**Original Research Article**

**How Green HRM Practices Effect Organizational Citizenship Behaviour in the Indian Service Sector: The Mediating Role of Job Satisfaction**

**ABSTRACT**

The purpose of this study is to investigate the effect of Green human resource management practices on organizational citizenship behaviour in the Indian service sector through the mediating role of job satisfaction. Among these, Green recruitment & selection and Green Employee Empowerment are identified as key strategic drivers. This study finds the relationship between Green recruitment & selection, Green employee empowerment, Job satisfaction, and Organizational citizenship behaviour. The data was collected through a questionnaire survey from 300 full-time employees of the Indian service sector. In our study, we used Partial Least Square-Structural equation modeling version software (4.0.1.9) to analyze the data. The finding of this study demonstrates thatGreen HRM practices (Green Recruitment & selections and Green employee empowerment) significantly enhance job satisfaction of employees and subsequently their job satisfaction positively effects organizational citizenship behaviour among them. This study provides various practical and theoretical implications for employees and Human resource managers who are working in the Indian service sector and how Green Human resource management practices effect employee behaviour in the service sector within an emerging market context.

***Keywords****: Green human resource practices; GHRM; job satisfaction; organizational citizenship behaviour; OCB; Indian service sector.*

1. **INTRODUCTION**

Green HRM practices are an important and trending topic in the modern era. Organizations are actively involved in achieving corporate environmental sustainability. Wilkinson et al., (2001) state that Green HRM motivates workers to use resources efficiently as much as to reduce environmental impact. It involves the holistic application of sustainable workforce management strategies throughout the organization. By combining organizational goals and individual aspirations at that workplace, such sustainable organizational methods, are important for preserving social interactions and promoting economic stability. Kramar (2014) states that the Green HRM is an “HRM activity that increases the positive environmental outcomes”. According to (Felgate, 2006) British Carbon Trust conducted a survey that included 1,018 workers, and more than 75% of respondents expressed their preference with organizations that frequently use environment-friendly green policies. Green HRM practices also enhance worker performance and dedication to improve their environmental efficiency. According to Wagner (2011) this time organization must adopt their green models and implement their eco-friendly practices in their daily routine operations. Jackson and Seo (2010), state that the shifting amount of sustainability has created a service sector organization with a competitive advantage. As a result of this, service organization has increased their focus on sustainable performance, especially in terms of environmental performance (Chaudhary, 2020; Ren et al., 2018; Yong et al., 2020; Yusliza et al., 2017). Some recent studies connected Green HRM to different aspects of environmental performance and environmental management (Dumont et al., 2016; Shen et al., 2016, 2018; Gholami et al., 2016; O’Donohue and Torugsa, 2016; Subramanian et al., 2016; Jabbour and Santos, 2008; Jabbour et al., 2008). Kim et al. (2019) state that Green human resource management practices effect workers' environmental consciousness and their eco-friendly behaviour. According to (Dumont et al., 2016; Boiral, 2009; Shen et al., 2018) many studies discovered the impact of Green HRM practices on workers’ work-related outcomes. Despite the increasing stage of research on Green HRM and its effects on workers' work-related outcomes, this area remains in its early stage, more and more research is needed to identify the new social and psychological processes linking Green HRM to worker outcomes (Renwick et al., 2013; Dumont et al., 2016). Every day Green human resource management practices regularly change worker behaviour, and promote Green HRM practices and their impact on the sustainability of the organization. Few empirical research links between green employee empowerment (GEE), green recruitment & selection (GRS), employee job satisfaction (JS), and organizational citizenship behaviour (OCB).

According to Pham et al. (2019), Green behaviour is fostered in the workplace through Green HRM practices such as green recruitment, performance management, and green training. Additionally, a new trend in Green HRM is to empower workers for green initiatives; which practically benefit a green-paying task (Tariq et al., 2016). Daily et al. (2012) found that workers who get internal motivation in terms of sense, like job satisfaction, choices, and competence, develop self-efficiency, competence, and organizational commitment. Research indicates that workers feel that green management practices will be advantageous for the organization, the environment, the society, and employees themselves are more likely to identify with them (Jahanshahi et al., 2021). Some studies find that Green HRM produces another outcome, like organizational citizenship behaviour (OCB), that extends ecological benefits and support to achieve environmental goals (Pizone et al., 2019; Boiral, 2009). OCB is defined as an altruistic and courteous behaviour (Yen and Niehoff, 2004), that means “not directly or explicitly recognized by the formal reward system” (organ, 1998). OCB is a concern for organizations due to the correlation of positive outcomes (Yen and Niehoff, 2004). Additionally, Organ (1998) found the five dimensions of OCB such as “altruism, courtesy, conscientiousness, sportsmanship, and civic virtue”. According to (Lamm et al., 2013) in our research Organizational Citizenship Behaviour (OCB) refers to civic and voluntary activities that help the organization realize its objectives and maintain its environmental sustainability. This study analyzes the empirical and theoretical effect of Green HRM practices on organizational citizenship behaviour, this research aims to close the gap in the existing literature using the “win-win” framework on Green HRM proposed by Carollo and Guerci (2018). Additionally, it involves the behaviors that improve organizational environmental sustainability and views job satisfaction as an important component of internal social sustainability. The important and primary objective of this research is to find these relations:

R1. To investigate the relationship between GRS and JS

R2. To investigate the relationship between GEE and JS

R3. To investigate the relationship between JS and OCB

In other words, this model suggests that empowering and selecting employees to accomplish green activities in the organization should result in employees' satisfaction with their jobs and high engagement in their work. Therefore, create a work environment where Workers are empowered and they will be satisfied with their jobs and empowered employees to be involved in environment-friendly behaviour aimed at reducing or eliminating the negative effect in the work environment. As a result, it has a positive effect on organizational citizenship behaviour.

