

# IMPACT OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT ON TASK-RELATED PRO-ENVIRONMENTAL BEHAVIOR: THE MEDIATING ROLE OF GREEN INTRINSIC MOTIVATION

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## Abstract

*Growing concerns about environmental sustainability have prompted organizations to adopt various strategies, including Socially Responsible HRM practices. Recognizing the importance of intrinsic motivation in driving sustained behavioral change, this study investigates the mediating role of green intrinsic motivation in the relationship between SRHRM and Task-related pro-environmental behavior. The relationships were examined using the multiple regression and for mediation analysis PLS-SEM is used to evaluate the data collected from 450 employees in organizations. The result shows that the socially responsible HRM has positive impact on the Task related pro-environment behavior with mediating role of Green Intrinsic Motivation. This investigation yields theoretical progress in HRM alongside organizational behavior and environmental management since it combines stakeholder theory and motivational theories with environmental psychology concepts. The research findings serve as practical guidance for organizations regarding their HRM strategy development to achieve environmental responsibility and engage employees for sustainability performance.*

**Key Words:** *Socially Responsible HRM, Task Related Pro Environment Behavior, Green Intrinsic Motivation, PLS-SEM, Stakeholder Theory*

## INTRODUCTION

Human resource management with social responsibility has emerged as a prominent dynamism due to organizations reacting between economic objectives and environmental sustainability. Socially responsible Human Resource Management (SHRM) implements organizational practice standards which unite business priorities against societal and environmental needs while advancing workplaces into ethical sustainable centers that focus on social consciousness. The primary objective of organizations now includes Task-Related Pro-Environmental Behavior (TRPEB) which represents specific workplace actions that support environmental sustainability. TRPEB consists of employee actions to decrease waste production while conserving resources along with backing organizational green programs that serve as vital factors for sustainable innovation (Sharma, Govindan, Lai, Chen, & Kumar, 2020).

The internal drive of workers to take environmentally beneficial actions stands as one major factor which impacts TRPEB (Christensen, Hail, & Leuz, 2021). Personal values of employees form a psychological connection with sustainability targets through which they advance pro-environmental actions at work while emphasizing intrinsic motivations. Academic attempts to uncover the mechanisms linking Sustainable Human Resource Management to TRPEB via Green Intrinsic Motivation remain limited despite rising focus on sustainable HR practices. Organizations are recognizing the importance of incorporating environmental sustainability into their operations and management practices. One critical aspect of this integration is the role of human resource

management in promoting pro-environmental behaviors among employees. (Ullah et al., 2022) (Dumont et al., 2017) (Mamun, 2023) The concept of Socially Responsible Human Resource Management has emerged as a key strategy for aligning human resource practices with environmental sustainability goals. (“Leveraging Green HRM for Firm Performance: The Joint Effects of CEO Environmental Belief and External Pollution Severity and the Mediating Role of Employee Environmental Commitment,” 2022) (Mamun, 2023)

Existing research has highlighted the impact of green human resource management practices, such as green recruitment, selection, training, and rewards, on employee workplace green behavior. However, the underlying mechanisms through which these practices influence task-related pro-environmental behavior remain underexplored. This study aims to investigate the impact of Socially Responsible Human Resource Management (SHRM) on task-related pro-environmental behavior (TRPEB), with a focus on the mediating role of green intrinsic motivation (GIM). Although prior studies have examined the effects of SHRM on various employee outcomes such as engagement and performance, limited research has focused on its impact on TRPEB (Renwick et al., 2013). Studies do not provide enough empirical data on the mechanisms through which SHRM practices influence Green Intrinsic Motivation when driving TRPEB. The gap emphasizes the necessity of exploring better paths by which SHRM functions can motivate staff members to actively join sustainability initiatives within their workplace. This investigation aims to deliver practical strategies for HR sustainable practice advancement while developing environmental workplace responsibility.

### **Significance of the Study**

This research investigates how SHRM functions as an independent factor for developing Task-Related Pro-Environmental Behavior through its connection to Green Intrinsic Motivation. The study proves SHRM practices incorporate green training and environmental communication and sustainability-targeted performance evaluations help organizations develop environmental awareness across both their internal populations and external communities (Renwick, Redman, & Maguire, 2013). Research on SHRM and TRPEB relationship enables organizations to develop HR strategies with sustainability elements that boost employee satisfaction and optimize performance (Asad Ali et al., 2023). Green Intrinsic Motivation functions as a mediator to reveal how methods of SHRM influence employee engagement in environmentally supportive activities. This investigation yields theoretical progress in HRM alongside organizational behavior and environmental management since it combines stakeholder theory and motivational theories with environmental psychology concepts. The research findings serve as practical guidance for organizations regarding their HRM strategy development to achieve environmental responsibility and engage employees for sustainability performance. The research links the three constructs for a holistic framework that enables organizations to achieve better results for people and planet.

