IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE GREEN BEHAVIOR: THE MEDIATING ROLE OF GREEN ATTITUDE

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Abstract

This study's main objective was to examine the impact of Green Human Resource Management (GHRM) on green behaviors through the green attitude of employees. A sample of 150 employees from a chosen IT company in Sri Lanka was drawn to accomplish this objective. The data was collected using a structured questionnaire, and the instruments were validated. The SPSS process macro was used to produce the expected impact findings. Results showed that the GRHM impacts green behaviors through employees' green attitudes, indicating a partial mediation. The study concluded that organizations must engage in GHRM practices to strengthen employees' green behaviors in implementing environmental and sustainability strategies. Theoretical implications of the study's findings include validating the Resource Based View (RBV), Social Identity Theory, Attitude Theory, and measurement instruments used to impact GHRM on green behavior through green attitudes. The findings revealed the contribution of GHRM in environmental management literature, particularly by creating new knowledge of the predicted impacts in the ICT industry in a developing country context. The study also provides limitations and future research directions.

Keywords: Green Attitude, Green Behavior, Green Human Resource Management

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Introduction

There is conservational exploitation in the modern global setting due to rapid industrialization. Thus, current business realities prepare to study green aspects (Ahmad, 2015) and adopt sustainability (Jones et al., 2017; Pratama et al., 2022; Yüce et al., 2020) and green behaviors (Paillé et al., 2014; Weerarathna et al., 2018). Specifically, the awareness of the importance of going green initiative and accepting numerous environmental administration strategies has increased within business societies (Ahmad, 2015; Jabbour et al., 2013). GHRM has emerged as a critical business tool (Dumont et al., 2017; Ercantan & Eyupoglu, 2022). It is a new term that refers to human resource characteristics in the realm of "green," wherein the human resource department plays a critical role in green initiatives at work (Ahmad, 2015).

The GHRM procedures include the applications, activities, and tactics executed to reduce the adverse consequences on the environment and improve environmental performance (Arulrajah et al., 2016). GHRM assists with environmental-related issues through administration policies such as environmental safety measures (Rani & Mishra, 2014). The "green recruitment, selection and training, and development" align workers with an organization's eco-friendly tactics (Renwick et al., 2008). They help increase employees' green awareness (Ercantan & Eyupoglu, 2022). Performance management evaluates the employees' environmental performance (Perron et al., 2006). The rewarding management is aligned with the employees' environmental performance (Ercantan & Eyupoglu, 2022; Perron et al., 2006). They allow for better-quality workforce awareness and accountability for environmental sustainability (Mezher, 2011). Thus, GHRM develops "green competencies, attitude, behaviors, and results" (Opatha, 2013). The green attitude and green behaviors contribute to the GHRM's primary goal of generating, developing, and sustaining greening inside every employee (Opatha & Arulrajah, 2014), thus creating an ecological workplace (Ercantan & Eyupoglu, 2022).

Researchers regard the effects of GHRM on employees' green behaviors as a new field (Dumont et al., 2017; Ercantan & Eyupoglu, 2022; Paillé et al., 2014; Perron et al., 2006). Several studies have found that many companies' environmental programs rely on employees' sustainable behaviors through green attitudes (Robertson & Barling, 2013; Vicente-Molina et al., 2013). Thus, these behaviors contribute to the organization's long-term success (Blok et al., 2015). It is necessary to have a thorough understanding of the processes and mechanisms by which GHRM practices influence these green behaviors (Paillé et al., 2014; Zibarras & Coan, 2015). The primary purpose of this study is to investigate how green behavior results from GHRM practices through green attitudes. The GHRM practices include green recruitment, selection, training, and development, which have been found to impact green behaviors (Dumont et al., 2017; Ercantan & Eyupoglu, 2022; Ojo et al., 2022; Renwick et al., 2013). Thus, they were used as the GRHM practices in this study. Based on these, the study's primary objective was to investigate the impact of GHRM on green behavior through green attitudes.