1. **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

**2.1 Green Recruitment & Selection and Job Satisfaction**

Bauer and Erdogan (2012) and Long et al. (2014) state that green recruitment & selection are the important practices of Green HRM. Through a variety of procedures, green recruiting & selection which focuses on selecting employees who share sustainability principles and environmental awareness, can improve their job satisfaction. The process of recruitment & selection of candidates who are conscious of environmental issues and who are inclined to commit to their positive environmental performance is known as “green recruitment & selection” (Mousa and Othman, 2020). Employees who have a strong interest in their environmental issues and support their organizational sustainability objectives are more likely to experience high job satisfaction Hicklenton et al., (2019). Omune and Nyang (2021) State that green recruitment involves those candidates whose knowledge, behaviors, and abilities match the organization's environmental management system. Therefore, green recruitment & selection practices guarantee that new employees who are aware of the organization’s green culture and its value (Jackson and Seo, 2012), in return, the organization benefits from the green values, knowledge, and behaviour of newly hired employees (Masri and Jaaron, 2017). According to Long et al. (2014), Moin and Omar et al. (2021); Sareen (2018) studies have highlighted that there is a direct correlation between job satisfaction and recruitment & selection. Employees who are naturally attracted by environmental issues may be drawn to an organization that uses green recruitment & selection practices. These employees may be more engaged and satisfied with their jobs since their work relates to their interests and values. When employee perceives a strong connection between their values and the organization's ideals, they feel more satisfied with their job (Aslan and Atesoglu 2021). According to Renwick et al. (2016) Green recruitment & selection practices enhance worker job satisfaction and environmental commitment. Additionally, Renwick et al. (2016) also found that job satisfaction and green recruitment & selection are positively correlated.

H1. Green recruitment & selection positively effect job satisfaction

**2.2 Green Employee Empowerment and Job Satisfaction**

Green employee empowerment (GEE) practices are one of the important behaviors for achieving an organization's green goals (Tariq et al., 2016). According to Hutomo et al. (2020) Green employee empowerment (GEE) describes to that workers who are actively involved in carrying out environmental friendly tasks within the organization, these empowered worker play a important role in implementing environmental management system. Some previous research has demonstrated the close relationship between job satisfaction and empowerment (Dickson and Lorenz (2009), Fulford and Enz (1995), Gazzoli et al., (2010), Hance George (2003), Hechanova et al., (2006), Patah et al., (2009), Pelit et al., (2011), and Spreitzer (1996). Muogbo (2013) proposed that when workers feel empowered, they develop internal motivation, which results in favorable work-related outcomes like increased job satisfaction. According to Gutowski et al. (2005), a motivated green workforce has many advantages, including better work quality, increased commitment, self-efficacy, and job satisfaction. Fulford and Enz (1995) state that workers feel empowered and become more attached to their workplace when they feel empowered. According to (Sashkin, 1984) properly implementing empowerment in a service sector can greatly enhance performance, productivity, and job satisfaction. Another study by Gazzoli et al. (2010) found that empowering staff in the restaurant sector had a strong impact on job satisfaction. Various Green HRM practices like Green Employee Empowerment (GEE) are linked to increased job satisfaction. Many motivated workers can support environmentally friendly practices while also enhancing the organization's profitability (Chaudhary, 2020; Yong et al., 2019; Zaki &Norazman, 2019). According to (Chaudhary, 2020; Yong et al. 2019) Green HRM initiatives can support workers' lifestyles and encourage their participation in environmentally friendly practices, and empowering and motivating workers can directly impact their internal satisfaction and make them more likely to collaborate towards personal and organizational goals. Enhancing worker's well-being and improving their working condition are two important elements of job satisfaction that are often improved by ecological empowerment initiatives. Workers' mental and physical health can be significantly enhanced by implementing eco-friendly practices such as improving energy efficiency, reducing waste and pollution, and creating a sustainable and healthy workplace (Madero-Gomez et al., 2023). For example, indoor plants can boost worker output, health, and overall job satisfaction.

H2. Green employee empowerment positively effect job satisfaction

**2.3 Job Satisfaction and Organizational Citizenship Behaviour**

Numbers study finds a positive relationship between job satisfaction and organizational citizenship behaviour (Bateman & Organ, 1983; Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Moorman, 1993; Morrison, 1994; Organ & Konovsky, 1989; Smith et al., 1983; William & Anderson, 1991). Organ (1998) first proposed five dimensions of OCB Altruism, conscientiousness, politeness, civic virtue, and sportsmanship. Fassina et al. (2008) found that job satisfaction affects all five dimensions of OCB. Various studies find a correlation between job satisfaction and OCB, a relationship extensively explored in the literature. Because of their reciprocal correlation, finding the right direction of causality between OCB and job satisfaction remains challenging. It is unlikely that researchers will resolve this complexity in the future. Additionally, Zeinabadi (2010), Bateman and Organ (1983), Chiu et al. (2005), and Ocampo et al. (2018) state that there is a positive correlation between organizational citizenship behaviour and job satisfaction, this shows that workers who experience a higher level of job satisfaction are more likely to engage in behaviors that will benefit the firm. Kreitner et al. (2014) also found that job satisfaction and organizational citizenship behaviour (OCB) are highly correlated. Balu (1964) states that social exchange theory analyzes the employee's organizational citizenship bahaviour and how they are connected with Job satisfaction. As per this theory, workers who are happy with their work behave in reciprocal behaviour and positive manner (OCB), ultimately benefiting their organization. In this context, employees who are more satisfied with their jobs, their pay, and their relationships with colleagues and supervisors tend to be rewarded by the company with positive behaviors, including organizational citizenship behaviour. Numerous studies find the idea of reciprocity with the workers who are highly satisfied with the organization and the organizational citizenship behaviour (Zeinabadi, 2010), (Chiu et al., 2005), (Ocampo et al., 2018). Mohammed et al. (2018) find that workers with higher job satisfaction have emotions, feelings, positive attitudes, and behaviour related to their work. According to Hurst, Baranik, and Clark (2017) state that significant relationship between job satisfaction and organizational citizenship behaviour at the individual and organizational levels.

H3. Job satisfaction positively effect organizational citizenship behaviour

**2.4 The Mediation of Job Satisfaction.**

When employees feel their company is actively pushing and implementing green practices, their job satisfaction level is significantly influenced. (Hameed et al., 2020) states that beyond purely symbolic gestures, green HRM encompasses real-world projects that demonstrate environmental sustainability. Employees recognize that their organization is committed to reducing its environmental impact if they use environmentally friendly resources, like energy-saving equipment, and recycling facilities, and similarly, workers are included in environmental decision-making. For example, by creating a green team and asking for their suggestion regarding sustainable projects, an organization conveys to them that their input and contributions are valued in directing the organization's sustainability goals (Ababneh 2021). (Raineri and Paille, 2016) states that increased employee morale, this supportive work atmosphere also increased general well-being, work engagement, and trust in the organization. When workers perceive that their values are compatible with that organization, they find a higher sense of purpose and fulfilled in their work, which positively impacts their job satisfaction. Additionally, (Paille and Rainieri, 2016) found that green HRM practices promote a sense of corporate support and alignment with their employee's beliefs, which in turn enhances job satisfaction. When employees feel that their organization shares their concerns about the environment it creates a positive work environment with common objectives and goals. As a result of their higher commitment and increased loyalty to the organization, they sincerely support overarching goals, including environmental conservation.

