

Green HRM Practices and Employees' in Role Behavior: Mediating Effect of Organizational Citizenship Behavior towards the Environment in the Banking Sector of Bangladesh

Md. Shahadat Hossain^{1*}, Md. Abdul Momen², Mridul Kanti Das³, & Md. Sajib Pervej⁴

¹Lecturer, Department of Business Administration, Bangladesh Army University of Science and Technology, Saidpur Cantonment, Nilphamari, Bangladesh.

²Post Graduate Student, Department of Marketing, Comilla University, Cumilla, Bangladesh.

³Lecturer, Department of Business Administration, German University Bangladesh, Gazipur, Bangladesh.

⁴Post Graduate Student, Department of Management Studies, Jahangirnagar University, Savar, Dhaka, Bangladesh.

*Corresponding author

DOI: <https://doi.org/10.51244/IJRSI.2024.1109071>

Received: 03 September 2024; Accepted: 12 September 2024; Published: 11 October 2024

ABSTRACT

Academics are placing emphasis on the need for personnel in the banking sector to undergo behavioral transformation due to the sector's subpar and inefficient environmental performance. This study examines how green human resource management (GHRM) practices like green recruitment & selection, green training & development, green performance management, and green pay & rewards affect employees in role behavior in Bangladeshi banks. It also examines how workers' organizational citizenship behavior towards the environment (OCBE) mediates green HRM practices & employees in role behavior. Data from several private and public banks in Bangladesh was gathered between January to June 2024. Data was collected from bank employees in metropolitan cities of Bangladesh utilizing a semi-structured questionnaire and a quantitative study approach. The participants were selected by a non-probability sampling method known as Convenience sampling. Nevertheless, a total of 288 surveys were duly completed and returned. Structural equation modeling, utilizing Smart-PLS second-generation software, revealed the results. This study found four independent variables and one dependent variable. Additionally, it is shown that OCBE acts as a mediator. The study revealed that five of the components exhibited a direct and significant correlation with the independent variables. In contrast, the remaining four factors have a negative correlation with the independent variables. Green HRM procedures in Bangladesh's banking business are considered adequate but not very satisfactory. These workers also exhibit OCBE and in-role behavior. This study also found positive and negative effects of green HRM strategies on OCBE. The findings also indicated that although most of the banks have established green targets and goals, incorporated environmental concerns into job descriptions and specifications, implemented comprehensive environmental training programs, provided opportunities for green suggestion schemes, and conducted effective workshops to enhance environmental behavior, their actual implementation is insufficient. Moreover, the outcomes of this study have been scrutinized in relation to previous study results. Ultimately, this study provided guidance for future researchers to extrapolate the findings to a broader context.

Key words: Green, Organizational Citizenship Behavior, In Role Behavior.

INTRODUCTION

People, businesses, and society are concerned about climate change. Environmental deterioration, globalization, natural resource depletion, and industrialization threaten everyone on Earth (Mohammad et al., 2020). Corporate buzzword "Green HRM" is growing in relevance. Green HRM now encompasses environmental awareness, organizational and employee social and economic well-being (Anwar et al., 2020). It

is well accepted that workers' pro-environmental initiatives help companies green (Mohammad et al., 2020). Thus, environmental policymakers and administrators increased forces and encouraged businesses and industries to embrace green practices and policies via green management (Samad et al., 2021). Many companies are eager to implement green initiatives or environmental management systems (EMS) to ensure eco-friendly behavior (Veerasingam et al., 2023). Thus, lowering corporate environmental effects require knowing and emulating employee behavior. To encourage environmental responsibility at work, the study used green GHRM practices (Anwar et al., 2020). Green HRM incorporates environmental consciousness into the processes of recruiting and selecting employees, providing training and development opportunities, evaluating performance, and implementing rewarding methods. The goal is to cultivate a workforce that prioritizes organizational citizenship behavior and environmental activities. Employee OCBE is voluntary and unrecognized actions that promote environmental performance in an organization (Amrutha & Geetha, 2021). In OCBEs, employees may go the additional mile for environmental preservation and voluntarily execute eco-initiatives, which improves environmental performance (Naz et al., 2023). Scholars have recently recognized OCBE as a rising body of study for its value to the organization. Studies show that social and psychological factors influence workers' green behavior through Green HRM (GHRM) policies (Kim et al., 2020; Amrutha & Geetha, 2021). How and when GHRM affects workers' OCBE is unknown (Samad et al., 2021; Arshad, 2022). To fill a research vacuum, this study examines how GHRM influences employees in role behavior. GHRM and OCBE in behavioral HRM are linked in this study. Organizational identity literature states that GHRM methods increase green organization identity (GOI) and staff OCBE (Samad et al., 2021).

Almost all associations have some level of trust in the banking sector, which contributes significantly to economic development in developing nations like Bangladesh (Hossain et al., 2020). Bangladesh's financial industry is governed by the commercial banking system. Due to Bangladesh's increasing industrialization, the banking sector has recently flourished with a bigger number of potential consumers from the domestic market (Nargotra et al., 2023). However, due to the fierce competition in the private business sector, obtaining managerial efficiency is particularly challenging. Due to the competitive marketing climate, special emphasis should be placed on improving HRM practices in the financial sector to achieve competitive advantage and better authoritative execution (Hossain et al., 2020). Associations must lead a natural review to change the authoritative culture, which is concerned about waste management, contamination, and supporting the public and its kin through effective green human resource management practices (Fazal & Shaiq, 2023). Even though GHRM is not a novel idea in industrialized nations, Bangladesh is still falling behind in this area (Nargotra et al., 2023), and Green HRM practices are still understudied in an Asian nation like Bangladesh (Hossain et al., 2020). As a result, the relevant authorities in Bangladesh are aware of the value of e-banking (green banking, environmental banking, and GHRM) services. Recently, a significant number of banks have approached ensuring natural parity and demonstrated their commitment to Digital Bangladesh, the government of Bangladesh's vision (Hossain et al., 2020). Samad et al., (2021) argue that while there is much research on the importance of Green HRM in encouraging environmentally responsible behavior among employees in wealthy nations, there is a dearth of studies on GHRM, especially in impoverished countries. There has been a lack of investment by associations and educational institutions in providing sustainability leadership training. Additionally, there is a dearth of research on the impact of green human resource management on corporate civic behavior and employees in role behavior in Bangladesh. Given the dominance of commercial banks in Bangladesh's banking sector, there is a rising interest in examining the impact of green HRM practices on employees in role behavior & OCBE.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Green Human Resource Management (GHRM) Practices

Green HRM may assist HR departments manage culture (Saha et al., 2020). GHRM involves the development, use, and security of a framework to establish the company's green workforce (Irani et al., 2022). GHRM also involves HRM techniques to motivate employees to maximize asset use and natural resource conservation (Aburumman et al., 2020). The HR operations, including recruitment, training, performance evaluation, and awards, are especially designed to produce a staff that understands and promotes environmentally responsible behavior inside the company. Green employee empowerment techniques also increase pro-environmental labor

force behavior (Saeed et al., 2019). GHRM gives the company a competitive edge and helps it be environmentally friendly (Xie et al., 2023; Al-Alawneh et al., 2024). According to Hossain, Kim, and Islam (2020–2024), Green HRM practices actively influence employee eco-friendliness. Green HRM practices aim to safeguard natural resources and raise awareness of environmental concerns (Sahan et al., 2024). GHRM must be prioritized to improve process efficiency, reduce environmental impact, and overhaul HR products, tools, and procedures to promote eco-friendly HR practices (Islam et al., 2024).