### **Research Questions**

Following are the research questions.

1. The study evaluates how SRHRM influences work-related pro-environmental behavior of employees in an organization.
2. The research analyzes Green intrinsic motivation's effects on Task Related Pro-Environmental Behavior (TRPEB) of employees.
3. The research evaluates how Green Intrinsic Motivation functions as a mediator in the link between SRHRM practices and TRPEB.

## LITERATURE REVIEW

### **Socially Responsible Human Resource Management (SHRM)**

Modern organizations focus on socially responsible human resource management as a leading trend because they embrace ethical sustainable and social practices to responsibly manage their human capital assets. SHRM functions because of its emergent status when it applies the CSR framework to maintain corporate human capital as the strategic focus. Different scholars in their studies have given out the conceptual definitions of SHRM emphasizing the fact that it is a complex concept with huge implications in the corporate context. SHRM is the act of aligning CSR values with the overall HR management systems so that organizational and societal expectations towards the employees are well fulfilled in an ethical manner (Yassin & Beckmann, 2024). According to Shen and Zhu, (2011), it is a composite of HR investment that enhances the welfare of the stakeholders and society as well as fits the vision and mission of the organization. Jabbour and Santos (2008) define SHRM as “the active engagement of stakeholders with the employees and stressing on the issue of ethical standards and community welfare”.

SHRM can be viewed as part of the concept of CSR with a prominence on the field of human resources. Researchers continue to assert that concepts of fairness, justice, and equity of SHRM have made human resource policies and practices to embrace the welfare of the employees and communities. The first of this conceptualizations focuses on the responsibilities of the HR in the promotion of the social responsibility of organizations. According to several researches, SHRM practices have many advantages for the organizations, employees as well as the larger population (Renwick et al., 2013). To the organization, SHRM has been associated with increased morale, motivation, and organization commitment resulting in improved performance and high retention. Also, organisations that operate responsibly and implement social responsibility policies tend to have better brand image and reputation hence creating a competitive edge in the market. To the employees, SHRM enhances organizational culture for working by observing fair working, transparency, and promotions of training and development. At the societal level, SHRM enhances social unity, economic growth as well as the achievement of SDGs (Maghsoudi et al., 2024).

### **Relationship between SHRM and TRPEB**

Socially responsible human resource management (SHRM) and task-related pro-environment behavior (TRPEB) provides a crossroad in pro-environment organizational sustainable development. SHRM centers on the integration of human resource management steps on ethical and social and environmental goals while TRPEB covers the action of an individual at the task or undertaking level with respect to environmental improvement (Al-Swidi et al., 2021). A number of studies have established how organized SHRM practices may influence engagement of employees in TRPEB. The modern theories show some positive correlation between the supportive HRM strategies like employee empowerment, training and development schemes and usage of environment centric decisions where the employee has a say in it (Jackson et al., 2011). For instance, the organizations that encourage employee participation in sustainability activities and sourcing of participation are likely to enhance the organizational culture for environmental accountability and hence foster TRPEB for its employees (Bénabou & Tirole, 2009).

Similarly, other aspects of HRM that focus on employee care and other perspectives of employees' lives such as on the work-life balance has been found to lead to higher levels of environmental

engagement (Jackson et al., 2014). When employees are concerned about the health and safety care of their organization, they are likely to demonstrate pro-environmental behaviors at their work (Renwick et al., 2016). Today's business environment has become rather challenging, therefore it is crucial for organizations to integrate sustainable solutions for environmental issues at the same time maintaining organizational profitability and sustainability (Jackson et al., 2014). SHRM highlighted as providing a mechanism for linking organization's HRM strategies with sustainability goals, thus ensuring that organizational culture of environmental sustainability as well as ethical behavior is encouraged among the employees (Renwick et al., 2016). Through comparing the effects of SHRM on TRPEB, the insights may be given about the possibilities of using HRM practices for the stimulation of environmentally responsible conduct of workers.