1. **RESEARCH METHODOLOGY**

**3.1 Participants and Procedures**

We used a purposive sampling method to collect data from 300 employees working in different service sectors in India, with the data collected period spanned from between 2 January 2024 to 30 November 2024. The questionnaires were distributed to 450 employees both offline and online. A total of 370 responses were received, and 300 of these were selected for data analysis based on a software-determined sample size. Incomplete and inaccurate responses were not included in the analysis. Data collection involved 144 responses offline and the remaining 156 responses were collected via social media platforms like email, LinkedIn, And WhatsApp. We assured our participants that this research would be used only for academic purposes, and participants remain anonymous. The process of selecting people through non-probability purposive sampling involved employees in the Indian service sector. Data was analyzed through Structural Equation Modeling (SEM) with Smart partial least Squares and SPSS. According to (Hair et al., 2016) structural equation modeling (SEM) is used to reduce measurement error because it can influence the hierarchy of latent components. Regarding their demographic profile shown in Table 1

**3.2 Measures**

This study utilized a 5-point Likert scale to gather responses for the questionnaire. The reliability and validity of this questionnaire are ensured from its previous research. This survey included 4 key variables: Green Human Resource Management practices, job satisfaction, Green employee empowerment, and organizational citizenship behaviour. Green employee empowerment was measured using six items by (Mohd et al., 2017, Muhammad, 2022, ahamed et al., 2022, adedapo et al., 2020).

**Figure 1.**  Research model

Green recruitment and selection

**H1**

**H3**

Organizational citizenship behaviour

Job satisfaction

Green employee empowerment

**H2**

Age, Gender, Work Experience, Marital Status

Source: Compiled by authors

Green recruitment & selection were assessed with an eight scale adopted (Richa, 2015 & mehran, 2015, Paul, 2021 & Subhadeep et al., 2020). The sample scale included questions such as “Top management involves the employee in formulating environmental strategies and plans (green employee empowerment)” and “My organization recruits candidates who have environmental awareness (green recruitment & selection)” etc. Likert scale was used to collect the respondent attitudes and opinions towards these variables. Likert scale was rated from “Strongly disagree = 1” to “Strongly agree = 5”. This scale demonstrated a commendable Cronbach’s alpha value found to be 0.937 (green employee empowerment), and 0.912 (green recruitment and selection).

Job satisfaction was measured using nine items adopted from (Azadeh & Mehran 2022, Abdulrahman 2019, Paul 1994, and Ibrahim et al., 2023). “I feel the work that I do is good for my physical health” employee rating on satisfaction with their job on a Likert scale (strongly disagree = 1 to strongly agree = 5). This scale has found a strong reliability value of 0.918.

OCB was measured by using eleven items of scale (Tan 2017, Carla & Pietra 2022). “I actively participate in sustainability events organized by the organization” employee rating on organization citizenship behaviour in the organization was taken on a five Likert scale. This scale has found a strong reliability value is 0.909.

**Control variables**: Gender, age, marital status, and working experience were used as controlled variables in this study we assess their impact on job satisfaction and organizational citizenship behaviour.

**3.3 Demographic Information**

Table 1 shows the respondent's demographic profile for age, marital status, gender, and working experience. In terms of age, the highest age group was “below 30 years” 72.0% followed by “31 to 40 years” which is 23.7%, and “above 40 years” which was 4.3%. For gender, 80.3% of respondents were male, and 19.7% were female. The majority of the 70.7% of respondents were unmarried and married 29.3%. The majority of the respondents had 1 to 5 years of experience in the service industry is 73.7%, followed by 6 to 10 years is 16.0%, and above 11 years 10.3% experience.

**Table. 1.** Demographic details

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | Frequency | Percentage (%) |
| Age | Below 30 years  31 to 40 years  Above 40 years | 216  71  13 | 72.0  23.7  4.3 |
| Gender | Male  Female | 241  59 | 80.3  19.7 |
| Marital status | Married  Unmarried | 88  212 | 29.3  70.7 |
| Work experience | 1 to 5 years  6 to 10 years  Above 11 years | 221  48  31 | 73.7  16.0  10.3 |

Source: Compiled by author

* 1. **Data Analysis**

In our study, we used smart PLS version 4.1.0.9 software to analyze the causal relationship among relevant factors and verify the hypothesis using the ‘partial least squares structural equation modeling’ (PLS-SEM) method (Hair et al., 2021). This method is suggested to test the mediation relationship and permit to check the multiple variables simultaneously (Hair et al., 2017). PLS-SEM is consistent with two steps: the first one is the outer ‘measurement’ model assessment and the second is the inner ‘measurement’ modal assessment (Chin, 1998). PLS-SEM is acknowledged as an effective statistical technique and well-suitable for this study because of its flexibility and its high predictive accuracy of the relationship (Hair et al., 2019). The structural equation model was used to test the hypothesis direct effect of green employee empowerment, green recruitment & selection on job satisfaction and the mediating role of job satisfaction was the direct effect of organizational citizenship behaviour.

**4. RESULTS**

**4.1 Measurement Model**

We examine construct validity using multiple indicators, including discriminant validity, average variance extracted (AVE), and composite reliability (CR). Additionally, the factor loading of each variable exceeds the threshold value of 0.60 Hair et al., (2018). This indicates that each variable of the component is completely explaining its measurement variable. Overall, all variables explain satisfactory convergent validity. To evaluate reliability, we calculate both the CR index and Cronbach’s alpha. All Cronbach’s alpha values ranged from 0.904 to 0.937, which is greater than the threshold value of 0.70 (Hair et al., 2018). Similarly composite reliability (CR) value ranged from 0.909 to 0.940, which is greater than the value of acceptable range from 0.70 (Fornell and Larcker, 1981).Convergent validity was determined through the Average variance extracted (AVE) value, the AVE value of four constructs ranging from 0.514 to 0.760, which is greater than the threshold value of 0.05 (Hair et al., 2018).

