



Examining Green Transformation in Nepalese Human Resource Management Practices

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Abstract

Since environmental concerns are serious, organizations must promote green conduct to embrace sustainability and morality and deal with 21st-century difficulties.

Purpose: This study examines the variables influencing the implementation of environmentally friendly practices in organizations and to examining the relationships between green transformational leadership, personal moral principles, green management of human resources, green commitment, with employee green behavior.

Methodology: The study used a descriptive and causal research approach. The study used primary data with a questionnaire based on stratified random sampling techniques, collected from a sample of 393 respondents consisting of employed personnel from both public and private sectors, encompassing banking and non-banking and college campuses. The study used Pearson's correlation and regression analysis method to analyze data using the SPSS tool.

Findings and Conclusion: The study reveals a significant relationship of personal moral norms (0.800), green human resource management (0.749), green transformational leadership (.815), green commitment (.810) with employees green behaviour. These factors account for essential differences in employees' involvement in environmentally conscious actions. The regression analysis determines the significant predictive capability of these parameters with green commitment being particularly prominent.

Implications: These findings emphasize the solid empirical evidence of the study's results, establishing a quantitative basis for the interrelatedness of personal beliefs, organizational practices, leadership styles, and employee participation in environmentally sustainable behaviors. The practical implications for organizations are enhanced by including quantitative evidence, highlighting the importance of dedication and strategic leadership in achieving long-lasting effects on a sustainable workplace. Further research in green behavior is essential, and the qualitative observation method is recommended for future researchers.

1. Introduction

Sustainable working practices are even more critical because of Nepal's vast natural diversity, including a distinct terrain, rich flora and wildlife, and a complex cultural legacy. The country's reliance on natural resources and the risks posed by its physical topography emphasize the importance of ecologically conscious behavior (Lama, 2016; Poudel, 2019; World Bank Group, 2018). Nepal, located in the Himalayas, confronts the simultaneous problem of reconciling economic growth with preserving its vulnerable ecosystems. The country's economic activities, which range from agriculture to tourism, are inextricably linked to its natural resources, making sustainable practices desirable and necessary. Yet, causes such as climate change, deforestation, and over-exploitation of natural resources put the fragile ecological balance at risk. These concerns are exacerbated by Nepal's socioeconomic variety (Bhattarai & Conwy, 2021; Ghimire et al., 2021; Piya et al., 2019; Shakya, 2023),



where urban and rural communities coexist with differing resource availability and environmental awareness levels. Unsustainable practices risk the environment and Nepal's social and economic well-being. Environmental deterioration disproportionately affects vulnerable groups, particularly those in distant and rural regions, compromising their livelihoods and well-being. In this setting, understanding and promoting environmentally friendly behavior among employees is critical for organizational performance and the nation's overall resilience and sustainability.

Individuals seeking and retaining meaningful employment in today's rapidly changing labor market might consider working in Nepal (Dahal et al., 2023; Ghimire et al., 2023). People's job-related intents and actions focus more on sustainable culture, and the firm's cultural aspects can influence their behavior towards organizations. The rising concern about environmental sustainability has encouraged organizations to develop and execute green initiatives, with a focus on human resource management (HRM) practice. Individuals' negative behaviors are the primary cause of ecological deterioration. Green Human Resource Management (GHRM) has arisen as a requirement in the twenty-first century to solve ecological challenges and mitigate environmental harm (Ilyas-Lecturer, 2023). Organizations increasingly recognize environmental sustainability as an ethical and strategic concern, with rising expectations for staff to perform ecologically responsibly (Zacher et al., 2023). The emphasis on environmental sustainability in organizations frequently focuses on products and procedures, leaving out the critical factor of staff engagement (Dahal, 2022; Ones & Dilchert, 2013). As organizations strive for sustainability, accepting individual behaviors, particularly those of leaders, workers, and job seekers, becomes critical. Scientific explanations for environmental sustainability in organizational contexts must be based on a thorough understanding of people and the behaviors that impact organizational goals, structures, and processes (Dahal, 2018; Katz et al., 2022). Despite the rising importance of EGB, which includes acts that add to environmental sustainability, there is a need for systematic theoretical and empirical synthesis in the literature (Jackson et al., 2012; Katz et al., 2022). More collective and complete awareness of employee green behavior (EGB) is required to guide organizational practices and policies that promote environmental sustainability.