Unlike other studies, the current study used employees in the IT sector to test this phenomenon. Mainly IT sector employees are supposed to work for green solutions that can save carbon footprints, lower costs, reduce waste, and efficiently use energy and

other resources (El-Kassar & Singh, 2019; Ojo & Fauzi, 2020; Sharanya & Radhika, 2016). Their green attitudes will help create more positive outcomes for environmental performance and sustainability (Ojo et al., 2022; Ojo & Fauzi, 2020). Moreover, the context; Sri Lanka used for the study lacks the phenomenon investigated in the IT sector while having extant empirical investigations in manufacturing (Opatha & Kottawatta, 2020; Rasan, 2016; Weerakotuwa, 2018), tourism (Siyambalapitiya et al., 2018), public sector (Wijesingha et al., 2020) and banking (Sandaruwan et al., 2020; Sithy Safeena, 2020). The study makes a valuable contribution to the literature by assessing IT Employees' perceptions of the GHRM practices on green behavior through the green attitude. It emphasizes the importance for organizations to recognize the growing interest and concern about attracting prospective employees inclined to exhibit green behavior.

Literature review and hypotheses development

GHRM is one method for helping to lay the groundwork for ecological, community, and economic sustainability (Ercantan & Eyupoglu, 2022). Also, GHRM is one of the essential processes for transforming an organization into a green one and ensuring environmental protection (Rushya & Dissanayake, 2020). GRHM are HRM dimensions of green management," and to encourage environment-friendly workplace behaviors of employees (Renwick et al., 2013). Further, GHRM is the structure that focuses on practices aimed at creating green employees so that everyone, including employees, society, and businesses, can benefit (Opatha & Arulrajah, 2014). GHRM includes green policy enforcement (Rani & Mishra, 2014), green recruitment, selection, training, and development" (Ojo et al., 2022; Renwick et al., 2008; Renwick et al., 2013), green performance management (Perron et al., 2006), and green reward management (Ercantan & Eyupoglu, 2022; Perron et al., 2006). As green behavior is contributed directly through green recruitment, selection and training, and development (Ercantan & Eyupoglu, 2022), they were the GHRM practices used in this study.

Green Recruitment and Selection

Green recruitment and selection are the procedures of attracting and hiring applicants with competencies, attitudes, and behaviors that ensure the organization's environmental performance (Mashala, 2018). Companies incorporate environmental policy and strategies into their recruitment plan (Clarke, 2006). Paper-free recruitment is there through digital systems, social media vacancy notifications (Waddill, 2018), and online applications (Bangwal & Tiwari, 2015; Das & Singh, 2016). Online or telephone interviews are conducted to ensure green selections (Das & Singh, 2016). Setting evaluation criteria for candidates' environmental performance capacities and attitudes during selection (Das & Singh, 2016) finds environmental performance-conscious employees (Jamal et al., 2021).

Green Training and Development

Green Training and Development is a set of coordinated activities that encourage and inspire employees to learn about environmental protection and consider environmental issues critical to achieving environmental goals (Calia et al., 2009; Renwick et al., 2008).

Training and development is the only mechanism to convey the environmental goal of the organization (Jabbour et al., 2013). It can improve employees' awareness, knowledge, and skills relevant to environmental conservation-related awareness (Aykan, 2017; Ercantan & Eyupoglu, 2022). Thus, it helps form a green attitude (Sheikh et al., 2019). Besides, organizations provide green training like recycling and waste administration-associated issues and reduce paper expenditure by providing online training (Jabbour et al., 2013).

Green Attitude

An essential idea in environmental psychology is the "green attitude" (Kaiser et al., 1999). Employees' attitudes toward the environment are crucial when establishing and executing an organization's green objectives. A green attitude is defined as an individual's specific principles, insights, and goals related to eco-friendly procedures (Hughner et al., 2007). It is also called an environmental attitude, ecological attitude, environment-friendly attitude, or environmentally sustainable attitude (Coscun, 2018). There are three main components of any attitude, which include "beliefs (cognitive), feelings (affective) and behaviors (behavioral)"(Robbins et al., 2010). Thus, these three occur in sequence, and attitude is said to impact behavior (Robbins et al., 2010). Accordingly, the green attitude has these three components, ultimately leading to green behavior (Opatha, 2013).