Furthermore, to evaluate the discriminant validity, we compute the HTMT ratio and the Fornell and Lacker criterion (Henseler et al., 2015). According to the criterion, the square root of AVE for a variable (in-diagonal value) should be greater than its co-relation value (off-diagonal values) of the other variable (Fornell & Lacker, 1981). As shown in the Table 4 the square root of AVE for GEE is 0.872, higher than the other value of this column. Similarly, the initial value of every variable of this model is higher than the values in the same column. According to (Henseler et al., 2015), the Heterotrait-Monotrait (HTMT) criterion was employed to further evaluate discriminant validity. The findings are present in Table 3 and show that all variable values fall below the ‘0.85’ threshold value (Henseler et al., 2015), thus confirming the discriminant validity of the variables.

**Table 2**. Reliability and Validity Analysis

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Constructs** | **Item** | **Factor loading** | **Cronbach's alpha** | **Composite reliability** | **AVE** |
| Green employee empowerment | GEE1 | 0.844 | 0.937 | 0.940 | 0.760 |
|  | GEE2 | 0.883 |  |  |  |
|  | GEE3 | 0.871 |  |  |  |
|  | GEE4 | 0.888 |  |  |  |
|  | GEE5 | 0.886 |  |  |  |
|  | GEE6 | 0.860 |  |  |  |
| Green recruitment and selection | GRS1 | 0.742 | 0.912 | 0.915 | 0.626 |
|  | GRS2 | 0.823 |  |  |  |
|  | GRS3 | 0.810 |  |  |  |
|  | GRS4 | 0.579 |  |  |  |
|  | GRS5 | 0.840 |  |  |  |
|  | GRS6 | 0.860 |  |  |  |
|  | GRS7 | 0.783 |  |  |  |
|  | GRS8 | 0.854 |  |  |  |
| Job satisfaction | JS1 | 0.783 | 0.916 | 0.918 | 0.599 |
|  | JS2 | 0.804 |  |  |  |
|  | JS3 | 0.728 |  |  |  |
|  | JS4 | 0.824 |  |  |  |
|  | JS5 | 0.744 |  |  |  |
|  | JS6 | 0.742 |  |  |  |
|  | JS7 | 0.750 |  |  |  |
|  | JS8 | 0.794 |  |  |  |
|  | JS9 | 0.788 |  |  |  |
| Organizational citizenship behaviour | OCB1 | 0.609 | 0.904 | 0.909 | 0.514 |
|  | OCB2 | 0.617 |  |  |  |
|  | OCB3 | 0.764 |  |  |  |
|  | OCB4 | 0.792 |  |  |  |
|  | OCB5 | 0.790 |  |  |  |
|  | OCB6 | 0.686 |  |  |  |
|  | OCB7 | 0.636 |  |  |  |
|  | OCB8 | 0.790 |  |  |  |
|  | OCB9 | 0.744 |  |  |  |
|  | OCB10 | 0.779 |  |  |  |
|  | OCB11 | 0.641 |  |  |  |

Source: Compiled by authors based on the results extracted from Smart PLS

**Table 3.** Discriminant validity (HTMT)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | GEE | GRS | JS | OCB |
| GEE |  |  |  |  |
| GRS | 0.729 |  |  |  |
| JS | 0.553 | 0.582 |  |  |
| OCB | 0.322 | 0.347 | 0.558 |  |

Source: Extracted from Smart PLS

**Table 4.** Discriminant validity— Fornell-Lacker criteria

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | GEE | GRS | JS | OCB |
| GEE | **0.872** |  |  |  |
| GRS | 0.676 | **0.791** |  |  |
| JS | 0.519 | 0.534 | **0.774** |  |
| OCB | 0.299 | 0.317 | 0.515 | **0.717** |

Source: Extracted from Smart PLS

**4.2 Structural Model Assessment or Hypotheses Testing**

To evaluate the effect of direct and mediated hypotheses, we assessed the both explanatory and predictive power of this model Hair et al., (2019. 2022). We tested the hypothesis using a bootstrapping technique on 5000 subsample and a one-tailed test. According to Saari et al. (2021), table 5 shows the path coefficients’ size and significance in the structural model.

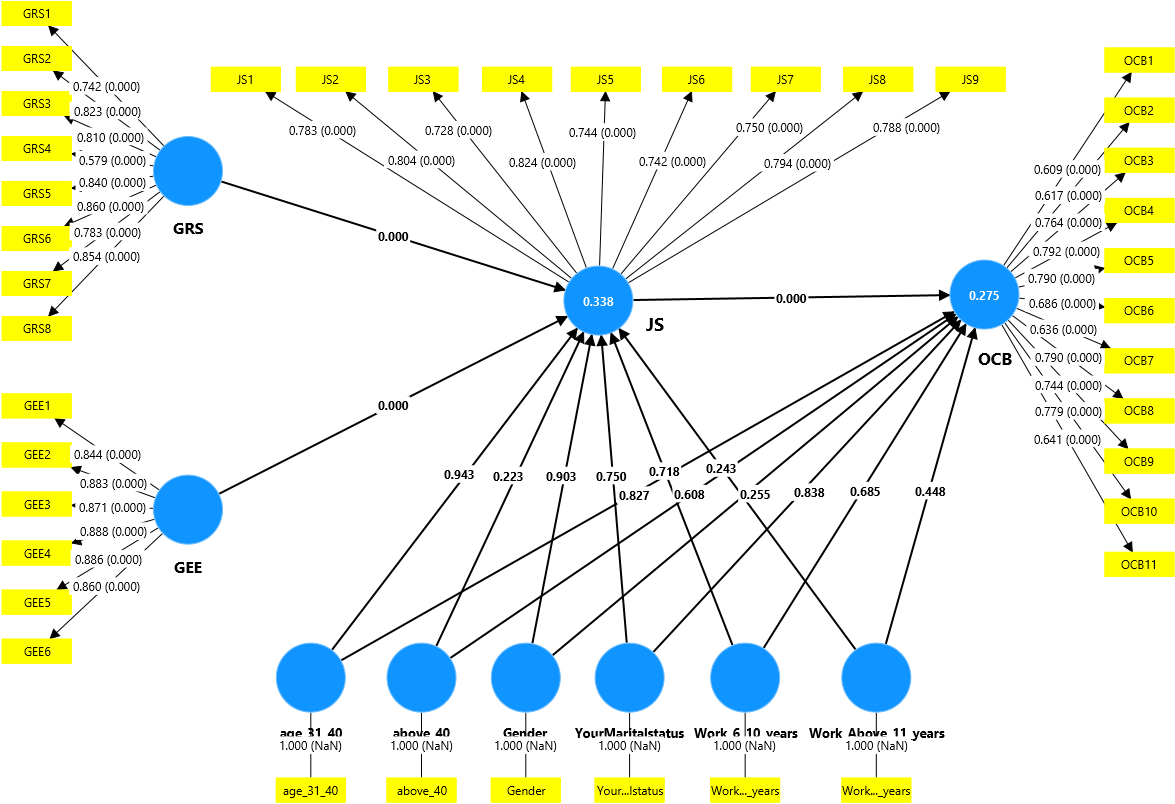
**Table 5.** Hypothesis Testing and Measures of Model Fit