Environmental difficulties like contamination, ecological deterioration, and universal warming pose substantial challenges, pushing organizations to adopt a new purpose of environmental protection and sustainability (Ciocirlan, 2017). Understanding these relationships is critical for organizations developing leadership initiatives that promote environmental stewardship. According to Berger et al. (2020), cognitive control depends on efficiently controlling negative emotions created during disputes, as it comprises the ability to monitor, appraise, and alter one's behavior following long-term goals (Joshi et al., 2023a). Leadership transformation is required as a new step toward the long-term viability of human capital; it is a personal congruent process. Leadership is critical in guiding organizations toward environmentally responsible behavior. The impact of management styles, particularly transformational

guidance, on influencing green efforts within HRM has received substantial attention. People with open and unrestricted brains can think in novel ways (Joshi et al., 2023b). Individual moral standards inside an organization help to shape the broader ethical atmosphere and commitment to sustainable practices. Green transformational leadership (GTL) is seen as a possible driver for environmentally responsible behavior; nevertheless, the particular processes by which leadership practices affect employee participation in sustainability are not fully understood. People's cognitions, which they previously learned, become standards for action. The global problem of climate change and the need to avoid organizations contributing to environmental degradation has grown in importance (Farrukh et al., 2022; Saleem et al., 2021). The ethical components of sustainability are explored by looking at Personal Moral Norms (PMN) and their significance in motivating ecologically responsible behavior. Ethical issues in the workplace are becoming increasingly essential, and knowing how human beliefs fit with organizational objectives may help guide initiatives for creating ethical and sustainable work environments. Organizations may struggle to translate their commitment to environmentally friendly processes into fundamental staff behaviors. The amount to which green commitment (GC) translates into actual employee participation in sustainable activities, shedding light on the effectiveness of organizational commitment in promoting real-world environmentally conscious behaviors.

The fundamental research question is: how do PMN, GHRM, GTL, and GC together impact EGB within the organizational framework of Nepal, given the country's unique natural geography and related environmental risks? GHRM has evolved as an essential field of research, examining the incorporation of environmentally friendly practices into HR operations. In this sense, green transformation refers to the organizational change towards sustainable and environmentally friendly activities. Businesses and people acknowledge environmental issues' gravity and encourage sustainable operational methods (Robertson & Barling, 2013; Andersson et al., 2013; Pham et al., 2020; Nguyen et al., 2021; Shahi et al., 2022). Promoting dependable production patterns in line with the United Nations' sustainable development goals (SDGs) emphasizes sustainability as an essential component of global social and economic growth (Mouro & Duarte, 2021; Hart & Dowell, 2011). Despite increased interest in sustainability, conversations in organizations frequently focus on improving product design and procedures, ignoring the critical role of persons in integrating environmental sustainability into organizational practices (Ones & Dilchert, 2013). The link between GHRM practices and EGB is an essential topic of research. Organizations frequently struggle with successfully integrating environmental factors into human resource management procedures. In this context, the main aim of this study is to shed light on the nature and effects of this integration. The specific objectives are:

- To analyze the relationships between PMN, GHRM, GTL, GC, and EGB in Nepal.
- To examine the effect of individual contributions of PMN, GHRM, GTL, and GC on influencing the EGB of employees.

The study is significant for modern organizational management and strategic decisions. At present, organizations promoting an environmentally conscious culture can benefit greatly from understanding the interactions between moral principles and leadership styles within the HR framework. Factors influencing employee green behavior are essential in this business environment; this work contributes to the existing body of knowledge when organizations realize how important it is to align their operations with ecological principles. The results are expected to have practical consequences for HR professionals, executives, and legislators who aim to improve the efficacy of green workplace programs. In the quest for a greener future, our research seeks to further our knowledge of how moral values and leadership work together to make sustainable HRM practices a reality. The study has sample limits that make it less general, and also, methodologically, this study used primary data, so the survey limits within this frame.

The research starts with an introduction in the context of Nepal's distinctive natural variety and the need for sustainable practices. The study followed a review of the literature that summarizes crucial ideas. The data sources, sampling strategies, analytical approaches, and study design used for a refined exploration are described in the methodology section. The presentation and analysis section explores the associations between variables using regression, correlation, and descriptive analysis. Following a summary of the study's findings, the implications section offers organizations practical advice regarding the varied socioeconomic environment and ecological vulnerabilities.