Green Behavior

Since employee green behavior is naturally pro-social (Liu et al., 2024), routine workplace green activities should include. Since both in-role behavior and out-of-role green behavior affects organizational results (Tang et al., 2023), Organizational value generation determines activity classification, such as in-role or out-of-role. Many occupations require unwelcome tasks. Be "green" in jobs that require personnel to avoid dumping hazardous waste into the local water system or unsafe material (Sahan et al., 2024). OCBEs refer to voluntary social actions that enhance the management of the environment within a company, without expecting any kind of compensation or reward (Paillé et al., 2020). According to Irani et al., (2022), OCBE is influenced by leadership style, external social environment, organizational environment, and individual environmental awareness. According to business policy and rules, studies on how Green HRM affects OCBE are ignored. An employee's official work obligations include these actions. However, extra-role green behavior is more ambiguous and might be as easy as suggesting organizations switch off laptops and lights at night to boost environmental performance (Tang et al., 2023). To accomplish the environmental goals of a business, it is essential for employees to actively participate in both their assigned tasks and additional environmentally friendly actions (Kim et al., 2020). However, employees have different levels of autonomy in deciding when and how they demonstrate these behaviors in their work environments (Lu et al., 2023). Thus, OCBE is "individual and discretionary social behaviors that are not directed at others." Those who are formally rewarded and contribute to environmental management should be more effective (Febriani & Irawati, 2024). OCBE is an individual's discretionary environmental improvement efforts that are not required by the organization (Iqbal et al., 2024). According to Al-Alawneh et al., (2024) perceive performance as complex, with organizational citizenship behavior contributing to human resource outcomes and performance.

Organizational Citizenship Behavior towards the Environment (OCBE)

OCBE improves planning, scheduling, and problem-solving for coworkers and superiors (Salahat et al., 2024). OCBE also improves service quality (Kartiko et al., 2023). Good citizenship activities make workplaces more appealing and help recruit and retain outstanding talent (Halid et al., 2024). Through empirical research, Vargas-Hernández & Vargas-González (2023) investigated the effects of OCBE on extra role behavior and performance, interpersonal justice, emotional and spiritual intelligence, personality, and work satisfaction. Although unstated, it is thought to affect how managers see employee assessments in the context of their job description (Salahat et al., 2024). Managerial survey respondents endorsed this claim. They stated that their employees are assessed according to their ability to exceed expectations by being proactive in meeting organizational demands and considerate towards colleagues, rather than only based on their job performance. This was discussed within the framework of experienced employees mentoring newly hired individuals during the process of becoming familiar with the business and receiving training while on the job. OCBEs affect employee evaluations since they're seen to be vital to the company's performance. Volunteering for OCBEs is considered as a show of loyalty to the firm, and they are anticipated to succeed. Thus, OCBEs are part of work performance (Morin & Talbot, 2024). Organizational compliance involves following both clearly defined and open to interpretation organizational rules and environmental standards. Individual efforts encompass the collective engagement and active involvement of all members inside the organization in environmental initiatives, sharing of knowledge, and reduction of waste. Self-development involves acquiring individualized knowledge to improve and address environmental difficulties within an organization (Halid et al., 2024). It manifests as employees engaging in positive and advantageous behaviors that help the organization accomplish its goals in the long run (Jackson et al., 2011). The creation of the OCBE framework was based on individual voluntary contributions to environmental management systems that are not acknowledged by the official reward system (Danışmaz, 2023). From an ecological perspective, OCBE has emerged as a prominent subject in management research, as evidenced by studies conducted by Xie et al., (2023) and Halid et al., (2024).

In role behavior

Role theory explains individual behavior variation and consistency (Biddle, 1986). The theatrical term “role” originally referred to the script governing actor conduct (Callero, 1994). Social psychologists propose this notion because it helps individuals comprehend social behavior and personality. They argue that social positions affect social conduct, like a script governing actor behavior (Zhong & Robinson, 2021). The first social psychologist to introduce the role was George Herbert Mead, but he did not define it (Martin, 2023). He just used it as a metaphor to highlight how people behaved similarly in comparable situations. According to Linton (1851), a person is considered to have fulfilled their rights and duties based on their social status. Miyamoto (2023) described the role as the expectations placed on an individual's behavior in a certain context of interaction, both by others and by the individual themselves. Newman et al., (2014) suggest exploring subjective aspects in social psychological role behavior analysis without abstracting them. We should closely link subjective role conduct to objective social connections, since role expectations were ideological manifestations of objective social interactions in social practice. Reflection was subjective. He felt a person's social status dictated their social role. Society establishes conduct norms for social role players (Hilbert, 1981). Individuals in organizations should behave differently based on their roles. On this foundation, in-role conduct is born. Al Naboulsi (2021) defines in-role conduct as core-task behavior. Al Naboulsi (2021) thought that in-role conduct was defined as part of workers' work and represented in the organization's compensation structure. According to Watto et al., (2020) In-role behavior includes all responsible job behaviors. Employee in-role behavior performance is assessed using rating, quality assessment, quantity standard, and document data records such work safety, absence, and delay records. Al Naboulsi identified three habits that impact an organization's effectiveness: individuals must make a conscious decision to become and remain a member of the organization; the organizational member must fulfill the specific responsibilities of their role in a mutually dependent manner; and the organizational member will naturally engage in numerous actions that go beyond the requirements of their role. According to Al Naboulsi, companies that just adhere to job descriptions are considered poor social systems in the third category. Since the 1920s, several studies have focused on Al Naboulsi's third type of organizational behavior. Every industry, company, and social organization relied on daily and nightly collaboration, assistance, and recommendations, or “citizenship behavior” as the academic area calls it. According to Katz (1964), organizational citizenship activities were classified as “extra-role behaviors” in the 1980s (Azmi et al., 2016). The author employs organizational citizenship behavior to illustrate employee extra-role conduct in this research.

Hypothesis Development

Relationship between Green Recruitment & Selection Practices (GRSP) and OCBE:

While limited research has focused on the direct effect of Green HRM practices on OCBE, it has been demonstrated that Green HRM practices that prioritize the development of an internal environmental system can positively influence OCBE (Paillé et al., 2020; Aggarwal & Agarwala, 2023). Strategies that aim to enhance workers' environmental knowledge and abilities, such as green recruiting and selection, are known as green competence-building strategies (Silvester et al., 2019; Marumbu et al., 2024). Three elements comprise green recruiting and selection processes: selection criteria, employer branding, and employer awareness (Anwar et al., 2020; Ahmed et al., 2024). Studies undertaken by Anwar et al., (2020) and Saputro & Nawangsari (2021) have demonstrated a direct correlation between the implementation of environmentally-friendly recruiting and selection procedures and employees' engagement in OCBEs. The main goals of competence development approaches are to recognize environmental concerns, appreciate and recognize the complexity of environmental issues, and understand how workplace activities might influence the environment (Saeed et al., 2019; Paillé et al., 2023). Key factors influencing green recruiting include adherence to environmental standards, prioritizing environmental considerations throughout the recruitment process, including environmental information in job advertisements, and actively seeking candidates with environmental management expertise (Saputro & Nawangsari, 2021). The arguments are employed to bolster the subsequent hypothesis.

(H₁): Following green recruitment and selection practices results in organizational citizenship behavior towards the environment.