Studies show that when employees observe that their organization is socially and environmentally sensitive they are likely to embrace pro-environmental behaviors (Jackson et al., 2011). Where the employee SHRM practices are focused on the welfare, inclusion or rights of the employees, there is potential that through the organizational commitment and the preservation of the environment, there would be enhanced responsibility among the employees (Ahmad, 2015). Knowing the processes by which SHRM affects TRPEB can enable firms to develop better approaches to HRM that increases participation, and supports environmental conservation at the same time.

With the rise of CSR, people have placed pressure on organizations to bear the consequences that they bring to the individuals around them (Renwick et al., 2013). Further studies on the conceptual framework of SHRM and TRPEB may support the existing knowledge on the connection between the HRM practices, employees' behavior, and business sustainability performance. These are crucial pieces of knowledge for the companies that aim at responding to the increased concern with CSR, and, therefore, guarantee satisfaction of the key stakeholders – investors, customers, employees and the communities. Although strategies aimed at encouraging responsible behavior have beneficial socio-environmental outcomes, they also correlate with other sustainability initiatives such as the UN Sustainable Development Goals (SDGs) (Anastasiadou et al., 2023). Hence, research on the relationship linking SHRM and TRPEB may help progress these objectives by revealing ways that might assist in integrating sustainability into these practices and the culture of organizations. Thus, when organizations ensure that they develop an environmentally conscious and sustainability-focused workforce; they are in a position to help solve the existing issues within the global society which include climate change, resource depletion, and loss of biological diversity.

The related hypothesis for this study is:

*H1: Socially responsible HRM is positively related to task-related pro-environmental behavior (TRPEB)*

### 2.3 Green Intrinsic Motivation and its mediating role between Socially Responsible Human Resource Management (SHRM) and Task Related Pro-Environment Behavior (TRPEB)

In the current organizational studies, there is presence of consistencies between SHRM practices and the encouragement of TRPEB for the purpose of developing sustainability and CSR. In this connection, Green Intrinsic Motivation (GIM) appears as a distinctive variable, capturing people's self-generated interest and willingness to engage in pro-environmental behavior. Literature review here explores the mediating effect of GIM and the influence mechanisms of SHRM and TRPEB practices on employees. GIM is intrinsically motivated, which means it is a function of people's autonomous attributions, desires and preferences for the environment (Ryan & Deci, 2000). It comprises of the self-fulfillment that results from practicing sustainable decisions in a business



and the congruence between the employee's attitudes and the business strategies and policies. GIM encourages people to engage in pro-environmental behaviours willingly due to the want to get involved in environmentalism and to meet their psychological needs as a consequence of engaging in environmentalism (Silvi & Padilla, 2021).

The SHRM practices on environmental consciousness, skill development and inspirational recognition aligned to the organization's sustainability initiatives helps in achieving the sense of GIM among the employees. Thus, the employees are motivated to perform TRPEB activities based on their attitudinal and normative concerns and need satisfaction which stems from self-enhancement, organizational commitment and environmental consciousness (Al-Swidi et al., 2021b). Although earlier theoretical discussions have pointed towards the possible impact of GIM in the SRHM-TRPEB association, empirical support for the same is scarce. Quantitative research may use structural equation modeling in future studies to test hypothesized mediation model and investigate the indirect effects of SHRM on TRPEB through GIM. Further, research could conduct longitudinal studies to understand dynamics of GIM and its effects on the sustained TRPEB engagement outcomes of employees.

Thus, If GIM fully mediates the relation between SHRM and TRPEB then it is clear that intrinsic motivation of the individuals is central to the processes through which organizations behave in an environmentally sustainable manner. GIM affects motivational value and belief disposition of the employees with reference to environmental sustainability concerns and thereby applauds their participation at TRPEB. Through the promotion of environment-friendly activities that encompasses GIM through the concept of SHRM practices, employees are made to embrace the best practices of environmental conservation hence the promotion of sustainability as an organizational culture is enhanced. Here are related hypothesis in this study:

*H2: Socially responsible HRM is positively related to green intrinsic motivation (GIM)*

*H3: Green intrinsic motivation (GIM) is positively related to task-related pro-environmental behavior (TRPEB)*

*H4: Green intrinsic motivation (GIM) mediates the relationship between socially responsible HRM and task-related pro-environmental behavior (TRPEB)*

## METHODOLOGY

Employees of the manufacturing and service organizations provided the data. PLS-SEM was used to evaluate the data. Here, the measurement model was examined using the indicators' reliability. Cronbach's alpha and composite reliability (CR) were used to assess the internal consistency reliability. The Fornell-Larcker criteria were utilized to examine the convergent validity. The path coefficients, T value, confidence interval, and beta value have all been used to assess the structural model's validity. The results and analysis of the hypothesis testing were also provided once the model was validated.