Green Behavior

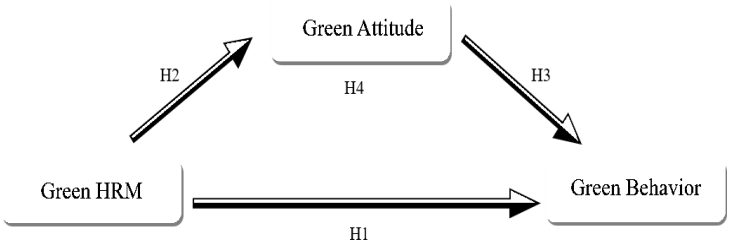
Green behavior is necessary for human resource requirements (Opatha, 2013). It can be defined as the scalable actions that employees engage in related to and either contribute to or detract from environmental sustainability (Ones & Dilchert, 2012). It has three dimensions "Green organizational citizenship behavior," "Green interpersonal citizenship behavior," and "Official Green Behavior" (Opatha, 2013). Green organizational citizenship behavior is employee involvement in positive activities intended to serve the organization to accomplish greening. The extent to which an employee engages in constructive activities to support certain coworkers in their green work is called green interpersonal citizenship behavior. Green official behavior is the degree to which the worker involves in authorized responsibilities allocated by the superior related to greening. Besides, voluntary extra-role green behavior and in-role task-related green behavior are two other forms of green behavior (Francoeur et al., 2021). Extra-role green workplace behavior is a green behavior in the workplace that employees adopt on their initiative to improve their environmental performance (Ramus & Killmer, 2007). In-role green workplace behavior is a kind of green behavior in the workplace that employees adapt to meet the requirements of their work and is in line with the organization's rules and regulations (Zhang et al., 2019). Even though there are a variety of green behaviors, the most researched type has been green office behaviors, referred to as green organizational citizenship behavior (Francoeur et al., 2021).

Conceptual Framework

The literature review enabled the development of the conceptual framework to investigate the impact of GHRM on green attitudes through the mediation effect of green attitudes. GHRM practices, green attitudes, and green behaviors are independent,

mediating, and dependent variables. There were four impacts predicted. They are (1) the impact of GHRM on green behavior, (2) the impact of GHRM on green attitude, (3) the impact of green attitude on green behavior, and (4) the mediation impact of green attitude to the impact of GHRM on green behavior. The predicted impacts are shown in Figure 1. The following subheadings relate to each predicted impact, and the hypothesis development is done at the end of each subtitle.

Figure 1: Conceptual Framework



(Source: Researchers' conception, 2022)

Concerning the theoretical models that support the proposed conceptual framework, the Resource Based View (RBV) (Wernerfelt, 1984), and Attitude Theory (Bull, 1952), provides a theoretical underpinning. The RBV highlights that GHRM practices offer resources to stimulate green behaviors (Dumont et al., 2017; Ojo & Fauzi, 2020; Paillé et al., 2014). Additionally, the Social Identity Theory (Ashforth & Mael, 1989) has the potential to explain the relationship between organizations and their employees. In social identity theory, individuals seek social principles by associating with renowned firms in order to improve the firm's appearance and establish the firm's position and role. Employees' self-concept and self-esteem are strengthened as the firm's reputation and position improve. As a result, they feel more connected to the company. Employees exhibit behaviors that improve organizational performance when organizational identification increases organizational performance. Attitude Theory (Bull, 1952) suggests that GHRM affects green behavior through green commitment (Pham et al., 2019). In general terms, commitment is a form of attitude. Thus, green commitment is an outcome of GHRM representing employees' attitudes that lead to green behaviors (Chaudhary, 2020; Pham et al., 2019). Accordingly, it is argued that organizations adopting and implementing GHRM practices make positive green attitudes of employees towards their green behavior.