Relationship between Green Training & Development Practices (GTDP) and OCBE:

Saputro and Nawangsari (2021) identified OCBE as an important ordinal behavior that contributes to environmental management concerns. ISO 14001 states that green training is important for ensuring that employees at all levels of an organization have a clear understanding of the goals of the environmental management system (EMS) and how their work impacts the environment and the accomplishment of these goals (Pham et al., 2018). Green training also enhances employees' ability to identify and appreciate environmental issues, comprehend and address the complex problems faced by an organization, and implement sustainable practices (Cop et al., 2020; Yadav & Mathew, 2023). GTDP is crucial for fostering collaboration with staff members to increase understanding of environmental norms and promote proactive behavior (Alola et al., 2022). One of the primary behaviors that greatly adds to the challenges in environmental management is known as OCBE. The use of green training and development approaches enhances employees' environmental awareness and motivates them to proactively contribute to their work settings (Paillé et al., 2023). Further implementation of the GTDP enhances employee knowledge, skills, and attitudes (Pham et al., 2018; Cop et al., 2020). Additionally, employees become more adept at identifying environmental issues and taking suitable measures to mitigate their impact in the work environment (Alola et al., 2022). Furthermore, they acquire a solid understanding of energy conservation and waste reduction principles within the workplace (Yadav & Mathew, 2023). Consequently, the GTDP is anticipated to have a crucial impact on enhancing OCBE in a good manner. Pham et al., (2018), Saputro and Nawangsari (2021), and Yadav and Mathew (2023) have conducted research studies that show the positive effects of GTDP on OCBE.

(H₂): Ensuring green training and development practices results in organizational citizenship behavior towards the environment.

Relationship between Green Performance Management Practices (GPMP) and OCBE:

Organizations encourage employees to match their behavior with the organization's environmental goals and ambitions by implementing techniques like green performance management and rewards (Saeed et al., 2019; Aggarwal & Agarwala, 2023; Paillé et al., 2023; Ahmed et al., 2024). Integrating environmental activities into performance assessment provides workers with explicit information, increasing their likelihood of engaging in OCBEs due to their intrinsic motivation (Iqbal et al., 2024). Field audits are conducted to frequently review an employee's environmental performance, which enhances their knowledge, talents, and skills in environmental management (Anwar et al., 2020). Additionally, it can enhance the incentive of staff members to fulfill their environmental responsibilities (Aggarwal & Agarwala, 2023; Ahmed et al., 2024). Conducting an analysis of environmental activities and evaluating organizational abilities and competencies enhances employee discretionary behavior (Anwar et al., 2020; Aggarwal & Agarwala, 2023). According to Anwar et al., (2020), there is a positive correlation between green motivation-enhancing techniques (also known as green performance assessment) and OCBE. Furthermore, there is a positive link between GPMP and OCBE, as demonstrated by previous studies (Saeed et al., 2019; Aggarwal & Agarwala, 2023).

(H₃): Ensuring green performance management practices results in organizational citizenship behavior towards the environment.

Relationship between Green Pay and Reward Practices (GPRP) and OCBE:

Incentives can serve as a powerful catalyst for employees to actively participate in environmentally conscious behaviors, hence fostering their voluntary engagement (Anwar et al., 2020; Ardiza et al., 2021; Aggarwal & Agarwala, 2023; Marumbu et al., 2024). Green rewards refer to a variety of advantages, including both monetary and non-monetary, that are designed to encourage employees to engage in environmentally conscious actions. These benefits may encompass incentives for recycling, the option of flexible work hours and telecommuting to mitigate travel expenditures, as well as the offer of complimentary bicycles or environmentally friendly automobiles. Examples of such rewards have been documented by Ardiza et al., (2021) and Aggarwal & Agarwala (2023). According to Anwar et al., (2020) and Marumbu et al., (2024), most academics concur that utilizing both monetary and non-monetary incentives is a more efficacious approach to inspire workers. According to a survey done in the UK by KPMG, it was discovered that 8% of UK companies

incentivize environmentally beneficial actions by providing various types of acknowledgment and/or monetary incentives. Implementing such strategies has been shown to be quite advantageous in motivating staff to adopt environmentally friendly behaviors (Ardiza et al., 2021). Anwar et al., (2020) conducted a study that found a robust and favorable association between green pay & reward and OCBE.

(H₄): Providing green pay and reward practices results in organizational citizenship behavior towards the environment.

Relationship between OCBE and in role behavior:

Akterujjaman et al., (2022) rely on Organ's (1988) conceptualization of OCBE as "individual behavior that is discretionary, not explicitly acknowledged by the formal reward system, and collectively enhances the organization's effectiveness" as the basis for their research. While some progress has been made in understanding the factors that contribute to employees' participation in OCBE and the consequences of this behavior, there are still a few significant research questions that must be addressed to understand a more comprehensive relationship between OCBE and employee performance. I distinguish between in-role behavior (IRB) and outcome performance. IRB performance incorporates the actions and strategies that employees implement to fulfill their job responsibilities, including sales assistance, planning, flexibility, and collaboration. On the other hand, outcome performance pertains to the outcomes that employees attain by exerting effort and utilizing their skills (Khan et al., 2021). Prior studies have established that the IRB (Individual-Role Behavior) and outcome aspects of employee performance are conceptually separate and have a positive correlation (Boiral et al., 2015; Akterujjaman et al., 2022). Studies on the idea of IRB performance acknowledge that workers have the greatest influence over actions rather than the outcomes they produce. The differentiation between the outcomes of employees and the performance of the IRB is essential for gaining a deeper comprehension of how OCBE impacts performance (Boiral & Paillé, 2012; Robertson & Barling, 2017; Khan et al., 2021). Researchers believe this is partly due to the lack of consideration for the potential mediating effect of workers' IRB performance. Multiple research projects have offered theoretical and practical evidence supporting the correlation between good conduct and successful performance outcomes. Furthermore, the suggested mediation function of IRB performance provides logical justification for giving priority to IRB performance. The link between OCBE and employee performance is clearly influenced by the performance of the IRB. Therefore, it is essential to include IRB performance in our initial model (Boiral & Paillé, 2012; Khan et al., 2021; Akterujjaman et al., 2022). The influence of OCBE on IRB performance has not been previously investigated. Furthermore, the OCBE asserts that there exists a direct correlation with in-role behavior.

(H₅): OCBE has a positive relationship with in role behavior.

Relationship among Green recruitment & selection practices, OCBE and in role Behavior:

Green Recruitment is a vital aspect for a firm to demonstrate its commitment and emphasis on environmental sustainability. Green recruiting tactics involve implementing environment friendly strategies and methods to attract personnel that are passionate about sustainability. Contemporary organizations employ strategies such as emphasizing environment friendly activities and highlighting the ecological features of their human resources to recruit and retain highly skilled workers (Anwar et al., 2020; Ahmed et al., 2024). In this context, companies with such a mentality prioritize hiring individuals who demonstrate an environmentally conscious attitude to their job and value the efforts made by corporations to incorporate sustainable practices into their company operations. Usually, these organizations also prioritize hiring workers who have an environmentally conscious mentality and a commitment to eco-friendly practices in their work and other career opportunities (Kartiko et al., 2023; Halid et al., 2024). There is substantial evidence indicating the beneficial effects of green recruitment. In recent research conducted by Ahmed et al., (2024), it was shown that green recruiting had a beneficial impact on workers' behaviors and results, specifically in relation to their level of engagement. Consequently, this results in a pervasive beneficial influence on job performance and the surroundings. Danişmaz (2023) has verified that OCBE functions as an intermediary between green recruitment and selection, influencing in-role behavior. Therefore, this data prompted the testing of the following hypothesis:

(H₆): The relationship between green recruiting & selection practices and in role behavior is mediated by OCBE.

