



# Impacts of Green HRM on Organizational Citizenship Behavior Towards Environment: Mediating Role of Workplace Spirituality and Organizational Engagement

Usman Javed<sup>1</sup>, Aamir Manzur Wain<sup>1</sup>, Ahsan Ali Ashraf<sup>2\*</sup>, Imran Bashir<sup>1</sup>

<sup>1</sup> Department of Business Administration, Lahore Leads University, Lahore, PAKISTAN.

<sup>2</sup> Department of Business Administration, University of Sialkot, Sialkot, PAKISTAN.

\*Corresponding Author (Tel: +92 321 466 0697, Email: [ahsanali.ashraf@uskt.edu.pk](mailto:ahsanali.ashraf@uskt.edu.pk)).

**Paper ID: 13A6N**

**Volume 13 Issue 6**

Received 02 February 2022  
Received in revised form 02 June 2022  
Accepted 09 June 2022  
Available online 16 June 2022

## Keywords:

Green HR;  
Organizational  
Citizenship Behaviour;  
Workplace Spirituality;  
Organizational  
Engagement; OCBE;  
Green Human Resource  
Management; Green HR  
policies.

## Abstract

Hazardous environmental emissions contain a high volume of carbon particles globally seen as a green management issue. Most of the world's companies have to go through specific compliance issues, which are regarded as the reforms of business objectives related to green and sustainability management and pro-environmental behavior, i.e., Organizational Citizenship Behavior Towards Environment (OCBE). However, companies are now designing execution plans for their business objectives to capture new business markets. It is essential to promote and design Green Human Resource-based policies and procedures through which they emphasize creating pro-environmental behaviors in the presence of workplace spirituality and Organizational Engagement. Recently, business researchers have raised their attention towards Green HRM practices as a tool for sustainability towards Organizational Citizenship Behavior within firms. CSR (Corporate Social Responsibility) initiatives or capitalizing on the opportunities available globally. Organizations must continue the practices that equip them to implement Green HR Policies that promote green behaviors and pro-environmental behaviors while executing those policies as desired objectives. Results show that Green HR policies would help establish Workplace Spirituality and Organizational Engagement that will enhance the Organizational Citizenship Behavior towards the environment, which ultimately helps them retain employees.

**Disciplinary: Management Sciences, Administrative Sciences**

©2022 INT TRANS J ENG MANAG SCI TECH.

## Cite This Article:

Javed, U., et al. (2022). Impacts of Green HRM on Organizational Citizenship Behavior Towards Environment: Mediating Role of Workplace Spirituality and Organizational Engagement. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 13(6), 13A6N, 1-11. <http://TUENGR.COM/V13/13A6N.pdf> DOI: 10.14456/ITJEMAST.2022.119

# 1 Introduction

Presently several researchers contribute with their work to educate the realization of Green Human Resource Management (GHRM) [1]. Businesses must formulate formal environmental strategies by increasing worldwide environmental worries and advancing intercontinental ecological standards [2]. They are driven by legislation, many companies have to comply with on environmental management or green management. Authors stated that pollution control to pollution preclusion strategies are formulated to reduce the effect on business strategies, including customer's rejections, new liking preferences, and the new customer wants [2]. To implement green based management strategies at corporate level, management has to develop high-level new technical and managerial skills because companies have to measure the impact of sustainable competitiveness of the company by focusing on innovation and strategies that support the initiatives for environmental programs [1].

This research will contribute to the literature on sustainable automotive production and workplace environment behaviors through GHRM —Workplace Spirituality (WPS). First, this research studies the factors that motivate the manufacturing-related workforce to contribute to green-related practices, which are incredibly significant for attaining successful ecofriendly curriculums [3]. It will spread restricted literature regarding the motivation of employees interrelated to PEB and behaviors sustainability. Secondly, our research enhances the current understanding of automotive employees against PEB, the understudied area that needs more research studies [4]. Third, this discovers the spiritual influence of motivations towards entities and their relationship with OCBE, establishing diminutive consideration. Fourth, despite extensive dialogs about WPS role in organizational management literature [5], few studies regarding automotive industry literature have empirically drawn out this substantial variable [5]. Besides, workplace spirituality is under investigation in the manufacturing environment [6]. Fifth, GHRM, recently fascinated significant consideration by creating a psychological climate as a factor of PEB, required additional examination in situations of organizations [6]. Lastly, no pragmatic reading in the automobile industry has recorded actions of mediating the influence of Workplace spirituality on employees' organizational citizenship behavior towards the environment.