2. Literature Review

The reciprocal ties between employees and organizations are understood by applying the Social Exchange Theory, which emphasizes mutual benefits (Cook et al., 2013; Cropanzano, 2005; Ghimire, 2019; Lei et al., 2023; Paillé, 2023). It can clarify how workers may react favorably to green activities in the context of GHRM if they sense organizational support. The main topic of social learning theory is how people pick up knowledge by seeing others (Akers & Jennings, 2015; Bandura, 1969; Wals, 2007). Employees may observe and learn from leaders, peers, or the company's green activities to acquire green behaviors in the context of environmental behavior (Bandura, 1969). The theory of planned behavior primarily focuses on the relationship between attitudes, perceived behavioral regulation, subjective norms, and actual conduct (Ajzen, 1991; Ajzen, 2020; Amoako, 2020; Bhattarai et al., 2020; Conner & Armitage, 1998; Macovei, 2015; Mancha & Yoder). It could be used to comprehend the elements affecting workers' intentions and actions regarding environmentally friendly activities. The employee engagement theory delves into workers' affective and mental relationships with their company (Ababneh, 2021; Ghimire, 2018; Shoaib & Kohli, 2017; Truss et al., 2013). It may be instructive to look at how green HRM approaches support employee engagement and green behavior. According to Amenta & Ramsey (2010) and Lewis et al. (2019), institutional theory examines how organizations submit to institutional forces, norms, and values. These theories show the fundamental direction for the study to understand how

companies implement green practices due to outside pressure or social expectations might be helpful in a green setting.

The empirical review extensively investigates the variables impacting staff members' involvement in eco-responsive behavior in work environments. The significance of ethical guidance in influencing employee green behavior (EGB) is highlighted by Saleem et al. (2021), who also identify mediating factors such as dedication, environmental enthusiasm, and a green psychological climate. Kim et al. (2017) state that moral reflectiveness and conscientiousness influence voluntary workplace green behavior. Chen and colleagues (2021) examine the energy-saving behavior dynamics and find favorable associations with attitude and perceived behavioral control. When Ren et al. (2023) observed voluntary employee green behavior (VEGB), they found that emotional commitment and VEGB are positively correlated. This relationship is mediated by moral credit and a warm glow. The relationship between ethical leadership, environmentally friendly HRM procedures, and in-role and beyond-role green behaviors is examined by Islam et al. (2021), with personal environmental beliefs serving as a critical moderator. According to Dumont et al. (2017), the psychological green environment mediates the association between green HRM and in-role and beyond-role green behavior.

Meng et al. (2022) present a thorough framework incorporating several theories to comprehend sustainable behaviors in the hospitality and tourist sector. The influence of dependable guidance on voluntary green workplace behavior is studied by Zhang et al. (2021), who emphasize organizational identity and a green work atmosphere as critical activities. According to Karatepe et al. (2021), employee involvement can mitigate the detrimental impacts of psychological contract violation on pro-environmental behaviors. Farooq et al. (2023) investigate ecological practices among academics, pointing out organizational tactics and contributing variables that encourage eco-friendly behavior. Islam et al.'s (2021) study examined the complex connections between moral leadership, environmentally conscious human resource management, and workers' environmental citizenship practices while considering individual green values. In their investigation into the factors that influence workers' ecologically conscious behavior, Ismail and Hilal (2023) found that psychological ownership functions as a moderator and green moral identity as a mediator concerning responsible leadership. The association between pro-environmental behavior in the hotel sector and the spirituality of employees at work is examined by Rezapouraghdam et al. (2018), focusing on the moderating influence of ecological awareness and the mediating function of being linked to nature. Taken as a whole, these studies add to a more nuanced knowledge of the various elements driving employee participation in environmentally friendly behavior, providing insightful information for businesses looking to promote eco-friendly practices.

Studies examined the complex connections between individual moral standards and higher employee participation in environmentally friendly behavior. In Pakistani hospitals and universities, Saleem et al. (2021) found that employee green behavior (EGB) is strongly

influenced by ethical leadership. The study demonstrates the critical role of ethical leadership by highlighting the beneficial effects on EGB and pinpointing mediating processes, including a green psychological climate, environmental enthusiasm, and dedication. Kim et al. (2017) stated that moral reflection and conscientiousness influence voluntary green workplace behavior. This research demonstrates the direct and indirect relationships between leaders' green behavior and their followers, mediated by green advocacy in work groups. Chen et al. (2021) examined energy-saving behavior and found that employees' energy-saving practices positively correlate with their energy-saving mindset and perceived behavioral control. Using moral credit, warm glow, and protection from emotional tiredness, Ren et al. (2023) investigated voluntary employee green behavior (VEGB) and found good connections with affective commitment. GHRM practices mediate the links between green in-role and beyond-role behaviors and ethical leadership, as revealed by Islam et al. (2021) analysis.