GHRM and Green Behavior

GHRM has been critical in organizations' environmental concern culture (Opatha & Arulrajah, 2014). Particularly GHRM practices like "green recruitment and green training and development" impact employees' commitment to the direction of the environment (Jabbour et al., 2013). Then, employees' awareness of the company's green concerns is increased. The foremost objective of GHRM is to create an ecological workplace and environmentally responsible worker attitudes and behaviors (Ercantan & Eyupoglu, 2022). Thus, researchers have taken that into research and found a positive impact of GRHM on

green behavior (Dumont et al., 2017; Saeed et al., 2019; Zhang et al., 2019; Zhixia et al., 2018).

Moreover, the RBV (Wernerfelt, 1984) and Social Identity Theory (Ashforth & Mael, 1989) support the proposed impact (Dumont et al., 2017; Ojo & Fauzi, 2020; Paillé et al., 2014). In line with all the information above, this research posited the following hypothesis 1;

Hypothesis 1: There is an impact of green human resource management on the green behavior of the employees

GHRM and Green Attitude

Attitude is an individual's thinking about something based on specific knowledge (Zhu et al., 2021). GHRM is one of the employees' most important areas for developing green attitudes. Scholars argue that a green attitude toward employees is one of the elements of the GHRM requirements(Opatha & Arulrajah, 2014). Green recruitment and selection ensure the attraction and selection of people with green concerns and attitudes (Jamal et al., 2021; Mashala, 2018). The green induction, training, and development also help the employees increase awareness and skills about recycling, conserving energy waste administration-associated issues, reducing paper expenditure, and diffusing environmental awareness (Jabbour et al., 2013; Zoogah, 2011). Moreover, GHRM enables employees to have a higher environmental protection tendency, a more prominent environmental protection ability, and a strong sense of environmental protection responsibility to generate their internal demand for environmental protection (Zhu et al., 2021). Thus researchers have found that GHRM positively impacts employees' green attitudes(Opatha & Kottawatta, 2020; Sheikh et al., 2019).

According to Attitude Theory (Bull, 1952), the GHRM results in employees' green attitudes that lead to green behaviors (Chaudhary, 2020; Pham et al., 2019). Based on the information above, the second hypothesis was;

Hypothesis 2: There is an impact of green human resource management on the green attitude of the employees

Green Attitudes and Green Behaviors

The attitude phenomenon has long been recognized as one of the essential precursors of behavior. Similarly, green attitudes are instrumental in forming green behaviors (Zhu et al., 2021). Employees with stronger green attitudes are likely to be more conscious of protecting the environment (Zoogah, 2011). It has been researched and has found a positive impact of a green attitude on green behavior (Amoako et al., 2020; Dunlap et al., 2000; Mohiuddin et al., 2018).

Additionally, the Attitude Theory (Bull, 1952) mentioned above supports this predicted impact. Thus, the employees' green attitudes lead to green behaviors (Chaudhary, 2020; Pham et al., 2019). In line with the information above, the third hypothesis of the study was;

Hypothesis 3: There is an impact on the employees' green attitude and green behavior.

GHRM, Green Attitudes, and Green Behaviors

The GHRM results in a green attitude (Dumont et al., 2017; Sheikh et al., 2019), whereas the green attitude, in turn, results in green behavior (Amoako et al., 2020; Dunlap et al., 2000; Mohiuddin et al., 2018). Moreover, RBV(Wernerfelt, 1984) and the Attitude Theory (Bull, 1952) support this predicted impact. Accordingly, the fourth hypothesis was;

Hypothesis 4: There is a mediation impact of green attitude on the impact of green human resource management on the green behavior of the employees.

Methodology

Sample and Procedure

The data were collected through a pre-tested structured questionnaire using simple random sampling. The online survey method was used. The sample contained males and females from a selected ICT firm in Sri Lanka. The company was selected with the recommendation of SLASSCOM, the national chamber organization for the ICT industry in Sri Lanka. Such a recommendation was needed as the authors needed to find out a company with GHRM concerns. The target population of the selected firm was 300 employees. The sample size, 207, was calculated based on the Roasoft calculator with a 5% margin of error, 99% confidence level, and 50% response distribution. At the end of the data collection, the sample was 150, with a response rate of 96%.