### **Instrument for Data Collection**

The self-administrative questionnaire was modified by the prior researchers, who also employed quantitative and deductive methodologies. The constructs being studied were measured using trustworthy scales.

### **Data collection and Sampling**

Both a printed version and a Google form were created for the final survey. In order to get the data, the researcher also pay a visit the various businesses in-person visits. With every questionnaire was a cover letter detailing the purpose of the study and the procedures for maintaining participant

confidentiality? After removing any incomplete or invalid responses, 450 surveys were chosen from the 630 that were received, and the statistics were gathered using a convenience sample method. The Structural Equation Model (SEM) calculator developed by Thakkar, (2020) was used to determine the minimum sample size needed to detect an expected medium effect size (0.25) with a desired statistical power of 0.85 for seven latent variables and thirty observed items at a significance level of 0.05%. The guidelines outlined by Westland (2010) were followed in this process.

### Measurements

The study's constructs were scored on a Likert scale from 1 to 5, where 1 meant strongly disagree and 5 meant strongly agree. In order to measure SRHRM, the current study employed Shen and Benson (2016) six-item scale was used and for TEB, three item scale developed by Griskevicius, Tybur, & Van den Bergh's (2010) used. Gilal et al.'s (2019) developed a three-item scale to assess GIM.

## DATA ANALYSIS & FINDINGS

### Frequency Analysis of Employees by Gender & Education

An analysis of employee demographics revealed a gender skew, with males constituting the majority (n=298, 70.6%) compared to females (n=124, 29.4%) (Table 4.1). An examination of the data reveals that among the 422 employees, 20 (4.7%) hold PhD degrees. A significant portion (28.4%), representing 120 employees, possess 18 years of qualifications. The remaining employees' qualification levels are distributed as follows: 198 (346.9%) for 16 years, and 84 (19.9%) for 14 years (Table 4.2).

**Table 1. Distribution of Employees by Gender**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	298	70.6	70.6
	Female	124	29.4	100.0
	Total	422	100.0	100.0

**Table 2. Distribution of Employees by Education (in yrs)**

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	14	84	19.9	19.9
	16	198	46.9	66.8
	18	120	28.4	95.3
	21	20	4.7	99.8
	Total	422	100.0	100.0

### Measurement Model

For frequency analysis, descriptive statistics, and correlation analysis, we used IBM SPSS (version 24), due to the nested nature of our data, we employ PLS-SEM (variance-based SEM) version 3 to examine our research model. It is regarded as the "all-inclusive and universal instrument." It is well known and regarded as the most dependable statistical analysis program in the field of organizational research (Elahi et al., 2020). The reliability and validity results are given in Table 4.3. According to Hair et al.'s recommended criterion (2023) CR values must be equal to or more than 0.7. All of the constructs' internal consistency is acceptable because it is over the 0.70 threshold. For SHRM, GIM, and TRPEB, the average variance extracted values are 0.540, 0.712, 0 and 0.764, respectively. They exhibit high convergent validity (CV), with values above the 0.5 threshold requirement (Hair et al., 2023) and all constructs' discriminant validity should be below 0.9, as per the standard requirement of HTMT values in the current study. The discriminant validity (DV) has been predicted using the Fornell-Larcker standard (Table 4.4).

**Table 3. Results of Reliability and Validity**

	<b>rho A</b>	<b>C.R</b>	<b>AVE</b>
GreenIntrin	0.805	0.881	0.712
SRHRM	0.838	0.875	0.540
TaskPEBehavior	0.846	0.907	0.764

**Table 4. Results of Discriminant Validity**

	<b>GreenIntrin</b>	<b>SRHRM</b>	<b>TaskPEBehavior</b>
EthicalResp			
GreenIntrin			
MoralReflec	0.617		
SRHRM	0.428		
TaskPEBehavior	0.587	0.574	
WorkEng	0.569	0.557	0.833

### Structural Equational Modeling

According to Biddle & Berlinger (2008), education research has shown that identifying and characterizing the connections among an individual, their social and political context, and interventions is the "hardest science". Multivariate statistical tools that predict one or more outcomes in several ways (e.g., mediation) are used in the interpretation of these dynamic interactions. For these reasons, dynamic sequential interactions between various analytic variables have been described using structural equation model analyses in the field of life-science education research ((Rasheed, San, & Kvamsdal, 2020). Structural equation modeling (SEM) can be used in computer simulations to assess various mediated routes, for instance (Williams and MacKinnon, 2008). To evaluate the hypothesis, structural equation modeling is employed. To test the hypothesis, the researchers employed simple regression. According to the results, SHRM significantly affects TRPEB ( $\beta=0.210$ ,  $p=0.000$ ).