Businesses are coping with new challenges like diverse environmental components that raise the need to develop and practice environmental-centric strategies to maximize sustainability and competitive advantage [7]. However, industrialization posed ecological challenges in different countries. The firm's environmental performance has not been able to solely depend upon the corporate policies that promote sustainability and pro-environmental behaviors of personnel like OCBE [2,7]. OCBE states the environmental behaviors willingly embraced by the company's workers [1], which have been converted into serious contributors to sustainable corporate ecological management [8]. This has been suggested that workplace spirituality prompts members of the Organization naturally by giving them a purpose to protect nature and reason naturally to make the

corporate world a healthier place to work for the current and future groups [9]. The —US Environmental Protection Agency (EPA) described that —to track sustainability is to generate and sustain the environments under which humans and nature can exist in productive synchronization to care for present and forthcoming generations. Therefore, people at work look for the reasons for meaning in their work [8], which prompts organizations to innovate such environmental-centric activities that engage employees and appeal to them to participate in environmentally responsible behaviors by understanding the mechanisms through which motivation in employees occur by strategies that promote environmentally responsible behavior, intrinsic motivation leads engagement of employees that create a human work environment and improved performance at the workplace [7]. This study aims to measure the impact of the Green Human Resource Management research stream regarding OCBE in Pakistan's automobile industry.

## **2 Literature Review**

### **2.1 Green HRM and Employee's OCBE**

Green Practices for businesses have guided us on how to gain competitive advantages through environmental sustainability by providing consistent training to employees regarding sustainability. Moreover, GHRM practices help them to be aware of sustainability gains. It also provides leverage regarding the improved performance of businesses, cost reduction, and employee commitment towards environmentally friendly outcomes.

Researchers have found that support from the Organization regarding environmental-related activities certainly positively affects Organizational Citizenship Behavior Towards Environment (OCBE) and other job-related elements like satisfaction, recognition, empowerment, and reducing turnover among employees [10]. Employees' voluntary environmental-based practices, often not required and rewarded by organizations, are called Organizational Citizenship Behavior Towards Environment (OCBE).

Supporting employees from the Organization and supervisors in creating an environmentally friendly atmosphere can increase employee commitment. The measures to improve the corporate environment, attitudes towards ecological protection, and concerns regarding self-environmental security positively impact employees' OCBE. Thus the assumption can be taken as follows:

H1: A positive relationship between GHRM and OCBE.

### **2.2 Green HRM and Organizational Engagement**

Organizational goals that engage employees by creating a climate of shared perceptions of involvement and energy are called a climate for Corporate Engagement. On the other hand, —HRM practices are viewed by employees as a personalized 'commitment to them by the Organization, which is then reciprocated back to the Organization by employees through positive attitudes and behavior. The engagement of employees theoretically can be seen in three different ways:

involvement in environmental behaviors, promoting environment-oriented initiatives, and innovative ecological behaviors.

Improved employee relations and lower expenditure can be achieved by emphasizing GHRM practices. Organizations can focus on and support environmentally sustainable business practices, leading to efficiency by instigating green Corporate culture [7]. GHRM practices can be a triggering point to foster a positive work environment and well-being among employees, enhancing organizational performance through people [10]. So we can say that an equitable GHRM can considerably affect retaining employees, providing better work-life quality, moral support, and employee commitment by engaging them.

H2: A positive relationship between GHRM and Organizational Engagement.

## **2.3 Workplace Spirituality and Employee's OCBE**

Workplace spirituality is defined as an employee's spiritual experience at the workplace. Spirituality and sustainability are vitally interlinked, and there is no sustainability without spirituality [4]. People tend to protect and conserve nature when moralistic encouragement with a spiritual perspective [6]. Unity among employees and tight connectedness can be developed through WPS. Citizenship behavior is shown by responsibilities owned by employees to show care for others at work, and a sense of community forces them to demonstrate pro-social behaviors.