Initially, the human resource manager in the selected firm was contacted and obtained the employee name list. That was considered as the sample frame. The sample was drawn using the random number table. The social media accounts of the employees selected for the sample were searched, and the questionnaire was distributed to them through social media.

Response guidelines were provided, and confidentiality was ensured to control the common method bias. The dependent variable scales were placed before the independent variables in the questionnaire to control response consistencies (Harrison et al., 1996). Additionally, exploratory factor analysis was performed, and the three-factor model was received as expected, with a total variance of 85% (Eigenvalue>1). All this evidence ensures that the common method bias is not an issue.

Measures

The survey questionnaire was adopted from Opatha & Kottawatta, (2020). A seven-point Likert scale was used to scale the responses ranging from strongly agree to strongly disagree to the corresponding questions for GHRM, green attitudes, and green behavior. The instrument was considered reliable because its Cronbach's alpha value was greater

than 0.70 (Collier, 2020; Hair et al., 2007; Nunnally, 1994). They ranged from 0.82 to 0.84. Specifically, the GHRM consisted of green recruitment and green training and development, where green recruitment was measured through 7 item scale, and training and development was measured through the 8-item scale. Thus, Cronbach's alpha value for GHRM was 0.82. Similarly, Cronbach's alpha values for green attitude and green behavior were 0.84 and 0.82, respectively.

Analysis

Kolmogorov assessed the normality of the data set–Smirnov statistic, scatterplot, and Skewness and Kurtosis. Kolmogorov–Smirnov statistic verified the existence of normality. Scatterplots confirmed the presence of multivariate normality. As a result, the linearity and homoscedasticity assumptions were not violated. Skewness and kurtosis were both within the limited range of ± 1. These figures revealed the possibility of proceeding with the analysis and interpretation of data. Furthermore, no correlations were greater than 0.90, tolerance was greater than 0.10, and VIF was less than 10 for all variables, indicating that the multicollinearity assumption was not violated.

The average variance extracted (AVE) value recognizes the convergent validity of the study measurements. Hair et al. (2017) say the values must exceed 0.50. However, contemporary arguments have set the minimum value to 0.4 or above (Hair, 2017; Nascimento et al., 2022) as long as the Composite Reliability is greater than 0.6. (Fornell & Larcker, 1981; Huang et al., 2013; Nascimento et al., 2022). The AVE values of green attitude, green behavior, and GHRM were 0.538, 0.506, and 0.435, respectively. As a result, all constructs can be considered valid (convergent validity) because their AVE values are greater than the benchmark value. The discriminant validity of the items was assessed through Fornell and Larker's (1981) criterion. The square root of AVE values of constructs must be higher than inter-construct correlation values (Fornell & Larcker, 1981). The condition is met for all the items of the constructs, and thus they have discriminant validity.

The structural model was assessed through SPSS process macro option. The test statistic results of the structural model assessment are given in the results section.

Results

Profile of the dataset

The profile of the dataset is shown in Table 1. It revealed that most respondents were male (58.7%) and were 26 to 30 years old. Most respondents (32%) were educated up to a bachelor's degree level, and the majority (36.7%) had 3-4 years of experience in their current job.

Table 1: Profile of the data set

Socio-demographic factors	Category	Frequency	Percentage (%)
Gender	Male	88	58.7
	Female	62	41.3
	Total	150	100.0
Age of the employee (Years)	21 - 25	17	11.3
	26 - 30	46	30.7
	31 - 35	35	23.3
	36 - 40	28	18.7
	Above 40	24	16.0
	Total	150	100
Educational level	Degree	48	32.0
	Both Degree and Professional Qualifications in IT	41	27.3
	Post Graduate Diploma	35	23.3
	Master's Degree	26	17.3
	Total	150	100.0
Period of service years	Less than one year	22	14.7
	1-2 years	53	35.3
	3-4 years	55	36.7
	More than four years	20	13.3
	Total	150	100.0

Source: (Survey data,2022)

Mediation Analysis

The study tested the mediation impact of a green attitude on the impact of GHRM on the green behavior of the employees. The results of the analysis are presented in Table 2.