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Hypothesis** | **Path Coeff** | **SE** | **t values** | **P values** | **F2** | **Decision** |
| GEE -> JS | 0.293 | 0.077 | 3.787 | 0.000 | 0.069 | Supported |
| GRS -> JS | 0.339 | 0.074 | 4.556 | 0.000 | 0.090 | Supported |
| JS -> OCB | 0.516 | 0.062 | 8.230 | 0.000 | 0.350 | Supported |
|  |  |  |  |  |  |  |
| **Endogenous variable** |  |  | **R2** |  |  | **Adjusted R2** |
| JS |  |  | 0.338 |  |  | 0.320 |
| OCB |  |  | 0.275 |  |  | 0.258 |
|  |  |  |  |  |  |  |
| **Discrepancy** |  |  | **Saturated model** |  |  | **Estimated model** |
| SRMR |  |  | 0.058 |  |  | 0.074 |
| d\_ULS |  |  | 2.715 |  |  | 4.522 |
| d\_G |  |  | 0.913 |  |  | 0.968 |
| Chi-square |  |  | 1482.815 |  |  | 1708.031 |
| NFI |  |  | 0.813 |  |  | 0.785 |

Source: Compiled by authors based on the results extracted from Smart PLS

The result indicates that a hypothesis (H1) GEE has a significant effect on JS (β = 0.293, *P*< 0.000, f2 =0.069), confirming H1. Furthermore, GRS has a significant effect on JS (β = 0.339, *P*< 0.000, f2=0.090), confirming H2. At the same time, job satisfaction acts as a mediator for organizational citizenship behaviour (β = 0.516, *P*<0.000, f2 =0.350) and confirms H3. Additionally, the R-square value of the endogenous construct, job satisfaction (JS) is 0.338, indicating that GEE and GRS explain 33.8% of the variance in job satisfaction, and the same as organizational citizenship behaviour (OCB) is 0.275, indicating that job satisfaction explains 27.5% of the variance in organizational citizenship behaviour. This ensures the model’s explanatory power and in-sample predictive strength. Because the R-squared value is only applicable to endogenous constructs. The coefficient of variance (R2) is to measure the model’s explanatory power. According to Falk and Miller (1992) minimum 10% value of R2 is desirable and Table 5 shows that all R2 values are greater than the minimum threshold value. The F-square for the exogenous construct shows how much the exogenous variables affect the endogenous variables. Cohen (1998) found that a value of F-square less than 0.02 indicates “no effect” values between “0.02 to 0.15” represent “small effect” and the value between 0.15 to 0.35 indicate “moderate effect” and the value is greater than 0.35 denotes the “high effect” of an exogenous variable on endogenous variables. Table 5 shows the minimal effect of the exogenous variable on endogenous variables.Finally, the Standardized Root Mean Square Residual (SRMR) was tested to evaluate the goodness of fit between empirical data and the theoretical model. Results show that the saturated model’s SRMR is 0.058, while the predicted model value is 0.074, which falls below the 0.80 threshold value (Henseler et al., 2015). Respectively, our model indicates that overall strong fit for PLS path modeling.

**Figure 2.** Structural Model



In this study, we used age, gender, material status, and work experience as a control variable. Gender and marital status were used in binary (0, 1). Age and work experience were categorical, so we converted them to dummy variables (0, 1) and used one category as a reference category. For example, in the context of age, we use age between below 30, 31 to 40, and above 40 in this model, the reference category is below 30 years. Similarly, work experience was also divided into three categories (1 to 5, 6 to 10, and above 11 years) 1 to 5 years was used as a reference category while other was used as a model. The result indicates that none of these control variables is statistically significant.

**4.3 Out-of-sample predictive power**

According to (Geisser, 1974; Stone, 1974) a strong model requires out-of-sample predictive power, which demonstrates the external validity. It is shown by Q2, whose value must be greater than zero (Chin, 1998). To ascertain the value of Q2, Smart PLS used a blindfolding technique.The total LV value of Q2 is 0.257, and the endogenous construct of this study Q2 values is greater than zero. Additionally, the “cross-validated predictive ability test” (CVPAT), which determines the Average Loss Value (ALV) and is an important test to measure the out-of-sample predictive relevance in PLS-SEM, developed by Liengaard et al., (2021) for predictive model comparison. CVPAT purpose is to test the whether PLS-SEM average loss is less than the benchmark value. According to (Sharma et al., 2023) to demonstrate the model's superior predictive ability, the difference between average loss values must be less than zero. All values are less than zero shown in Table 6, which shows the out-of-sample predictive significance or generalisability of the model.