The impact of emotional green climate and individual green values, as well as direct and indirect consequences, are revealed by Dumont et al. (2017) in their investigation of the association between green HRM and green workplace behavior. A thorough framework that integrates several theories is presented by Meng et al. (2022) to analyze sustainable behaviors in the hospitality and tourist sector. By incorporating workers' green values as a moderator, Zhang et al. (2021) concentrated on the impact of responsible leadership on the voluntary place of work green behavior. The intricate connections between psychological contract violations, pro-environmental actions, employee engagement, and the intention to stay with the company in the hotel sector are examined by Karatepe et al. (2021). The ecological behaviors of academics at Malaysian public research institutions are examined by Farooq et al. (2023) concerning organizational strategies and determinants. With individual green values as a critical mediator, Islam et al. (2021) investigate the complex links between moral leadership, green HRM, and workers' environmental citizenship behavior. Psychological ownership acts as a mediator, while green moral identity moderates the complex interactions of responsible leadership; psychological ownership and green moral identity predict environmentally conscious conduct, according to Ismail and Hilal (2023). They examined the relationship between hotel pro-environmental activities and employee workplace spirituality (WPS). Rezapouraghdam et al. (2018) found significant correlations and mediating and moderating variables. These researches broaden our knowledge of the complex relationships that impact individual moral standards and worker participation in environmentally friendly practices in various business environments.

Several studies thoroughly investigate how GHRM methods affect environmentally conscious behavior among employees. Finding robust predictions and pinpointing organizational identity as a mediator, Chaudhary (2020) studied how GHRM affects task-related and spontaneous green behavior. Through the impression of a psychologically green atmosphere, Ercantan and Eyupoglu (2022) investigate how potential workers view GHRM and show how it can, directly and indirectly, affect perceived green behaviors. Aboramadan and Karatepe (2021) emphasized how hotel workers'

job performance and organizational citizenship behavior are mediated by perceived green administrative support in GHRM. Using CSR and a green psychological environment as mediators, Sabokro et al. (2021) investigated the effects of GHRM on workers' green behaviors and found substantial influences. In Ahmad et al.'s (2021) investigation, the moderating influence of environmental awareness and the mediation function of GHRM are highlighted concerning subordinates' green behavior and a supervisor's ethical leadership style.

Al-Swidi et al. (2021) studied how company culture, leadership, and GHRM affect workers' green behavior and environmental performance. Hameed et al. (2020) examine the indirect effects of GHRM practices on employee OCB towards the Environment (OCBE) using green employee empowerment as the mediator and individual green values as moderators. In their 2022 study, Farrukh et al. focus on how Green Transformational Leadership (GTL) uses GHRM as a mediating factor to encourage pro-environmental behaviors (PEBs). By focusing on the moderating influence of green identity and the mediating function of followers' views of value congruence, Wang et al. (2018) investigate the effects of Green Transformational Leadership (GTL) on corporate green behavior. The study conducted by Sobaih et al. (2022) delves into the mutual connection between GTFL and environmental performance and the moderating effect of employee green behavior. Investigating the mediating effect of green devotion and the moderating impact of environmental attitude, Khan and Khan (2022) examine the link between transformational leadership and employee Green Organizational Citizenship Behaviour (OCB). The mediating function of green engagement is introduced by Huang et al. (2021) as they examine the influence of green transformational leadership on adopting ecologically proactive ways. Green thinking and creative process engagement (CPE) play mediating roles in the link between GTL and green innovation practices, as demonstrated by Begum et al.'s (2022) investigation. Transformative leadership, psychological safety, GHRM, and work happiness are examined in the hotel sector by Moin et al. (2021), who find both direct and indirect impacts. Saleem et al. (2020) examined ethical leadership and employee green behavior, considering environmental awareness and green psychological climate (GPC).

The examined study shows how green commitment improves employee green behavior in organizations. Unsworth et al. (2021) emphasize the complexity of variables impacting employee green behavior, emphasizing the importance of individual values, self-concordance, and corporate efforts such as environmental dynamic capacities, leadership, and human resource management techniques. Jnaneswar (2023) filled a study gap by demonstrating the mediating effects of a psychological green atmosphere and employee green commitment in the link between green HRM and employee green behavior. Gyensare et al. (2023) advanced our knowledge of subjective well-being by establishing a positive association between green HRM practices and employees' green behavior, which is a mediating factor. Shahzad et al. (2023) investigated the effects of green HRM practices on managerial performance, highlighting the mediating roles of green innovation, employee behavior, and corporate culture

(Ghimire, 2020). Hameed et al. (2022) investigate the function of ethical leadership in developing a positive association with employee green behavior as mediated by employee green commitment.