Table 2: Study results for mediation analysis

Separate effects	β	SE	t	R2
GHRM regressed on GA	0.75**	0.05	23.14	0.78
GA regressed on GB	0.66**	0.07	8.96	0.83
GHRM regressed on GB	0.40**	0.10	3.99	
Total, Direct, and Indirect effects of GHRM on GB and R^2				
Total and Direct Effects	β	SE	LLCI	ULCI
Total Effects of GHRM --GB	0.90	0.05	0.0930	0.3239
Direct Effect of GHRM--GB	0.40**	0.10	0.2044	0.6048

Indirect effect	β	Boot SE	BootLLCI	BootULCI
Indirect Effect of GA on the impact of GHRM on GB	0.50**	0.91	0.6552	0.9822

LLCI: lower-level confidence level; ULCI: upper-level confidence interval. GHRM: green human resource management; GA: green attitude; GB; green behavior; $p^{**} < 0.01$; $p^{*} < 0.05$
Source: (Survey data,2022)

Predicted impacts and hypothesis testing

Hypothesis one was the positive impact of GHRM on green behavior. According to Table 2, the standardized beta value of the impact of GHRM on green behavior was 0.40 ($p<0.01$), which indicated that GHRM contributed to green behavior. Thus, hypothesis one is accepted. Hypothesis two is the positive impact of GHRM on the green attitude. The impact was given by the standardized beta value of 0.75 ($p<0.01$). It represented that GHRM impacted green attitude. Accordingly, hypothesis two is accepted. Hypothesis three is the positive impact of a green attitude on green behavior. The impact was given by the standardized beta value of 0.66 ($p<0.01$). It represented that green attitude impacted green behavior, and therefore, hypothesis three is accepted,

The mediation impact of green attitude on the impact of GHRM on green behavior is given by the standardized beta value of 0.50 ($p<0.01$). It indicated that the impact of GHRM on green behavior is mediated by green attitude. The effect is significant as the bootstrapped confidence intervals at 95% (BootLLCI=0.6552 and BootULCI=0.9822). The mediation shows significant results because there is no zero between the lower (Boot LLCI) and upper (BootULCI) bootstrapped confidence intervals. Therefore, it can be stated that mediation exists. The direct effect of GHRM on green behavior is significant, as zero does not fall between the lower (LLCI=0.2044) and upper bound (ULCI=0.6048) of the confidence interval. The total effect of GHRM on green behavior is significant, as zero does not fall between the lower (LLCI=0.0930) and upper bound (ULCI=0.3239) of the confidence interval. Given that GHRM has a significant direct effect on environmentally friendly behavior (0.40, $p<0.01$), there is evidence that green attitudes may partially mediate this effect.

Discussion

Given the recent increase in corporate interest in greening the business, modern human resource managers have been tasked with incorporating green concepts into the corporate mission statement and HRM policies to foster green behaviors. Based on Resource Based View (RBV) (Wernerfelt, 1984) and Attitude Theory (Bull, 1952), the present study proposed a pathway model of the impact of GHRM on green behavior through the development of green attitudes. A structured questionnaire survey was conducted to assess the predicted impacts. The data were collected from 150 employees in an ICT company in Sri Lanka. The study's results validated measurement instruments,

and all the hypotheses developed were accepted as the results supported the predicted impacts. Hence, the study's findings confirm the theoretical foundations of RBV(Wernerfelt, 1984), Social Identity Theory (Ashforth & Mael, 1989), and Attitude Theory (Bull, 1952). Further, the findings provide theoretical contributions, implications for practice, and future research directions. Besides, this research had several limitations in this section's latter part.