**Table 5. Direct Effect of SHRM on TRPEB**

Path		Estimates	P-Value
SHRM	TRPEB	0.210	0.000
SHRM	GIM	0.356	0.000
GIM	TRPEB	0.179	0.005

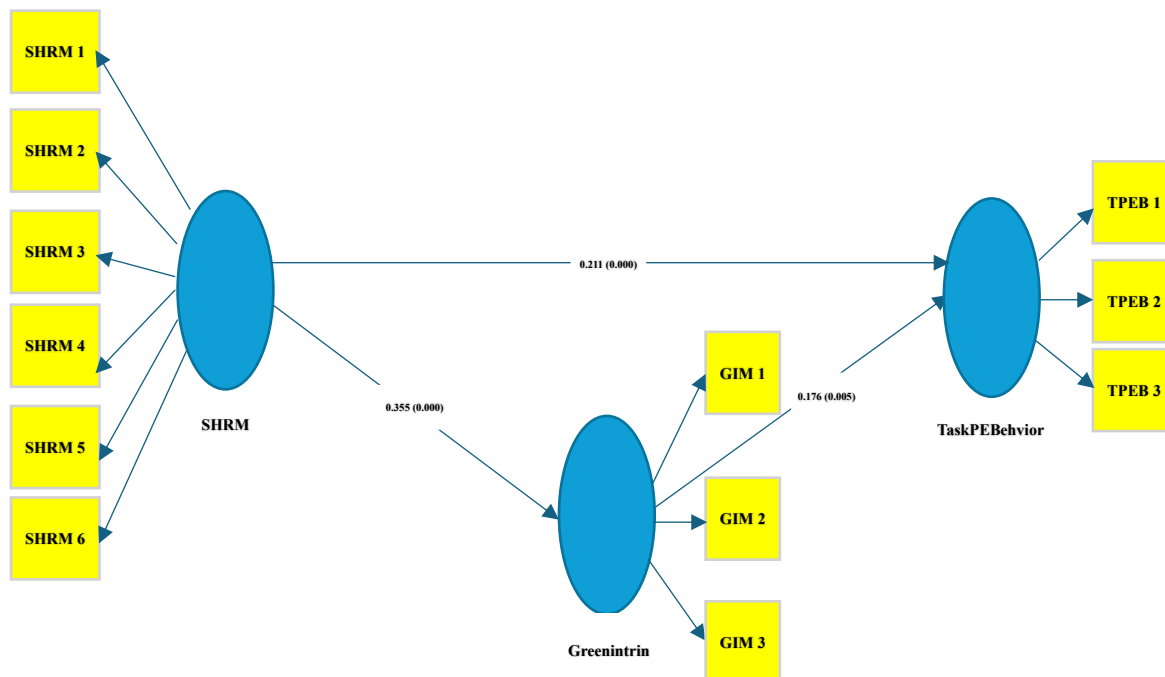
Abbreviation: “Social Human Resource Management=SHRM, Task-related Pro-environmental Behavior=TRPEB, Green Intrinsic Motivation=GIM”

### Mediation Test

To verify mediation, bootstrapping was used. Using this method, a large number of new samples are generated from the data by selecting cases at random and replacing them (each case may appear more than once in a sample). Table 4.6 indicates that SHRM had a statistically significant and favorable indirect effect on the TRPEB through the GIM ( $\beta = 0.065$ ,  $t$ -value = 2.363,  $p < 0.0182$ ). Thus, we agree with H3.

**Table 6. Indirect Effect of SHRM on TRPEB**

Path	Estimates	T Statistics	P value
SHRM-> GIM-> TRPEB	0.065	2.363	0.0182



**Figure:1 Theoretical Framework (Analysis)**

### Contribution



This study contributes to our understanding of the literature on SHRM and the significant implications of GIM between SHRM and TRPEB. SHRM encourages and supports adherents in achieving the company's environmental objectives through TSPEB. The research also shows that SHRM drives GIM, which in turn activates TRPEB. Our hypothesis that GIM plays a significant role as a mediator between SHRM and TRPEB is further supported by the study. When strategically directed towards TRPEB, the company will gain from the growth of GIM and the changing role of SHRM.