A clear evidence gap prevents a thorough knowledge of EGB determinants since research findings are scattered among frameworks and disciplines and have not been systematically integrated (Katz et al., 2022). Simultaneously, a knowledge gap highlights the necessity of incorporating various viewpoints on personal moral standards, ethical leadership, and their effects on EGB (Saleem et al., 2021). As demonstrated by Chaudhary (2020), Ercantan and Eyupoglu (2022), and others, the problem of linking human and organizational aspects in research on the effects of Green Human Resource Management (GHRM) practices on EGB gives rise to practical-knowledge conflict gaps. The lack of thorough research integrating organizational and human perspectives to direct successful sustainable behavior initiatives creates an empirical gap (Meng et al., 2022). The existence of theoretical gaps suggests that different theories are not integrated into a cohesive framework that can fully explain sustainable behaviors. Population gaps indicate the need for more representative studies across organizational and cultural contexts.

In contrast, methodological gaps highlight the need for more robust research methodologies to address the complexity of factors influencing EGB (Shahzad et al., 2023; Unsworth et al., 2021). Filling in these gaps will help create a more comprehensive and practical understanding of EGB, making it easier to create tactics that work to encourage sustainable workplace practices. The previous study's findings highlight the significance of incorporating sustainability indicators into HR practices and leadership methods to develop a corporate environmental responsibility culture. The study has the following alternative hypothesis:

H1: Higher personal moral norms are associated with increased employee engagement in green behavior.

H2: Organizations with effective green human resource management practices exhibit higher employee engagement in green behavior.

H3: Organizations with leaders exhibiting green transformational leadership practices are associated with increased employee engagement in green behavior.

H4: Organizations with a higher level of green commitment are associated with increased employee engagement in green behavior.

The study includes the following dependent and independent variables:

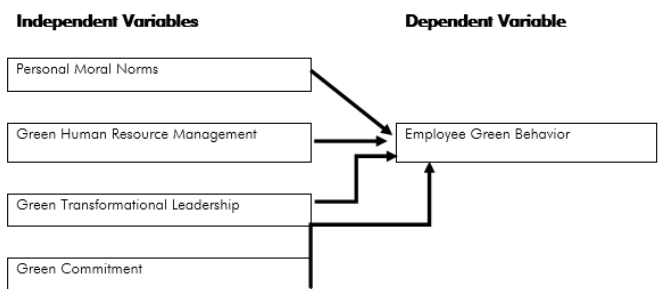


Figure 1: Research Framework

3. Methodology

This study is guided by a pragmatic philosophical approach, which seeks to comprehend the usefulness of these factors in organizational contexts. To explore the cause-and-effect relationship, the study design combines descriptive and causal-comparative analysis, which offers a thorough picture of the phenomenon being studied. Stratified random sampling is used in the study to ensure representation at various organizational levels. The intended respondents consist of employed personnel from both public and private sectors, encompassing banking and non-banking, as well as college campuses. 393 respondents, representing a range of job roles and responsibilities, were chosen from various departments within the organizations.

The study's measures are based on statements developed by Dumont et al. (2016), as cited in Fawehinmi et al. (2020), which used six statements to measure the GHRM with composite reliability (CR)=0.938, as well as 20 items previously used by Blok et al. (2014) for EGB. The study adopted a summarized five-scale from Fawehinmi et al. (2020), which used seven items previously with CR=0.856. Also, to evaluate PMN, the study investigated four statements previously used by Ruepert et al. (2016) and Steg and de Groot (2010), as referenced by Fawehinmi et al. (2020) with CR= 0.898. Trimono and Nawangsari (2021) measured GC using three dimensions based on affective, normative, and continuation commitment with Cronbach alpha =0.920; the study used five statements to measure GC. To assess GTL, five statements were based on Kura's (2016) dimensions; influence, inspiring motivation, intellectual stimulation, and individualized consideration with alpha =0.920.

The study used proven measures to assess green transformational leadership, personal moral values, and staff participation in environmentally friendly actions. Participants indicated their degree of agreement or disagreement using Likert-type ratings ranging from 1 (strongly disagree) to 5 (strongly agree).

