting those goals, and rewarding participation and success.

### **Conclusion and Recommendations**

This study's design prevents us from concluding a cause-and-effect relationship between green HRM and its effects on organizations or employees. Theoretically, a connection between an organization's environment and green HRM was proposed (Judge et al., 2017), and this study lends empirical support to that theory. This study had limitations due to its self-ratings and cross-sectional nature. Our study's design necessitated a greater number of participants to improve the statistical ability of our analyses, but this increased the difficulty of accounting for CMB. In this



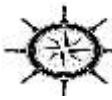
study, we took both an a priori and statistical approach to reducing and evaluating CMB.

However, in order to lessen the CMB threat, prospective studies may employ a longitudinal research strategy. The multi-level analysis allows researchers to incorporate both organizational and personal levels of analysis into a single study, thereby expanding the model's analytic and predictive scope. Finally, future research using an experimental design can provide more conclusive casual testimony on the benefits of greening the workforce.

Except for the two-way dynamic impact caused by environmental education and green reward, the results confirm the interactive and direct effects of all three practices. To further contribute to improving employees' environmental commitment at work, this work provides practitioners with a guide in creating GHRM practices. Employee dedication to green activities directly correlates to green training, green incentive, and a green organizational culture. The results have important practical implications for businesses looking to improve their GHRM practices. Employee environmental commitment is found to be significantly and positively influenced by the three-way interacting effect of environmentally friendly instruction, green reward, and green corporate culture, as well as the two-way dynamic impact of green training and green culture at work. Green training, green rewards, and a green organizational culture are the three GHRM practices that comprise

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