There is a positive relationship between SHRM and task-related pro-environmental behavior (TRPEB). The findings confirmed that SHRM positively influences TRPEB (H1), which is unswerving with studies showing that when organizations engage in socially responsible practices, employees are more likely to embrace behaviors that align with environmental sustainability (Sarkis et al., 2021).

The results showed that SHRM is positively associated with GIM (H2). Companies that prioritize environmental sustainability and SHRM practices tend to foster GIM among employees, where people in a company are motivated by personal values and an aspiration to protect the environment (Han et al., 2021).

Finally, the study confirmed that GIM is positively related to task-related pro-environmental behavior (H3). Employees who are intrinsically motivated by environmental concerns are more likely to engage in behaviors that reduce their environmental footprint at work (Han et al., 2021). However, the mediating role of GIM between SHRM and TRPEB (H4) was found significant. SHRM impacts TRPEB most strongly when subordinates develop GIM which leads them to propose green ideas and techniques thus creating the mediating effects. The research contributes extensively to the investigation because it integrates SHRM with TRPEB combined with GIM.

### **Practical Implications**

Completed research provides vital practical applications for organizations which aim to improve their human resource management as well as corporate social responsibility initiatives and workplace engagement performance. The study investigates how socially responsible HRM interacts with green intrinsic motivation to drive task-related pro-environmental behavior which generates practical applications for organizations to enhance their responsible workforce.

The growing importance of Corporate Social Responsibility among organizations makes it essential for their Human Resource Management strategies to integrate socially responsible initiatives. SHRM implementation results in better employee engagement and develops staff members who show moral reflection capabilities. Leadership should apply ethical standards and social responsibility through HRM practices and community engagement to develop new and existing workforce methods.

Sustainability training programs within organizations teach both environmental conduct significance and established procedures for protection of the environment to employees. The educational programs should educate teams about waste minimization methods and sustainable resource utilization and energy preservation techniques. Green teams and committees enable employee collaboration to conduct sustainability projects through which they exchange valuable insights and environmental experiences according to García-Merino et al. (2023). Organizations should implement incentive rewards that motivate employees to participate actively in sustainability practices which will help develop both individual pro-environmental conduct and an organizational culture that cares for the environment.

### **Theoretical Contribution**

The study enhances existing research on organizational behavior and corporate social responsibility (CSR) through its investigation of important associations between socially responsible HRM (SHRM) with study variables. Previous research is expanded by this study because it evaluates how green intrinsic motivation functions as a moderator. This study provides original findings about how socially responsible HRM shapes individual-level and organizational-level results including pro-environmental behavior.

This study enhances the conceptual SHRM framework as it unites SHRM with green intrinsic motivation concepts. SHRM historically focused mainly on organizational results such as corporate reputation and competitive advantage according to Shen and Benson (2016). This research stands out by examining green intrinsic motivation as an element that increases pro-environmental behavior. Intrinsic motivation plays an essential role in organizational outcomes (Ryan & Deci, 2000), yet this study extends this framework to environmental domains through understanding how SHRM practices develop green intrinsic motivation which leads to task-related pro-environmental behavior (TRPEB). Organizations need this research contribution since sustainability has become a vital priority in their operational practices. The research establishes green intrinsic motivation as the mediating factor between SHRM and TRPEB to provide organizations with practical theoretical guidance about employee transition from passive pro-environmental responses to consistent beneficial actions (García-Merino et al., 2023).

### **Limitations and Future Research Directions**

The results indicate that human resource management through socially responsible methods serves as a fundamental driver for promoting both GIM and TRPEB in organizations. Research needs to explore multiple promising directions to properly explain the intricate relationship between these variables. The research field would benefit from continuous studies that analyze how socially responsible human resource management practices transform with time. Studies along these lines would uncover the effects that responsible human resource procedures have on workforce environmental consciousness. The evaluation of socially responsible HRM practices across different business sectors would reveal important information about environmental factors at work. Future investigation needs to study these practices separately for healthcare sector along with technology and manufacturing industries. Every sector possesses distinctive obstacles and possibilities when approaching socially responsible Human Resource Management which produces different effects on employee environmental action. Organizations can enhance their decision-making regarding HRM strategies by fully grasping the specificities of their operational settings according to Aguilis and Glavas (2024).

The identified future research directions work toward expanding knowledge about how socially responsible HRM creates various effects on pro-environmental actions. The current research paths expand opportunities to generate practical guidance for organizations which helps develop a sustainable workforce.

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