Three components of the questionnaire are used to gather information on demographics, independent factors (green management of human resources, green transformational leadership, personal moral norms, and green commitment), and the variable that is dependent, EGB. Section A focuses on demographic information such as gender, age, and educational background, setting a baseline for participant characteristics. Section B examines the independent variables, employing a Likert scale to assess participants' view about of personal moral norms, GHRM practices, green transformational leadership, and green commitment within the organization. Section C focuses on the dependent variable, EGB, and examines specific eco-friendly acts taken by workers inside the organizational framework. This structured method allows a complete study of the elements impacting employee participation in ecologically friendly activities, allowing for a detailed knowledge of the research variables. Statistical methods,

such as correlation and regression analysis, were applied to examine the links between green transformational leadership, personal moral norms, and staff participation in environmentally friendly actions. The structured questionnaire was distributed to participants, and responses were gathered electronically. The data was put into IBM SPSS 26 for analysis. By binding the skills of various tools for quantitative analysis, data organization, and visualization, this technique strives to maximize each tool's strengths for a thorough and informative evaluation of the study.

Demographic Informations

In this section demographic profile of the participants, revealing essential variables such as gender, age, academic credentials, and particular environmentally friendly behaviors were presented

Table 1: Demographic Profile

	Nos	%		Nos	%
Gender			Do you consistently use double-sided photocopying to minimize paper usage in the office?		
Male	213	54.2	Yes	252	64.1
Female	180	45.8	No	141	35.9
Age group (years)			Academic Qualification		
19 – 26	152	38.7	Intermediate (+2)	35	8.9
27 – 34	154	39.2	Bachelor	204	51.9
35 – 42	67	17.0	Master	125	31.8
Above 43	20	5.1	Others (Diploma, Ph.D., etc.)	29	7.4
Do you actively avoid single-use plastics during lunchtime to reduce plastic waste?			Are staff at your workplace aware of the environmental consequences of their daily actions?		
Yes	180	45.8	Yes	203	51.7
No	213	54.2	No	190	48.3
Total of each section	393	100.0	Total of each section	393	100.0

Table 1 shows the characteristics of the research participants and their environmentally conscious actions in the workplace. The gender distribution data indicated that 54.2% of the respondents describe themselves as male, while 45.8% identify as female. The most significant proportion of participants, at 39.2%, belonged to the age group of 27-34 years, closely followed by individuals aged 19-26, accounting for 38.7%. The data showed that a considerable proportion of respondents possess Bachelor's degrees (51.9%), while Master's degrees make up 31.8%. Significantly, fewer individuals indicated belonging to the age bracket of 35-42 years (17.0%) or over 43 years (5.1%).

Regarding environmentally conscious activities, 64.1% of the participants used double-sided photocopying to minimize paper use, while 35.9% do not. In the exact reflection, 45.8% of individuals consciously tried to refrain from using single-use plastics around lunchtime to reduce the amount of plastic trash, while 54.2% did not take this action. When queried about the level of attentiveness among workplace personnel regarding the environmental repercussions of their everyday activities, 51.7% reacted positively, while 48.3%

indicated the opposite. These figures provide important background for understanding how staff members now feel and act towards sustainability initiatives inside the company.

Validity and reliability

The study data internal consistency is presented in this section.

Table 2: Reliability and Validity Test Result

Dimensions	Statements	Cronbach Alpha
PMN	4	.680
GHRM	6	.731
GTL	5	.651
GC	5	.700
EGB	5	.703
Total	25	.907

Table 2 showed the internal consistency and reliability of the measuring scales. The dependability scores for PMN, GHRM, GTL, GC, and EGB are assessed at .680, .731, .651, .700, and .703,

respectively. The instrument’s total dependability, which included all dimensions, was established at a remarkable level of .907. The results confirmed the durability and uniformity of the research tool, guaranteeing that the obtained data was dependable and internally valid for the study’s objectives.

Table 3: Descriptive Statistics

Scale = (1-5)	N	Minimum	Maximum	Mean	SD
PMN	393	1.00	4.75	3.3581	.73654
GHRM	393	1.67	4.83	3.3580	.66753
GTL	393	1.80	4.40	3.2921	.63516
GC	393	1.80	4.80	3.3618	.71519
EGB	393	1.80	4.60	3.4229	.73219

Table 3 presented descriptive statistics for the primary research dimensions, effectively conveying the findings’ substance. With an average score of 3.36 and a discernible dispersion around this mean, participant responses to the PMN survey show a substantial range. With an average score of 3.36 and a relatively narrow distribution, the GHRM scores follow a similar trend. Scores for GTL exhibit considerable fluctuation, centered around 3.29. A moderate level of commitment was indicated by GC ratings, which had a significant dispersion and an average score of 3.36. Participants’ answers for EGB showed a higher mean of 3.42, indicating considerably

4. Results and Discussion

A thorough quantitative results analysis was conducted, summarizing the connections and patterns found in this section of the study.

better participation in ecologically sustainable actions. There was a discernible range around this mean, though. Contributing to the overall interpretation of the research variables, these descriptive statistics insights provided a qualitative comprehension of the primary trends and distributional patterns within each dimension. This section sheds light on the associations between human and organizational variables and the ecologically sustainable behavior of workers, offering significant insights into the nature and direction of these linkages.