Notably, the first hypothesis was the impact of GHRM on the green behavior of employees. It was developed based on RBV, Social Identity Theory (Ashforth & Mael, 1989), and prior study findings (Dumont et al., 2017; Saeed et al., 2019; Zhang et al., 2019; Zhixia et al., 2018). The results relating to the first hypothesis confirm all the theoretical underpinning and findings of prior studies. The second hypothesis was the impact of GHRM on the green attitude of the employees. That was developed based on the Attitude Theory (Bull, 1952) and prior studies on the same impact (Chaudhary, 2020; Opatha & Kottawatta, 2020; Pham et al., 2019; Sheikh et al., 2019). The results relating to the second hypothesis confirm these theories and the findings of prior studies. The third hypothesis was the impact on the employees' green attitude and green behavior. It was developed based on the Attitude Theory (Bull, 1952) and prior studies (Amoako et al., 2020; Chaudhary, 2020; Dunlap et al., 2000; Mohiuddin et al., 2018, 2018). The results of hypothesis three confirm the Attitude Theory (Bull, 1952) and prior study findings. Finally, the fourth hypothesis was the mediation impact of green attitude on the impact of GHRM on the green behavior of the employees. It was developed based on the RBV(Wernerfelt, 1984), the Attitude Theory (Bull, 1952), and prior studies (Amoako et al., 2020; Dumont et al., 2017; Dunlap et al., 2000; Mohiuddin et al., 2018; Sheikh et al., 2019). Acceptance of this hypothesis means that the findings confirm the theoretical foundations used to develop this hypothesis. Thus, considering all the study findings, the current study attempted to extend and enrich the prevailing knowledge on GHRM practices on green behavior.

In particular, the GHRM was considered by the green recruitment and selection and green training and development initiatives in this study. It was revealed in this study that not only both these green recruitment and selection and training and development directly impact but also green attitudes toward green behavior. As per the findings, the direct impact of GHRM on green behavior is somewhat lesser (β =0.40,p>0.01) than the indirect effect (β=0.50,p>0.01)of GHRM on green behavior through green attitudes. However, the total effect of GHRM on green behavior is sufficiently significant (β =0.90,p>0.01). Therefore, the model developed in this study is ideal for predicting individuals' green behavior. Mainly, green recruitment and selection, training, and development are the major factors for creating green attitudes in employees, which leads to their green behaviors. It is a type of workplace behavior that employees adapt to satisfy the demands of their jobs while also adhering to the organization's laws and regulations. These green behaviors will be socially advantageous as they incur lower operational costs and accomplish ecological sustainability.

The results also indicate that organizations should engage in green recruitment and selection, ensuring the selection of employees with green-conscious and green attitudes. Moreover, the results show organizations' requirement to engage in green education, training, and development to enhance their employees' environmental awareness to have

a green workplace. Such an awareness would improve employees' abilities to achieve organizational environmental strategic objectives, define individuals' significant role in the firm's environmental management, deepen their understanding of green management, and adopt green behavior.

Conclusion

The awareness and concern for accepting numerous environmental administration strategies have increased within the business. The GHRM has emerged as a critical contemporary business tool in creating green behaviors in employees. Within this context, The primary purpose of this study was to investigate the impact of GHRM on green behaviors through the green attitude of employees.

The study findings revealed that the measurements used to measure the constructs were validated and evidence to accept all the hypotheses in this study. Notably, study findings revealed that the GRHM impacts green behavior through the green attitudes of employees. It is a partial mediation of green attitudes on the impact of GHRM on green behavior. It, in other words, means that GHRM influences employees' green attitudes that lead to their green behaviors. Thus, it can be concluded that organizations need to engage in GHRM practices to strengthen green attitudes. Such attitudes would improve employees' abilities to achieve organizational environmental strategic objectives, define individuals' significant role in the firm's environmental management, deepen their understanding of green management, and adopt green behavior to have a green workplace.

Implications

Theoretical implications

The theoretical implications include that the findings expand the use of RBV (Wernerfelt, 1984), Social Identity Theory (Ashforth & Mael, 1989), and Attitude Theory (Bull, 1952) to understand the impact of GHRM on green behavior through green attitudes.