**Table 6** CVPAT: PLS-SEM v/s Indicator average

|  |  |  |  |
| --- | --- | --- | --- |
|  | Average loss difference | t value | p-value |
| JS | -0.163 | 4.212 | 0.000 |
| OCB | -0.025 | 2.405 | 0.017 |
| Overall | -0.087 | 4.350 | 0.000 |

Source: Extract from Smart PLS

1. **DISCUSSION AND CONCLUSION**

The result of this study provides the link between Green HRM practices, job satisfaction, and organizational citizenship behaviour in the Indian service sector. This study used a PLS-SEM to assess the hypotheses and analyze the data using a questionnaire-based technique. Initially, the result indicates that Green HRM practices have a positive effect on organizational citizenship behaviour. Implementing Green HRM practices, such as providing eco-friendly resources and actively involving workers in sustainability initiatives, to support a positive workplace that enhances employee job satisfaction. Employees feel higher job satisfaction when the organization promotes their environmental sustainability and adjusts their HRM practices accordingly (Guerci et al., 2019). Additionally, one specific Green HRM practice, green recruitment & selection did not have a significant improvement in job satisfaction. Thesefindings suggest that the organization needs to pay careful attention to its recruitment & selection practices. Further, this study examined how sustainable HRM practices effect their employee's behaviour and their well-being (Shen et al., 2018), (Ren et al., 2018). This outcome aligns with the previous research that shows the significant and favorable effect of Green HRM practices on OCB (Pinzone et al., 2019), (Saeed et al., 2019). According to these findings, when organizations adopt Green HRM practices to enhance their knowledge and develop their green skills, workers reciprocate in that way to engage in their behaviour that benefits the organization. Consequently, their OCB also improves. Our research makes a significant contribution to understanding how Green HRM practices promote extra-role behaviour toward their organization within the Indian service sector. Our study also finds that Green HRM practices, which prioritize employee engagement and the development of green skills, produce both social benefits and environmental benefits. These findings support the importance of an instrumental link between specific workspace conditions and ecological outcomes. Only those who are highly satisfied people show a tendency to reciprocate to the organization through citizenship behaviour. The findings show that job satisfaction fully mediates the relationship between Green HRM practices and OCB. Further study found that job satisfaction is a motivational factor that enhances loyalty, personal fulfillment, and commitment, which means they are ready to engage in organizational citizenship behaviour. Workers are completely conscious of the benefits that they can obtain from the firm, specifically the environmental benefits both society and the organization will also provide the benefit for the employees. Last but not least, acknowledging the limitation of this study also provides opportunities for future research.

1. **IMPLICATIONS**

This study provides some valuable contributions for organizations, practitioners, and groups that are interested in implementing Green HRM practices that support green and sustainable management. Additionally, it does contribute to creating an environment at the workplace that supports responsible behaviour. Results confirm that the important recommendation of this study for sustainable managers is to consider techniques that workers believe that there is a large personal gain is to adopt green management practices. When employees feel satisfied, for example, when they receive monetary benefits for completing the environmental performance standards, and when their performance evaluation program takes consideration into their environmental performance and then the job description includes the environmental criteria, they are behaving like responsible workers and behave in that way to benefits their organization. Their scenario seems to be beneficial for both situations. Furthermore, Human resources managers should implement the various Green HRM practices. For instance, human resource managers are responsible for the charge they are carrying the organizational main goal in the management environment; the manager plays an important role in implementing the firm main goals in the management environment. According to the employee, organizations should empower and support their worker to perform their task in job-related activities to contribute to the greener value of their organization. A further element is that the organization should ensure that they provide necessary training to their worker then they learn about their green values concept and eco-friendly ideals at their work. Training helps the employee to further enhance their skills, attain their management goals, and use the principle of green value in the organization. (Dumont et al., 2017) States that worker green behaviour must be appreciated by the organization and turn into a reward like pay and benefits. Further promotional opportunities also inspire the employee to engage in green practices, which they able to play their part to contribute to the organizational objective. This study also includes several theoretical contributions to the literature. Firstly, it plays a strong mediating role in job satisfaction, organizations make sure that the Green HRM practices are positive to overall work experience. It includes the Green HRM practices into routine tasks and makes sure that they are perceived by workers. Second, the theoretical model offers a new perspective on the mediating process of job satisfaction in the connection between Green HRM practices and OCB. This emphasizes how important it is for worker happy with their job and their organizational environmental policies, which they feel, motivate them to go above and benefit the organization.

**7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

This study makes several contributions to the expanding body of research on Green HRM practices and organizational citizenship behaviour, some limitations and recommendations have been explored the future research and require some more attention. In the future, a longitudinal design may be used in further studies to understand the better relationship between Green HRM practices, job satisfaction, and organizational citizenship behaviour. An additional limitation of this study is that this study only includes one particular industry like the service sector (i.e. banking, insurance, healthcare, IT, tourism and hospitability, BPO, Education, etc) and a single country (i.e. India). Future research could increase the sample size and add more industry and developed nations to enhance the generalizability of these findings, even though they offer valuable insights and information about the service sector in India. Furthermore, these studies find that job satisfaction acts as a mediator between Green HRM practices and organizational citizenship behaviour, it also explores the underlying mechanism that influences these behaviors. Consequently, future studies explore these mechanisms in more detail, looking at things like social norms and the role of intrinsic motivation and extrinsic motivation. This study focuses on mediating variables like job satisfaction; we also used other variables, like perceived organizational identification or organizational commitment, this variable also plays a significant role in the relationship between Green HRM practices and organizational citizenship behaviour. In the context of Green HRM practices, future studies might explore how this variable effect organizational citizenship behaviour. Overall this research considered insightful knowledge into how Green HRM practices, OCB, and job satisfaction are correlated. However, there is still much more to learn about this complex relationship. Future research builds on these findings by adopting an increased sample size, using a longitudinal design, exploring the relationship in which job satisfaction effect OCB, and also investigating the additional variables on organizational citizenship behaviour with Green HRM practices. Our studies also use this variable as a control variable but do not check their moderating and mediating effect. Additionally, (Moin et al., 2022) find that in the future employing variables such as age, work experience, education level, gender, and nationality we will also use these as a moderating variable.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

**REFERENCES**

Ababneh, O. M. A. (2021). How do green HRM practices affect employees’ green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, *64*(7), 1204-1226.

Abd Patah, M. O. R., Mohd Radzi, S., Abdullah, R., Adzmy, A., Adli Zain, R., &Derani, N. (2009). The influence of psychological empowerment on overall job satisfaction of front office receptionists. *International Journal of Business and Management*, *4*(11), 167-176.

Afshar Jahanshahi, A., Maghsoudi, T., &Shafighi, N. (2021). Employees' environmentally responsible behavior: the critical role of environmental justice perception. *Sustainability: Science, Practice and Policy*, *17*(1), 1-14.

Aslan, M., &Atesoglu, H. (2021). The effect of innovation and participation as workplace values on job satisfaction and the mediating effect of psychological ownership. *Sage Open*, *11*(4), 1-13, https://doi.org/10.1177/21582440211061530

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of management Journal*, *26*(4), 587-595.