Table 4: Associations between the outcome variable and predictor variables

		PMN	GHRM	GTL	GC	EGB
Pearson Correlation	PMN	1				
	GHRM	.734**	1			
	GTL	.820**	.780**	1		
	GC	.668**	.699**	.717**	1	
	EGB	.800**	.749**	.815**	.810**	1

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

Table 4 displays the significant relations among the variables analyzed in the study. Individuals with high PMN show strong positive connections with GHRM, GTL, GC, and EGB. GHRM, GTL, and GC exhibited robust positive relationships, suggesting that organizations that prioritize environmentally sustainable practices, transformational leadership, and a dedication to green projects are likely to do so in a unified manner. Employees engaged in EGB were significantly associated with more vital personal moral values. These work settings prioritized GHRM practices, strong GTL, and organizations firmly committed to green practices. The results highlighted the

interrelatedness of individual beliefs, company policies, leadership approaches, and employee involvement in environmentally friendly actions within the specific research setting. The detected relationships were confirmed reliable and statistically significant, as indicated by the high significance levels. The regression coefficients, significance levels, and R squared values thoroughly comprehend the magnitude and direction of these relationships. This analysis was essential in examining the complex interactions between several variables in the research; this section shows the regression test result.

Table 5: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	-.077	.093		-.833	.406	-.260	.105		
PMN	.281	.041	.282	6.799	.000	.199	.362	.299	3.342
GHRM	.089	.043	.081	2.074	.039	.005	.174	.336	2.981
GTL	.273	.053	.237	5.133	.000	.169	.378	.242	4.134
GC	.404	.035	.395	11.392	.000	.334	.474	.429	2.329
Sig. F Change = 0.000			Durbin Watson = 1.926						
R = 0.894 R ² = 0.800 R ² Change = 0.800 SE = 0.3292 F Change = 387.720 Df1 = 4 Df2 = 388									

a. Predictors: (Constant), Green Commitment, Personal Moral Norms, Green Human Resource Management, Green Transformational Leadership

b. Dependent Variable: Employee Green Behavior

As depicted in Table 5, the multiple correlation coefficient (R) was .894, showing a robust positive association between the predictors (green commitment, personal moral norms, green human resource management, and green transformational leadership) and the dependent variable EGB. The R Square score of .800 indicated that the included predictors could account for almost 80% of the variation in EGB. The Adjusted R Square value of .798 accounts for the number of predictors in the model, yielding a more cautious estimation of the proportion of variability in EGB that the predictors can explain. The standard error of the estimate, 0.323, quantified the average deviation between the actual and projected values of EGB. It served as a measure of the model's accuracy. The Change Statistics section provided a comprehensive breakdown of the alterations in R Square, F Change statistic, degrees of freedom, and significance level. The F Change statistic of 387.720, with a significance level of .000, indicated that the predictors have a substantial and statistically significant impact on the prediction of EGB. The Durbin-Watson statistic, with a value of 1.926, was used to evaluate the existence of autocorrelation in the residuals. A number in proximity to 2 indicated the absence of noteworthy autocorrelation.

Also, the regression analysis coefficients provide pertinent information about the factors that influence EGB within the organizational environment. Each predictor, namely PMN, GHRM, GTL, and GC, exhibits a statistically significant influence on EGB. Among the predictors, GC has the most excellent beta value (0.395), signifying its most pronounced influence on EGB. The standardized coefficients (Beta) represent the relative significance of each predictor in impacting EGB, with GC demonstrating the most dominant influence. Positive coefficients for all variables indicate a direct and positive correlation with EGB. This suggests that Employee Green Behavior increases when Personal Moral Norms, GHRM, GTL, and GC grow. The practical consequences of these findings are significant for organizations seeking to improve their sustainable operations. Organizations

that prioritize ethical standards, implement environmentally friendly human resource practices, promote transformational leadership, and demonstrate a solid dedication to green projects will likely see higher employee participation in ecologically sustainable behavior. These insights offer practical advice for executives and HR professionals who want to promote a sustainable culture. This may result in beneficial environmental effects, enhanced CSR, and increased employee wellbeing in the workplace.