Relationship among Green training and development practices, OCBE and in role Behavior:

As to Alola et al., (2022), development pertains to the process of gaining knowledge, skills, and behaviors that enhance an employee's capacity to adapt to shifts in job requirements and consumer anticipations. On the other hand, training refers to a deliberate initiative by an organization to support employees in learning job-related skills. Environmental training is a crucial method for sharing information about environmental issues. According to Yadav and Mathew (2023), environmental management programs may more easily achieve their goals and objectives when environmental training is provided. A study conducted by researchers in Brazil examined the correlation between environmental education and environmental management (Paillé et al., 2023). The authors found that these two constructs are interconnected since they progress simultaneously during the proactive stage of the organization. Moreover, Cop et al., (2020) reported that the greatest influence on workers' environmental awareness was derived from environmental training. Training and development initiatives aim to cultivate workers' environmental attitudes, behaviors, knowledge, and abilities to achieve company objectives (Pham et al., 2018). Green orientation seminars are a crucial component of the training and development process for newly recruited workers. It is crucial to provide effective environmental training to ensure that workers continuously apply environmental management techniques (Alola et al., 2022). In their study, Paillé et al., (2023) examined the importance of staff training and education in relation to environmental sustainability. Skills and capabilities required for achieving exceptional performance in the specified situation. Incorporating social and environmental elements into employee training and development programs is essential, alongside addressing technical health and safety concerns within the manufacturing setting (Vargas-Hernández & Vargas-González, 2023; Halid et al., 2024). Zhong & Robinson (2021) contend that firms should promote environmental training to facilitate effective implementation of green HRM practices. This training prepares employees with the necessary skills to address a range of environmental issues and opportunities.

(H₇): The relationship between green training & development practices and in role behavior is mediated by OCBE.

Relationship among green performance management practices, OCBE and in role behavior:

Engaging in role behavior leads to receiving higher supervisor assessments of organizational citizenship behavior performance. While the possibility of reverse causality cannot be eliminated, Zhong & Robinson (2021) suggested that workers who see OCBE as an integral aspect of their employment are more likely to engage in such activities. As a result, this study also evaluates the correlation between individual differences and in-role citizenship orientation, which refers to the tendency to consider OCBEs as essential components of one's job responsibilities. Prior research has primarily concentrated on supervisory experience as a predictor of in-role civic orientation. The traditional OCBE elements were devised by soliciting examples of employee extra-role activity from managers. The objective of OCBE research, as suggested by Organ (1988a), is to investigate the influence of employee personality, affect, and satisfaction on extra-role assisting behaviors. Consequently, OCBE measures should encompass behaviors that employees perceive as being beyond the formal job requirements (Hilbert, 1981). If there is a discrepancy between managers and subordinates about their perception of which actions are considered extra-role, the use of managerially produced OCBE measures may be compromised in terms of their construct validity when used to non-managerial individuals (Martin, 2023). Hilbert (1981) discovered that managers saw a greater number of OCBE items as obligatory job behaviors compared to their subordinates. In their study, Saeed et al., (2019) discovered slight yet statistically significant variations in how supervisors and subordinates rated OCBE items. Specifically, supervisors perceived OCBEs as a more integral aspect of the teller work compared to subordinates. Similarly to Hilbert, Saeed et al., Zhong & Robinson provided their subjects with a list consisting only of conventional OCBEs. Based on the study on the relationship between supervisory experience and the perception of OCBEs as part of one's job responsibilities, researchers hypothesize that supervisory experience will influence one's inclination towards fulfilling their job duties. There is a hypothesis that suggests that persons who have expertise in supervising others may classify a greater number of items in the five dimensions of Organizational Citizenship

Behavior Extra-role as being part of their official job responsibilities, compared to individuals who do not have such experience.

(H₈): The relationship between green performance management practices and in role behavior is mediated by OCBE.

Relationship among Green pay and reward practices, OCBE and in role behavior:

Certain firms provide acknowledgment to their employees for their use of environment friendly practices (Saputro & Nawangsari, 2021). Consequently, several organizations provide concrete incentives to their staff for adopting environment friendly practices (Ahmed et al., 2024). When firms provide incentives to workers who engage in eco-friendly practices, it promotes a culture of sustainability inside the company and greatly improves its social reputation in society (Aggarwal & Agarwala, 2023; Marumbu et al., 2024). Furthermore, it promotes workers to present a favorable image in society and disseminate positive word-of-mouth (Ardiza et al., 2021). In conclusion, these statements indicate that companies may have a significant influence on encouraging their employees to engage in responsible citizenship by providing incentives for demonstrating environment friendly behaviors and accomplishments. In-role conduct is primarily associated with external incentives and penalties, including both official and unofficial ones (Katz, 1964; Organ, 1988; Saputro & Nawangsari, 2021). An area of contention is whether workers' voluntary activity, such as Organizational Citizenship activity, may enhance their in-role performance. Academics have contended that companies do not incentivize or track such conduct, hence it is illogical to establish a correlation between these two factors (Hossen et al., 2018; Saha et al., 2020). As a result, this can motivate staff to actively engage in environment friendly chores and events at hotels. Consequently, this might heighten the sense of obligation individuals experience in carrying out environmental responsibilities outlined in their work description.

(H₉): The relationship between green pay & reward practices and in role behavior is mediated by OCBE.

Figure 1 shows all the possible hypothetical connections between the variables:

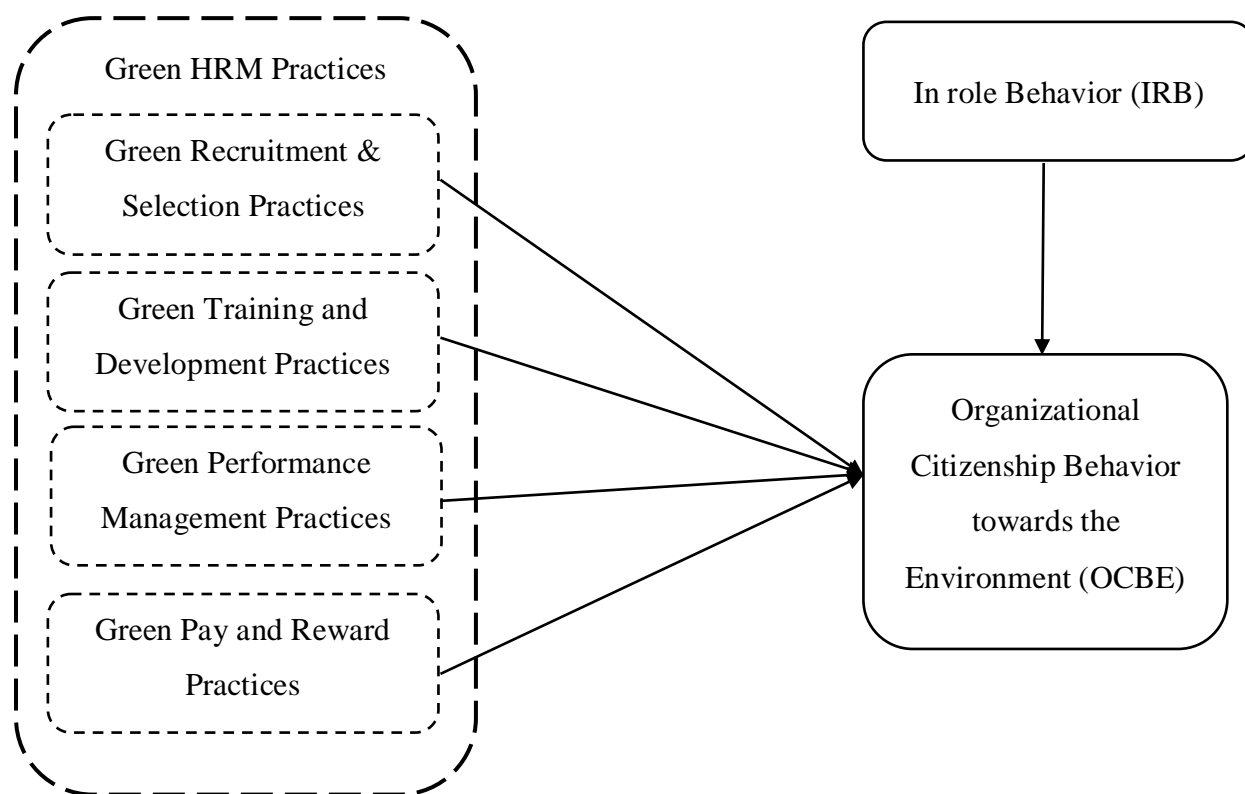


Figure- 1: Proposed Research Framework

Source: Created by Author

The objective of this study is to establish a clear correlation between the independent variables of Green HRM practices, which encompass green recruitment and selection, green training and development, green performance management, and green pay & reward, and the dependent variable of in-role behavior. Furthermore, scholars will examine how Organizational Citizenship behavior towards the environment (OCBE) acts as a mediator in the connection between Green HRM practices and employees in-role behavior.

METHODOLOGY

To evaluate the influence of Green HRM practices on employees in role behavior, this investigation implemented self-administered semi-structured questionnaires, which were chosen for their numerous advantages. The study also examined the role of organizational citizenship behavior toward the environment (OCBE) as a mediator in the banking sector of Bangladesh. The survey utilized a 7-point Likert scale, with 1 representing strongly agree and 7 representing strongly disagree. The sampling frame for this research consists of the employees of banks located in metropolitan cities in Bangladesh. The survey encompasses all male and female employees of institutions that are in the metropolitan area. Participants were asked questions between January to June of 2024. The questionnaire was initially distributed to a total of 320 individuals. The participants were furnished with a meticulously structured questionnaire and allowed sufficient time to submit their responses. The poll generated a cumulative total of 288 responses, with a response rate of 90%. To choose participants, this study used convenience sampling, a non-probability sampling technique. According to the assessment of respondents who are knowledgeable about GHRM in the banking sector. The study examines the independent variables of Green HRM activities, which include the recruitment and selection of environmentally conscious personnel, their training and development in green practices, the management of their performance in environmental initiatives, and their pay and rewards for environmentally friendly behavior. The study specifically investigates the impact of in role behavior on the independent variable, while also analyzing the mediating function of OCBE. The scales were derived from a prior literature study to assess the factors. Both the supervisor and the researcher examined the devices used to measure the variables. Adjustments were implemented during the review process to partially validate the instruments' logic and comprehensibility. This study utilized two sources of data to enhance objectivity. The primary data was collected using survey questionnaires that were delivered both online and offline at various branches of banks located within the metropolitan city. The backdrop of this study was established using secondary data, which refers to information, facts, and discoveries derived from a diverse range of scholarly sources such as published journals, websites, previous research endeavors, and books. To ensure data analysis and hypothesis testing, many statistical approaches and tools from the second generation of smart PLS were employed. To facilitate the dissemination of the research findings, the investigation implements discriminant validity analysis, measurement model evaluation, and structural equation model assessment. The questionnaire is partitioned into two sections and comprises a total of 21 scale questions. Additionally, it solicits relevant demographic information from the selected group of participants. The workers' demographic profile, including age, level of education, gender, tenure with the present bank, and total work experience, is examined first. The second phase consists of 21 scale items that relate to four distinct practices of Green HRM: green recruitment and selection (3), green training and development (3), green performance management (3), and green pay and reward (3). The present study investigates these activities as independent variables and in role behavior as the dependent variable. The activities are elaborated upon, while in role behavior is assessed using five questions. In this study, the organizational citizenship behavior towards the environment (4) functions as a mediating variable. This study included three components drawn from the scale developed by Saeed et al., (2019) to assess the green recruitment and selection procedures of Green HRM. In their study, Nejati et al., (2017) proposed a series of three questions to assess the effectiveness of Green HRM practices in promoting green training and development programs. This study employed a series of six questions adapted from the scale created by Saeed et al., (2019) to evaluate the green performance evaluation and green pay and incentive practices in both private and government commercial banks in Bangladesh. This study employed five metrics to assess In-role behavior as proposed by Nejati et al., in 2017. This study employed the organizational citizenship behavior towards the environment (OCBE) Scale, consisting of four items, to evaluate the occurrence of OCBE among employees in the banking sector of Bangladesh (Pham et al., 2019).

Table -1: Participants' demographic information

Characteristic	Variables	Frequency	Percentage
Gender	Male	183	63.5
	Female	105	36.5
Age (in years)	18-27	89	30.9
	28-37	96	33.3
	38-47	83	28.8
	48- Above	20	6.94
Education	Graduate	118	40.9
	Postgraduate	141	48.9
	Others	29	10.2
Tenure	Less than 1 year	41	14.2
	1-5 years	122	42.3
	6-10 years	53	18.4
	11-15 years	44	15.2
	16 and above	28	9.7

Source: Authors analysis from survey results.

Data analysis

The measuring model utilized in this experiment was derived from the framework. To evaluate the reliability and validity of the measurements, the study used factor analysis. The convergent validity was assessed by utilizing item loadings and average variance extracted (AVE) in combination with construct validity analysis. Conversely, the study's dependability was assessed using the composite reliability (CR) test, as proposed by Fornell and Larcker in 1981. Experts recommend that the item loading, AVE, and CR minimum requirements for the study's items should exceed 0.60, 0.50, and 0.70, respectively. All the components exhibited item loading scores that surpassed the minimal requirement, as indicated by the measurement model's results in Table-2. Due to the variable's lack of a score in the correlation coefficient, none of them were excluded from the measurement model. In addition, the composite reliability (CR) ratings of the factors exceed 0.70, suggesting that the items meet the minimum criteria of the study. All aspects were thoroughly considered during the inquiry, and the average variance extracted (AVE) of the elements likewise reached the required threshold. To determine if the measurement is associated or not, the study evaluated discriminant validity following the guideline of Fornell and Larcker (Benitez et al., 2020). The latent constructs of the real non-diagonal variables should have values that are higher than the values of the square roots of average variance, as specified by Fornell-restrictions Larcker's (Lucas et al., 1996). The discriminant validity result of the research shows that the study has fulfilled the essential criteria to be deemed valid.

Table-2: Measurement model Assessment

Construct	Item Code	Item Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Green Recruitment and Selection Practices	GRSP1	0.932	0.865	0.917	0.787
	GRSP2	0.868			
	GRSP3	0.859			
Green Training and Development Practices	GTDP 1	0.896	0.851	0.908	0.768
	GTDP 2	0.877			
	GTDP	0.856			

	3				
Green Performance Management Practices	GPMP 1	0.826	0.865	0.917	0.787
	GPMP 2	0.891			
	GPMP 3	0.876			
Green Pay and reward Practices	GPRP1	0.797	0.897	0.925	0.805
	GPRP2	0.935			
	GPRP3	0.951			
In Role Behavior	IRB1	0.892	0.950	0.959	0.825
	IRB2	0.907			
	IRB3	0.922			
	IRB4	0.910			
	IRB5	0.908			
Organizational Citizenship behavior	OCBE 1	0.941	0.898	0.929	0.768
	OCBE 2	0.880			
	OCBE 3	0.891			
	OCBE 4	0.785			

Discriminant Validity (Fornell - Larcker Criterion)

A structural model was constructed considering the aspects of the investigation, with several independent variables including GRSP, GTDP, GPMP, and GPRP, while OCBE acted as a mediator and IRB functioned as the dependent variable. This was done in accordance with the test's reliability and validity. After analyzing the multi-dimensional GHRM processes and the six dimensions, six latent constructs were found. To determine if the measurement is related or not, the study examined discriminant validity as recommended by Fornell and Larcker (Benitez et al., 2020). The latent constructs of the real non-diagonal variables should have values that are higher than the values of the square roots of average variance, as specified by Fornell-restrictions Larcker's (Lucas et al., 1996). The discriminant validity result of the research demonstrates that the study has fulfilled the essential criteria to be deemed valid.