Bauer, T. N., Erdogan, B., & Taylor, S. (2012). Creating and maintaining environmentally sustainable organizations: Recruitment and onboarding.  Business Faculty Publications and Presentations. 28. http://archives.pdx.edu/ds/psu/13020.

Bhatti, M. A., Alyahya, M., Juhari, A. S., & Alshiha, A. A. (2022). Green HRM practices and employee satisfaction in the hotel industry of Saudi Arabia. *International Journal of Operations and Quantitative Management*, *28*(1), 100-120.

Blau, P. (2017). *Exchange and power in social life*. Routledge.

Boiral, O. (2009). Greening the corporation through organizational citizenship behaviors. *Journal of business ethics*, *87*, 221-236.

Carollo, L., & Guerci, M. (2018). Employee control, ethics and politics–GHRM in context. In *Contemporary Developments in Green Human Resource Management Research* (pp. 97-115). Routledge.

Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*, *10*(2), 161-175.

Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, *27*(2), 630-641.

Chiu, S. F., & Chen, H. L. (2005). Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality: Social Behavior and Personality: an international journal*, *33*(6), 523-540.

Daily, B. F., Bishop, J. W., & Massoud, J. A. (2012). The role of training and empowerment in environmental performance: A study of the Mexican maquiladora industry. International Journal of Operations & Production Management, *32*(5), 631-647.

Dickson, K. E., & Lorenz, A. (2009). Psychological Empowerment and Job Satisfaction of Temporary and Part-Time Nonstandard Workers: A Preliminary Investigation. *Journal of Behavioral & Applied Management*, *10*(2), 166-191.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, *56*(4), 613-627.

Elshaer, I. A., Azazz, A. M., & Fayyad, S. (2023). Green human resources and innovative performance in small-and medium-sized tourism enterprises: a mediation model using PLS-SEM data analysis. *Mathematics*, *11*(3),711,https://doi.org/10.3390/math11030711.

Fassina, N. E., Jones, D. A., & Uggerslev, K. L. (2008). Relationship clean-up time: Using meta-analysis and path analysis to clarify relationships among job satisfaction, perceived fairness, and citizenship behaviors. *Journal of management*, *34*(2), 161-188, https://doi.org/10.1177/0149206307309260.

Felgate, G. J. C. T. N. (2006). UK employees set to drive greening of business. *Carbon Trust News*, *1*.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, *18*(1), 39-50.

Freire, C., & Pieta, P. (2022). The impact of green human resource management on organizational citizenship behaviors: The mediating role of organizational identification and job satisfaction. *Sustainability*, *14*(13), 7557, https://doi.org/10.3390/su14137557.

Fulford, M. D., & Enz, C. A. (1995). The impact of empowerment on service employees. *Journal of managerial issues*, 7(2), 161-175.

Gazzoli, G., Hancer, M., & Park, Y. (2010). The role and effect of job satisfaction and empowerment on customers’ perception of service quality: A study in the restaurant industry. *Journal of Hospitality & Tourism Research*, *34*(1), 56-77.

Gholami, H., Rezaei, G., Saman, M. Z. M., Sharif, S., &Zakuan, N. (2016). State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research. *Journal of Cleaner Production*, *124*, 142-163.

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature.

Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2018), Multivariate Data Analysis, 8th ed., CengageLearning.

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance?. *International Journal of Manpower*, *41*(7), 1061-1079.

Hancer, M., & George, R. T. (2003). Psychological empowerment of non-supervisory employees working in full-service restaurants. *International Journal of Hospitality Management*, *22*(1), 3-16.

Hayes, A. F. (2013). PROCESS SPSS Macro [Computer software and manual]. *Google Scholar*.

Hechanova, M. R. M., Alampay, R. B. A., & Franco, E. P. (2006). Psychological empowerment, job satisfaction and performance among Filipino service workers. *Asian journal of social psychology*, *9*(1), 72-78, https://doi.org/10.1111/j.1467-839X.2006.00177.x.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, *43*, 115-135.

Hicklenton, C., Hine, D. W., & Loi, N. M. (2019). Can work climate foster pro-environmental behavior inside and outside of the workplace?. *PloS one*, *14*(10), e0223774.

Hurst, C. S., Baranik, L. E., & Clark, S. (2017). Job content plateaus: Justice, job satisfaction, and citizenship behavior. *Journal of Career Development*, *44*(4), 283-296.

Hutomo, A., Marditama, T., Limakrisna, N., Sentosa, I., & Yew, J. L. K. (2020). Green human resource management, customer environmental collaboration and the enablers of green employee empowerment: enhanching an environmental performance. *Dinasti International Journal of Economics, Finance & Accounting*, *1*(2), 358-372.

Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, *19*(12), 2133-2154.

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2008). Environmental management system and human resource practices: is there a link between them in four Brazilian companies?. *Journal of Cleaner Production*, *16*(17), 1922-1925.

Jackson, S. E., & Seo, J. (2010). The greening of strategic HRM scholarship. *Organization Management Journal*, *7*(4), 278-290.

Khan, N. U., Bhatti, M. N., Obaid, A., Sami, A., & Ullah, A. (2020). Do green human resource management practices contribute to sustainable performance in manufacturing industry?. *International Journal of Environment and Sustainable Development*, *19*(4), 412-432.

Kim, Y. J., Kim, W. G., Choi, H. M., &Phetvaroon, K. (2019). The effect of green human resource management on hotel employees’ eco-friendly behavior and environmental performance. *International journal of hospitality management*, *76(1)*, 83-93, https://doi.org/10.1016/j.ijhm.2018.04.007.

Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit‐level, longitudinal study. *Personnel psychology*, *54*(1), 101-114, https://doi.org/10.1111/j.1744-6570.2001.tb00087.x.

Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The international journal of human resource management*, *25*(8), 1069-1089, https://doi.org/10.1080/09585192.2013.816863.

Kreiner, G. E., & Kinicki, A. J. (2014). Organizational commitment. In the Encyclopedia of industrial and organizational psychology (pp. 1-5). Sage Publications.

Lamm, E., Tosti-Kharas, J., & Williams, E. G. (2013). Read this article, but don’t print it: Organizational citizenship behavior toward the environment. *Group & Organization Management*, *38*(2), 163-197.

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of applied psychology*, *87*(1), 131-142, https://psycnet.apa.org/doi/10.1037/0021-9010.87.1.131.