Discussion

The empirical studies highlight the complex aspects affecting employee engagement in organizations' EGB. Saleem et al. (2021) and Kim et al. (2017) emphasized ethical leadership's influence on EGB, emphasizing devotion, environmental excitement, and a green psychological climate. Chen et al. (2021) found positive connections between energy-saving behavior and attitude, while Ren et al. (2023) found good correlations between emotional commitment and voluntary employee green behavior. Leadership and passionate commitment promote EGB, as shown by this confluence of research. Islam et al. (2021) and Dumont et al. (2017) examined moral leadership, green HRM, and green workplace behaviors. In line with the literature on organizational practices and green behavior, their research emphasizes personal environmental attitudes and psychological green surroundings as mediators. Meng et al. (2022) provided a multi-theory framework to analyze sustainable hospitality and tourism behaviors. These studies support the premise that leadership, organizational practices, and personal beliefs promote environmental awareness.

Zhang et al. (2021) and Karatepe et al. (2021) examined how responsible leadership and corporate culture moderate and mediate voluntary green workplace behavior. Farooq et al. (2023) examined academic ecological practices, organizational strategies, and contributory factors. These studies show that organizational tactics and culture influence employee pro-environmental behavior. GHRM practices predicted task-related and voluntary green behaviors, using corporate identity as a mediator, according to Chaudhary (2020). GHRM has direct and indirect impacts on perceived green behaviors, creating a psychologically green atmosphere, according to Ercantan

and Eyupoglu (2022). These studies suggest that GHRM practices influence employees' green behavior. Farrukh et al. (2022) and Wang et al. (2018) showed that GHRM mediates pro-environmental behavior. Khan and Khan (2022) examined green involvement as a mediator between GTFL and environmental performance, whereas Sobaih et al. (2022) discussed the relationship. These studies highlight the complex links between leadership, organizational practices, and employee green behavior. Green commitment and employee green behavior studies match the literature. Unsworth et al. (2021) emphasized the complexity of EGB factors, including individual values, organizational efforts, and dynamic capacity. Jnaneswar (2023) addresses a gap by showing that a psychologically green environment and staff green commitment mediate green HRM and EGB. Gyensare et al. (2023) found a positive correlation between green HRM practices and EGB, with green behavior mediating. These studies suggested that organizational practices, HRM tactics, and leadership styles promote green commitment and ecologically responsible behavior. The examined studies offer significant insights, but future research should incorporate these complexities to better understand employee participation in environmentally beneficial behaviour.

5. Conclusion

This study examined the relationship among PMN, GHRM, GTL, and GC in an organizational setting and how those interactions affected EGB. Strong and statistically significant correlations were observed among the variables to underscore the interdependence between employee engagement in environmentally sustainable behavior, administrative practices, personal values, and leadership styles. The statistical analysis provided additional evidence of the importance of these associations, as each predictor exhibited a distinct and statistically significant impact on EGB. It is worth noting that Green Commitment emerged as the most influential factor, underscoring the critical significance of organizational commitment in promoting employee involvement in environmentally friendly practices. The practical implications of these insights are relevant for organizations that aim to foster ecologically responsible work environments. They propose that the workforce can become more environmentally conscious by implementing initiatives emphasizing sustainable human resource management practices, personal moral standards, and transformational leadership. Given these discoveries, HR professionals and organizational leaders should contemplate incorporating all-encompassing sustainability strategies, which integrate leadership approaches, administrative practices, and individual values. These initiatives can improve environmental sustainability within the organization, support broader corporate social responsibility objectives, and enhance employee well-being and satisfaction. This research establishes a fundamental basis for subsequent investigations in the ever-evolving green management and leadership domain. It contributes significant perspectives to the expanding dialogue surrounding sustainable organizational practices.

Suggestions

Companies may employ specific initiatives, such as training programmed that emphasize ethical standards on a personal level, green HRM practices, and the development of transformational leadership philosophies, to operationalize these results. Such programs improve employee dedication and general well-being and harmonize the workplace with environmental responsibilities. The study's focus on complete and integrated approaches to sustainability initiatives has policy implications. Policymakers may use these results to promote and encourage programs that consider individual attitudes, organizational rules, and leadership styles to bring about long-lasting and sustainable changes in employee behaviour. A workplace that emphasizes environmental stewardship may benefit workers individually by aligning with their beliefs and encouraging dedication to the broader business sustainability aims. When taken as a whole, the study's conclusions give a road map for negotiating the field of green management, presenting a comprehensive strategy that harmonizes organizational, policy, and personal factors to promote environmental responsibility and more general sustainability goals.

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