Table-3: Heterotrait-Monotrait (HTMT) ratio

	GRSP	GTDP	GPMP	GPRP	IRB	OCBE
GRSP						
GTDP	0.231					
GPMP	0.522	0.154				
GPRP	0.632	0.242	0.532			
IRB	0.162	0.424	0.118	0.06		
OCBE	0.619	0.209	0.705	0.487	0.144	

Structural Equation Model

The results of the structural modeling are presented in Table 4. The model assigns specific values to each of the constructs: GRSP with OCBE (beta = 0.450, t-statistics = 3.287); GTDP with OCBE (beta = 0.317, t-statistics = 2.064); GPMP with OCBE (= beta 0.044, t-statistics = 0.335); GPRP with OCBE (beta = 0.114, t-

statistics = 0.738); OCBE with IRB (beta = 0.435 t statistics = 2.686); GRSP with OCBE & IRB (beta = - 0.061 t- statistics =0.637); GTDP with OCBE & IRB (beta = 0.026, t- statistics value = 2.183); GPMP with OCBE & IRB (beta = 0.043, t-statistics = 2.212); GPRP with OCBE & IRB (= beta - 0.015, t- statistics value = 0.341). Hence, structural equation modeling offers validation for all the factors. All the pathways connecting the OCBE dimensions to IRB performance are statistically significant and exhibit both the hypothesized positive and negative directions.

Table-4: Structural Equation Model

	Beta	Standard Error	t-Statistics	P Values	5.00%	95.00%	Decision
GRSP -> OCBE	0.450	0.137	3.287	0.001	0.220	0.662	Supported
GTDP -> OCBE	0.317	0.154	2.064	0.020	0.062	0.559	Supported
GPMP -> OCBE	0.044	0.131	0.335	0.369	-0.179	0.248	Not supported
GPRP -> OCBE	0.114	0.154	0.738	0.230	-0.187	0.333	Not supported
OCBE -> IRB	0.435	0.196	2.686	0.006	0.291	0.326	Supported
GRSP -> OCBE -> IRB	-0.061	0.095	0.637	0.262	-0.169	0.130	Not supported
GTD -> OCBE -> IRB	0.026	0.032	2.183	0.047	0.134	0.189	Supported
GPM -> OCBE -> IRB	0.043	0.069	2.212	0.026	0.067	0.136	Supported
GPR -> OCBE -> IRB	-0.015	0.045	0.341	0.367	-0.090	0.046	Not supported

DISCUSSION AND FINDINGS

OCBE is positive and substantial with green recruiting and selection. Green recruitment and selection positively affect OCBE, according to hypothesis testing. This indicates that the banking sector has embraced green recruiting and selection practices, which might provide businesses a competitive edge and boost employees' OCBEs by demonstrating their desire to attract environmentally conscious workers. This study confirmed previous findings that green recruitment & selection positively and significantly affects OCBE (Saeed et al., 2019; Anwar et al., 2020; Saputro & Nawangsari, 2021; Paillé et al., 2023; Ahmed et al., 2024). According to Saeed et al., (2019), implementing green HRM practices positively impacted employees' environmental behavior. Aggarwal & Agarwala (2023) found that Green HRM positively influences workers' commitment to ecologically friendly behavior, both within and beyond their assigned job responsibilities. Saeed et al., (2019) found a strong and meaningful connection between the implementation of green recruiting and selection practices and the attainment of sustainable performance. The above discussion supports the current research that GRSP enhances OCBE and improves the environmental performance of Bangladeshi banks. Green training & development practices and OCBE are positively correlated. This study agrees with (Cop et al., 2020; Saputro & Nawangsari, 2021; Yadav & Mathew, 2023). Alola et al., (2022) disclosed that GHRM practices like green training and development may lead to discretionary pro-environmental behavior for employees who learn about the environment. Cop et al., (2020) found that green initiative towards sustainable performance and the engagement of green workers impacted by OCBE also improve sustainable performance. Green performance management practices adversely correlate with OCBE geared toward the environment structured model. This study concurs with Pham et al., (2019); Anwar et al., (2020); Iqbal et al., (2024) who found a negative and non-significant association between green performance assessment and OCBE. Moreover, Malik et al., (2020); Aggarwal & Agarwala, (2023); Ahmed et al., (2024) found that green performance appraisal and OCBE improved eco-friendly behavior in Bangladeshi commercial bank employees. Analysis showed a negative link between green pay & reward and OCBE. In addition, Malik et al., (2020) found that green pay & rewards improved sustainable performance. Ardiza et al., (2021) and Aggarwal & Agarwala (2023) found that motivation-enhancing methods like green rewards had no significant

influence on OCBE but a favorable association. In contrast, Marumbu et al., (2024) observed that green pay & rewards encourage extra-role green behavior at work but not in-role green workplace activity.

OCBE oriented toward the environment is favorably connected with in role behavior, according to the investigation. The connection between positive behavior and outcomes is backed by both theoretical and empirical evidence from multiple studies (Boiral et al., 2015; Akterujjaman et al., 2022). Additionally, the suggested role of IRB performance as a mediator further supports the importance of emphasizing IRB performance and incorporating it into our initial model (Boiral & Paillé, 2012; Robertson & Barling, 2017; Khan et al., 2021). More importantly, OCBE says in role behavior is positively correlated. My findings show that all OCBE parameters improve IRB performance. The structured model shows that OCBE has a negative link with GRSP and IRB, therefore the banking sector still does not support it as a mediator. Banking institutions and other organizations are looking for personnel that go above and beyond in today's harsh and changing climate. Because workers create value every day in a dynamic, competitive business system, managers now see them as organizational citizens rather than an isolated producer of output (Kartiko et al., 2023; Halid, 2024). GTDP, OCBE & in role behavior were positively and significantly correlated. This study found a positive and substantial link between factors, as did Saeed et al., (2019); Anwar et al., (2020); Hameed et al., 2023; Vargas-Hernández & Vargas-González, 2023; and Halid et al., 2024. This showed that green training and development practices including green suggestion programs, chances for managers and employees to interact with management, and green helplines helped raise OCBEs in banking roles. This study demonstrated that GPMP and IRB positively affect organizational citizenship behavior. Since the banking sector has embraced green performance management activities, displaying interest in hiring environmentally dedicated workers might help businesses achieve a competitive edge and boost employees' OCBEs and role behavior. OCBE may boost a firm's performance in several ways (Kim et al., 2020; Zhong & Robinson, 2021; Martin, 2023). This study found a negative association between GPRP and OCBE and IRB in Bangladeshi banks. Formal and informal extrinsic incentives and penalties are more likely to influence in-role behavior (Katz, 1964; Organ, 1988). Employee voluntary behavior (e.g. OCBE) may improve in-role performance, a debatable subject. Scholars like Hossen et al., (2018) and Saha et al., (2020) contend that corporations do not reward and monitor such conduct, hence it is unreasonable to presume a link between these two factors. Green HRM will make it less difficult for employees to undertake in-role green tasks and encourage extra-role green behavior while working in this environment.