Long, C. S., Xuan, S. S., Ismail, W. K. W., Rasid, S. Z. A., &Kowang, T. O. (2014). An Analysis on Academicians Job Satisfaction in the Perspective of HRD Practices. *International Education Studies*, *7*(7), 85-95.

MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. *Journal of marketing*, *62*(3), 87-98, https://doi.org/10.1177/002224299806200306.

Madero-Gómez, S. M., Rubio Leal, Y. L., Olivas-Luján, M., &Yusliza, M. Y. (2023). Companies could benefit when they focus on employee wellbeing and the environment: A systematic review of Sustainable Human Resource Management. *Sustainability*, *15*(6), 5435, https://doi.org/10.3390/su15065435.

Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production*, *143*, 474-489.

Moin, M. F., Omar, M. K., Wei, F., Rasheed, M. I., & Hameed, Z. (2021). Green HRM and psychological safety: How transformational leadership drives follower’s job satisfaction. *Current issues in Tourism*, *24*(16), 2269-2277.

Moorman, R. H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human relations*, *46*(6), 759-776, https://doi.org/10.1177/00187267930460060.

Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of management journal*, *37*(6), 1543-1567, https://doi.org/10.5465/256798.

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of cleaner production*, *243*, 118595, https://doi.org/10.1016/j.jclepro.2019.118595.

Muisyo, P. K., Qin, S., Ho, T. H., & Julius, M. M. (2022). The effect of green HRM practices on green competitive advantage of manufacturing firms. *Journal of Manufacturing Technology Management*, *33*(1), 22-40.

Mukherjee, S., Bhattacharjee, S., Paul, N., & Banerjee, U. (2020). Assessing green human resource management practices in higher educational institute. *TEST Engineering & Management*, *82*, https://ssrn.com/abstract=3546928.

Musthaq, I. A. W., &Jegadeeshwaran, M. (2022). Green Human Resource Management Practices: A Modern Tool Of Sustainability. http://ymerdigital.com/.

Ocampo, L., Acedillo, V., Bacunador, A. M., Balo, C. C., Lagdameo, Y. J., & Tupa, N. S. (2018). A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. *Personnel Review*, *47*(4), 821-862.

O'Donohue, W., &Torugsa, N. (2016). The moderating effect of ‘Green’HRM on the association between proactive environmental management and financial performance in small firms. *The international journal of human resource management*, *27*(2), 239-261.

Ojo, A. O., Tan, C. N. L., & Alias, M. (2022). Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector. *Social Responsibility Journal*, *18*(1), 1-18.

Omune, L.; Nyang’au, S. (2021) Effect of green human resource management practices on employee work performance in sele78hcted public universities in south rift Kenya. J*. Hum. Resour. Manag*, 3, 501–514.

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington books/DC heath and com.

Organ, D. W., &Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of applied psychology*, *74*(1), 157-164.

Paillé, P., Boiral, O., & Chen, Y. (2013). Linking environmental management practices and organizational citizenship behaviour for the environment: a social exchange perspective. *The International Journal of Human Resource Management*, *24*(18), 3552-3575.

Pelit, E., Öztürk, Y., &Arslantürk, Y. (2011). The effects of employee empowerment on employee job satisfaction: A study on hotels in Turkey. *International Journal of Contemporary Hospitality Management*, *23*(6), 784-802.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism management*, *72*, 386-399.

Pinzone, M., Guerci, M., Lettieri, E., & Huisingh, D. (2019). Effects of ‘green’training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. *Journal of cleaner production*, *226*, 221-232.

Podsakoff, P. M., MacKenzie, S. B., & Hui, C. (1993). Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. *Research in personnel and human resources management*, 11(1), 1-40.

Raineri, N., &Paillé, P. (2016). Linking corporate policy and supervisory support with environmental citizenship behaviors: The role of employee environmental beliefs and commitment. *Journal of Business Ethics*, *137*, 129-148.

Ren, S., Tang, G., & E Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, *35*, 769-803.

Renwick, D. W., Jabbour, C. J., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). Contemporary developments in Green (environmental) HRM scholarship. *The International Journal of Human Resource Management*, *27*(2), 114-128.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, *26*(2), 424-438.

Sareen, D. (2018). Relationship between strategic human resource management and job satisfaction. *International Journal of Current Research in Life Sciences*, *7*(03), 1229-1233.

Sashkin, M. (1984). Participative management is an ethical imperative. *Organizational dynamics*, *12*(4), 5-22.

Shafaei, A., &Nejati, M. (2024). Green human resource management and employee innovative behaviour: does inclusive leadership play a role?. *Personnel Review*, *53*(1), 266-287.

Shen, J., Dumont, J., & Deng, X. (2019). *Green human resource management in Chinese enterprises*. Routledge.

Shen, J.; Dumont, J.; Deng, X. Employees’ Perceptions of ‘green’ HRM and Non-Green Employee Work Outcomes: *The Social Identity and Stakeholder Perspectives. Group Org. Manag.* 2018, 43, 594–622.

Smith, C. A. O. D. W. N. J. P., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, *68*(4), 653-663.

Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of management journal*, *39*(2), 483-504.

Subramanian, N., Abdulrahman, M. D., Wu, L., & Nath, P. (2016). Green competence framework: evidence from China. *The International Journal of Human Resource Management*, *27*(2), 151-172.

Tariq, S., Jan, F. A., & Ahmad, M. S. (2016). Green employee empowerment: a systematic literature review on state-of-art in green human resource management. *Quality & Quantity*, *50*, 237-269.

Wagner, M. (2011). Environmental management activities and sustainable HRM in German manufacturing firms–incidence, determinants, and outcomes. *German Journal of Human Resource Management*, *25*(2), 157-177.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, *17*(3), 601-617.

Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology*, *34*(8), 1617-1637.

Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. O. (2020). Green human resource management: A systematic literature review from 2007 to 2019. *Benchmarking: An International Journal*, *27*(7), 2005-2027.

Yusliza, M. Y., Othman, N. Z., & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, *36*(10), 1230-1246.

Zaki, N. A. B. M., &Norazman, I. (2019). The relationship between employee motivation towards green HRM mediates by green employee empowerment: a systematic review and conceptual analysis. *Journal of Research in Psychology*, *1*(2), 6-9.

Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers. *Procedia-Social and Behavioral Sciences*, *5*, 998-1003.