Researchers highlight that the RBV (Dumont et al., 2017; Ojo & Fauzi, 2020; Paillé et al., 2014) and Social Identity Theory (Ercantan & Eyupoglu, 2022; Kim et al., 2019) have gained much attention for their capacity to explain the impact of GHMRM on green behaviors. The RBV postulates that the GHRM practices offer resources to employees that can stimulate green behaviors (Dumont et al., 2017; Ojo & Fauzi, 2020; Paillé et al., 2014). As per the Social Identity Theory, employees' self-concept and self-esteem are strengthened due to the firm's improved reputation and position, and as a result, they connect more with the company. When organizational identification increases, workers exhibit behaviors that help to improve organizational performance. Attitude Theory (Bull, 1952) also suggests that GHRM affects green behavior through green commitment (Pham et al., 2019). In general terms, employee commitment is a form of attitude that needs to form at work (Robbins et al., 2010). Thus, green commitment is an outcome of GHRM representing employees' attitudes that lead to green behaviors (Chaudhary, 2020; Pham et al., 2019). Accordingly, it is argued that organizations adopting and implementing GHRM practices

instill positive green attitudes in employees towards their green behavior (Zhu et al., 2021). Thus, the findings of this study validate these theoretical foundations. Moreover, the validated instruments for GHRM, green attitude, and green behaviors can be used for studies in other levels of organization and country contexts.

This study's findings add new knowledge to the theory that the GHRM (mainly green recruitment, selection, and training and development) can play a significant role in developing green attitudes in employees to guide green behaviors, particularly in the context of developing countries like Sri Lanka. Notably, there were gaps in the literature regarding investigating this phenomenon in the IT industry in Sri Lanka. Thus findings contribute to the literature to fill that gap.

The results focus on the environmental aspect of HRM. The results emphasized the contribution of GHRM to the environmental management literature. Notably, the findings provide an understanding of how to raise green awareness and attitudes through green training and development and how to foster a culture of green through green recruitment and selection, which helps policymakers make their environmental management decisions.

The managerial implications

The study has several implications for managers and employers. The significant implication for the managers or policymakers is that the GHRM practices benefit organizations that improve environmental behavior at the individual level. The managers must launch many more green recruitment, selection and training, and development activities to promote green behaviors in organizations' greening strategies.

The findings of this study have implications for launching green-related practices such as energy conservation methods, material recycling (Ahmad, 2015), or any method that fosters environmental sustainability. Their sustainable implementation can be assured through GRHM practices.

This selected information and technology service and software firm implemented GHRM practices such as green recruitment and selection and green training and development. However, given the novelty of the GHRM concept in Sri Lanka, this organization's adaptation and performance met the required level of satisfaction.

Limitations and future research directions

Even though this study was successfully conducted, there were some limitations. One major limitation of selecting only four GHRM practices affecting green attitudes and behaviors was at the authors' discretion. There could be more GHRM practices impacting green attitudes and behaviors in the empirical literature. one good technique for such is the Systematic Literature Reviews (SLR)(Priyashantha et al., 2021a, 2021c, 2021b, 2022). Such a review can help select the less empirically proven GRHM practices impacting green

attitudes and behaviors to include for investigation in this study. That would help further validate such less empirically proven GRHM practices on green attitudes and behaviors. Besides that, some studies posit that green performance evaluations (H. Opatha & Kottawatta, 2020; D. W. S. Renwick et al., 2016), green reward management (Yusliza et al., 2017), and green industrial relations (Harvey et al., 2013) also impact green behaviors. They were not taken in this study.

Another limitation was the selection of the sample from one organization. The results could be more interesting if many other employees were selected from other IT-related organizations. Since the constructs in this study were measured through opinion-based measurements, doing the investigations in the same sample at two points is essential. In that case, the longitudinal study design is ideal. However, we employed only the cross-sectional design, collecting the data and examining the respondents' reactions at only one point.

Moreover, the more the GHRM promotes green behaviors, the more employee-related outcomes for organizations; retention and satisfaction can be investigated. Thus, all these highlighted areas can be considered in future studies.

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