RECOMMENDATIONS

The study's conclusions are corroborated by prior studies published on the issue. The results indicate that there are several suggestions available to policymakers about organizational citizenship behavior among banking personnel and the factors that drive their voluntary display of such conduct. Firstly, it is imperative to promptly establish a distinct GHRM policy in banks. This could be done by acknowledging that the development of the GHRM policy is now underway and being overseen by the senior and middle management of the banks. Furthermore, to optimize Green HRM strategies that facilitate workers' engagement in green activities within their job responsibilities and promote environment friendly behavior outside their job requirements in the workplace. Consequently, people are motivated to engage in tasks within this setting. It is necessary to prioritize green performance management to promote environmental sustainability. This may be accomplished by implementing environment friendly recruitment and selection methods, eco-friendly training and development programs, effective performance assessment, sustainable pay and incentive systems, and using teleconferencing and virtual interviews to reduce paper use.

CONCLUSION

All parties concerned should recognize that the banking sector in Bangladesh is essential to addressing the nation's environmental and economic issues. Adopting sustainable practices is crucial for addressing and managing environmental concerns. This report provides insightful information about how Green HRM practices are being implemented in Bangladesh's banking sector. More precisely, it centers on environment friendly methods of hiring and choosing employees, environmentally conscious training and growth opportunities, environment-oriented methods of evaluating employee performance, and environmentally

aligned compensation and incentives. Furthermore, it investigates the correlation between these practices and employees' OCBE. The banking sector prioritizes the implementation of environment friendly HRM practices and encourages corporate engagement in environmental initiatives. This is done to save expenses, attract and retain a skilled staff, promote environmental awareness, enhance value, and provide fresh prospects. This research examines the role of OCBE as a mediator and its mediating effect on IRB and Green HRM practices in the banking sector of Bangladesh. These objectives may be achieved by implementing environment friendly HRM practices, which contribute to the improvement of OCBE's discretionary performance. The findings indicated that some aspects of green HRM practices & IRB are associated with both positive and negative effects on the organizational citizenship behavior of the banking sector in Bangladesh.

REFERENCES

1. Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters*, 10(3), 641-652.
2. Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2023). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*, 32(4), 1782-1798.
3. Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*, 30(7), 2351-2376.
4. Ahmed, Z., Khosa, M., Nguyen, N. T., Fahmi Omar Faqera, A., Kayode Ibikunle, A., & Raza, S. (2024). Double-edged sword effects of green HRM on employee organizational citizenship behavior for the environment: interactive effects and mediation mechanisms. *Business Process Management Journal*.
5. Akterujjaman, S. M., Blaak, L., Ali, M. I., & Nijhof, A. (2022). Organizational citizenship behavior for the environment: a management perspective. *International Journal of Organizational Analysis*, 30(6), 1783-1802.
6. Al-Alawneh, R., Othman, M., & Zaid, A. A. (2024). Green HRM impact on environmental performance in higher education with mediating roles of management support and green culture. *International Journal of Organizational Analysis*, 32(6), 1141-1164.
7. Al Naboulsi, S. (2021). Enhancing In-role & Extra-role Performance through Psychological Empowerment (Doctoral dissertation, Lebanese American University).
8. Alola, U. V., Cop, S., & Tarkang, M. E. (2022). Green training an effective strategy for a cleaner environment: Study on hotel employees. *Journal of Public Affairs*, 22(3), e2489.
9. Amrutha, V. N., & Geetha, S. N. (2021). Linking organizational green training and voluntary workplace green behavior: Mediating role of green supporting climate and employees' green satisfaction. *Journal of Cleaner Production*, 290, 125876.
10. Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of cleaner production*, 256, 120401.
11. Ardiza, F., Nawangsari, L. C., & Sutawidjaya, A. H. (2021). The influence of green performance appraisal and green compensation to improve employee performance through OCBE. *International Review of Management and Marketing*, 11(4), 13.
12. Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Ahmed, S. (2022). Greening the hospitality sector: Employees' environmental and job attitudes predict ecological behavior and satisfaction. *International Journal of Hospitality Management*, 102, 103173.
13. Azmi, F. T., Desai, K., & Jayakrishnan, K. (2016). Organizational citizenship behavior (OCB): A comprehensive literature review. *Sumedha Journal of Management*, 5(1), 102-117.
14. Benitez, J., Henseler, J., Castillo, A., & Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research. *Information & management*, 57(2), 103168.
15. Biddle, B. J. (1986). Recent developments in role theory. *Annual review of sociology*, 12(1), 67-92.

16. Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of business ethics*, 109, 431-445.
17. Boiral, O., Talbot, D., & Paillé, P. (2015). Leading by example: A model of organizational citizenship behavior for the environment. *Business Strategy and the Environment*, 24(6), 532-550.
18. Callero, P. L. (1994). From role-playing to role-using: Understanding role as resource. *Social psychology quarterly*, 228-243.
19. Cook, K. S., & Emerson, R. M. (1987). *Social exchange theory*. Newbury Park.
20. Cop, S., Alola, U. V., & Alola, A. A. (2020). Perceived behavioral control as a mediator of hotels' green training, environmental commitment, and organizational citizenship behavior: A sustainable environmental practice. *Business Strategy and the Environment*, 29(8), 3495-3508.
21. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
22. Danişmaz, A. T. (2023). Evaluation of compulsory green employee behaviour in the framework of compulsory citizenship behaviour. *Business & Management Studies: An International Journal*, 11(3), 966-974.
23. Fazal, S., & Shaiq, M. (2023). Green Human Resource Management Practices in Banking Sector of Pakistan: An exploratory Study. *International Journal of Social Science & Entrepreneurship*, 3(2), 251-274.
24. Febriani, R., & Irawati, S. (2024). The role of organizational citizenship behavior for environment (OCBE) in mediating the effect of Corporate Social Responsibility (CSR) on green performance. In *Environmental Issues and Social Inclusion in a Sustainable Era* (pp. 289-294). Routledge.
25. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
26. Halid, H., Kee, D. M. H., & Rahim, N. F. A. (2024). Perceived human resource management practices and intention to stay in private higher education institutions in Malaysia: the role of organizational citizenship behaviour. *Global Business Review*, 25(1), 162-179.
27. Hilbert, R. A. (1981). Toward an Improved Understanding of "Role". *Theory and Society*, 10(2), 207-226.
28. Hossain, M. A., Rahman, M. M., Hossain, M. S., & Karim, M. R. (2020). The effects of green banking practices on financial performance of listed banking companies in Bangladesh. *Canadian Journal of Business and Information Studies*, 2(6), 120-128.
29. Hossen, M. M., Ashadullah, M., & Islam, R. (2018). Green human resource management practices in Bangladesh: A study on the banking sector. *The Jahangirnagar Journal of Business Studies*, 7(1), 81-98.
30. Iqbal, R., Shahzad, K., & Chaudhary, R. (2024). Green human resource management practices as a strategic choice for enhancing employees' environmental outcomes: an affective events theory perspective. *International Journal of Manpower*, 45(4), 801-819.
31. Irani, F., Kilic, H., & Adeshola, I. (2022). Impact of green human resource management practices on the environmental performance of green hotels. *Journal of Hospitality Marketing & Management*, 31(5), 570-600.
32. Islam, M. A., Hack-Polay, D., Rahman, M., Hosen, M., Hunt, A., & Shafique, S. (2024). Work environment, HR practices and millennial employee retention in hospitality and tourism in Bangladesh. *International Journal of Emerging Markets*, 19(4), 846-867.
33. Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management*, 25(2), 99-116.
34. Kartiko, A., Wibowo, G. A., Van Gobel, L., Wijayanto, A., & Saputra, N. (2023). Improving teacher job satisfaction through organizational commitment and organizational citizenship behavior in the digitalization era. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 8(2), 315-327.
35. Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral science*, 9(2), 131-146.
36. Khan, N. U., Irshad, A. U. R., Ahmad Saufi, R., & Ahmed, A. (2021). Antecedents of organizational citizenship behavior towards the environment in manufacturing organizations: using a structural equation modeling approach. *Business Process Management Journal*, 27(4), 1054-1087.

37. Kim, W. G., McGinley, S., Choi, H. M., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management*, 87, 102375.
38. Linton, W. J. (Ed.). (1851). *The English Republic..* (Vol. 1). J. Watson.
39. Liu, Y., Wang, X., Chen, Y., Zhang, R., & Zhang, J. (2024). Does the feeling of ability-distrusted motivate employees? Investigating its dual effects on employees' behaviors and the roles of shame and LMX. *Current Psychology*, 1-14.
40. Lu, H., Cai, S., Liu, Y., & Chen, H. (2023). How GHRM impacts employee OCBE: the role of emotions and value discrepancy. *International Journal of Manpower*, 44(2), 318-333.
41. Lucas, R. E., Diener, E., & Suh, E. (1996). Discriminant validity of well-being measures. *Journal of personality and social psychology*, 71(3), 616.
42. Martin, J. (2023). The Possible in the Life and Work of George Herbert Mead. In *The Palgrave Encyclopedia of the Possible* (pp. 1199-1206). Cham: Springer International Publishing.
43. Marumbu, C., Egessa, R. K., Simiyu, E. J., & Otuya, W. (2024). Efficacy of Green Reward Management Practices on Workers' Performance: Evidence from Public Universities in Western Kenya. *African Journal of Empirical Research*, 5(3), 165-173.
44. Miyamoto, S. F. (2023). Self, motivation, and symbolic interactionist theory. In *Human nature and collective behavior* (pp. 271-285). Routledge.
45. Mohammad, N., Bibi, Z., Karim, J., & Durrani, D. (2020). Green human resource management practices and organizational citizenship behaviour for environment: The interactive effects of green passion. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 11(6), 1-10.
46. Morin, G., & Talbot, D. (2024). Advancing Corporate Social Responsibility: Development of a Measurement Scale Unveiling Organizational Citizenship Behaviors in Culturally Diverse Environments. *Journal of Intercultural Management*, 16(1), 99-135.
47. Nargotra, M., & Sarangal, R. K. (2023). Perceived organizational support and intention to stay: The mediating effect of employee engagement. *FIIB Business Review*, 12(3), 317-327.
48. Naz, S., Jamshed, S., Nisar, Q. A., & Nasir, N. (2023). Green HRM, psychological green climate and pro-environmental behaviors: An efficacious drive towards environmental performance in China. *Current Psychology*, 42(2), 1346-1361.
49. Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of cleaner production*, 168, 163-172.
50. Newman, D. B., Tay, L., & Diener, E. (2014). Leisure and subjective well-being: A model of psychological mechanisms as mediating factors. *Journal of happiness studies*, 15, 555-578.
51. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. DC Heath and Company.
52. Paillé, P., Valéau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. *Journal of cleaner production*, 260, 121137.
53. Paillé, P., Valéau, P., & Carballo-Penela, A. (2023). Green rewards for optimizing employee environmental performance: Examining the role of perceived organizational support for the environment and internal environmental orientation. *Journal of Environmental Planning and Management*, 66(14), 2810-2831.
54. Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture. *Management & Marketing*, 13(4), 1174-1189.
55. Robertson, J. L., & Barling, J. (2017). Toward a new measure of organizational environmental citizenship behavior. *Journal of Business Research*, 75, 57-66.
56. 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.

57. Saha, S., Sarker, R., & Ahmed, S. M. (2020). Impact of Green Human Resource Management (GHRM) practices in garment industry: Bangladesh perspective. *International Journal of Management and Accounting*, 2(2), 22-30.
58. Sahan, U. M. H., Jaaffar, A. H. H., & Osabohien, R. (2024). Green human resource management, energy saving behavior and environmental performance: a systematic literature review. *International Journal of Energy Sector Management*.
59. Salahat, M. A., Ajouz, M. A., & AlZeer, I. (2024). How Do Innovative Work Behavior and Organizational Citizenship Behavior Improve Employee Productivity?. In *Information and Communication Technology in Technical and Vocational Education and Training for Sustainable and Equal Opportunity: Education, Sustainability and Women Empowerment* (pp. 201-212). Singapore: Springer Nature Singapore.
60. Samad, S., Nilashi, M., Almulihi, A., Alrizq, M., Alghamdi, A., Mohd, S., ... & Azhar, S. N. F. S. (2021). Green Supply Chain Management practices and impact on firm performance: The moderating effect of collaborative capability. *Technology in Society*, 67, 101766.
61. Saputro, A., & Nawangsari, L. C. (2021). The effect of green human resource management on organization citizenship behaviour for environment (OCBE) and its implications on employee performance at Pt Andalan Bakti Niaga. *European Journal of Business and Management Research*, 6(1), 174-181.
62. Silvester, Y., Sarip, A., & Hassan, M. A. (2019). The relationship between green HRM practices and organizational citizenship behavior toward environment (OCBE). *Journal of Management and Operation Research*, 1(18), 1-7.
63. Tang, G., Ren, S., Wang, M., Li, Y., & Zhang, S. (2023). Employee green behaviour: A review and recommendations for future research. *International Journal of Management Reviews*, 25(2), 297-317.
64. Vargas-Hernández, J. G., & Vargas-González, M. O. C. (2023). Organizational Citizenship Behaviors Toward the Individual, Organizational, Environmental, and Contextual Dimensions. In *Sustainable Development and Environmental Stewardship: Global Initiatives Towards Engaged Sustainability* (pp. 123-142). Cham: Springer International Publishing.
65. Veerasamy, U., Joseph, M. S., & Parayitam, S. (2023). Green human resource management and employee green behaviour: participation and involvement, and training and development as moderators. *South Asian Journal of Human Resources Management*, 23220937221144361.
66. Watto, W. A., Monium, A., Qurban, A. L. I., & Ali, I. J. A. Z. (2020). The impact of ethical context on employees in-role performance and citizenship behavior in telecom sector of pakistan: the mediating role of perceived organizational support. *International Journal of Environmental, Sustainability, and Social Science*, 1(1), 25-35.
67. Xie, J., Bhutta, Z. M., Li, D., & Andleeb, N. (2023). Green HRM practices for encouraging pro-environmental behavior among employees: the mediating influence of job satisfaction. *Environmental Science and Pollution Research*, 30(47), 103620-103639.
68. Yadav, P., & Mathew, J. (2023). Improving organizational sustainable performance of organizations through green training. *International Journal of Social Ecology and Sustainable Development (IJSESD)*, 14(1), 1-11.
69. Zaid, A. A., & Jaaron, A. A. (2020). Green human resource management bundle practices and sustainable manufacturing performance: Understanding potential relationships.
70. Zhong, R., & Robinson, S. L. (2021). What happens to bad actors in organizations? A review of actor-centric outcomes of negative behavior. *Journal of Management*, 47(6), 1430-1467.