Studies have shown that employees exhibit OCB with a high realization regarding WPS. In many studies, spirituality concepts activate pro-social attitudes and behavior. Spirituality can play a pivotal role in sustainability [5]. Environmentally sustainable behavior has a strong relationship with spirituality. Many examples like an evocative correlation are established between Environmental sustainable behavior and spirituality in context to their concerns regarding the environment and the sustainability of their lifestyles. However, OCB is the defining root of OCBE, and OCB and WPS have shown a positive relationship [8]. So, we can undertake the following:

H3: A positive relationship between WorkPlace Spirituality and OCBE.

## **2.4 Mediating Role of Organizational Engagement between Green HRM and Employee's OCBE**

Employees who accomplish their tasks with minimum effort are more engaged and spirited. More engaged employees have achieved higher performance. This helps them concentrate their efforts to be more connected to work emotionally and socially and focus them on achieving their work-related goals vigilantly [9]. Employees spent more time seeking resources to change their work environment for improvement in delivering their work [10].

Whereas GHRM practices are likely to promote employee pro-environmental consciousness by encouraging employees to engage in green-based interpersonal citizenship Behavior by providing regular feedback on achieving environmental goals and performance by familiarizing them with the greening efforts of the Organization and its corporate environmental management initiatives [9].

Further studies have found a mediating role of engagement in task performance, self-evaluations, and OCB [8]. Engaged employees have also observed proactive behavior and quest for learning goals [9]. Consistent findings have been shown to mediate the role of engagement to take performance, personal traits, and OCB.

H4: Organizational Engagement mediates between the GHRM and OCBE.

## **2.5 Organizational Engagement and Employee's OCBE**

Empirical research has been conducted on the five-dimensional model of OCB proposed and provided consistent measures regarding dimensions, i.e., fairness, job satisfaction, Burnout, and leader support [10]. The OCB structure is seldom used in corporate greening 'and recently aimed to link these OCB theories to environmental management [11]. OCBE can be defined as OCB's that engage workers in the workplace with voluntary actions, without having intentions for being rewarded, other than their job needs and organizational setting, for environmental activities. Range from signifying solutions aimed at reducing energy consumption in the workplace to advising workforces about how they can reduce their environment-related effects or impacts at work.

Engagement of the workforce in OCBE is considered an essential element for corporate greening 'and can be done by guiding workers to reduce the impact of work by minimizing the energy consumption at the workplace. Research scholars have identified the sense of share perceptions among the employees that help them entirely focus on the work roles. Organizations identify these as their property in the form of Engagement. Organizational social processes can effectively develop a sense of engagement.

H5: Organizational Engagement has a positive relationship with OCBE.

## **2.6 Green HRM and Workplace Spirituality**

Employees' workplace spirituality depends upon being authentic and providing service to humanity and the meaningful purpose at work that gives them a sense of doing something great and gives them the feeling of belongingness to be part of an ethical company. [9] It is established that workplace spirituality is about the organization's positive purpose and stated that embracing a cause is among the elements of organizational spirituality. By elaborating on a company's spiritual sides, we can say that providing solutions to world problems is the moral responsibility of every organization. [7] Implementing environmental policies to establish problem-solving mechanisms is the primary role of HR executives dealing with ecological issues to break the status quo and have full cooperation from the staff [10].

Green activities can encourage participation in environmental-related activities can be promoted through green activities by creating green teams, problem-solving groups, and writing articles [9]. As workplace spirituality states, employees consider themselves an active community.



They can experience personal growth, be valued as individuals, and have a sense of working together [12].

GHRM animate the environmental-based practices by motivating them, realizing belongingness, and giving them pride by commitment and involvement in environmentally friendly practices, which reduce the stakeholders' pressure by creating the firm's good reputation and give substantial benefit to generations to come [13].

H6: A positive relationship between GHRM and WPS.

## **2.7 Mediating Role of Workplace Spirituality between Green HRM and Employee's OCBE**

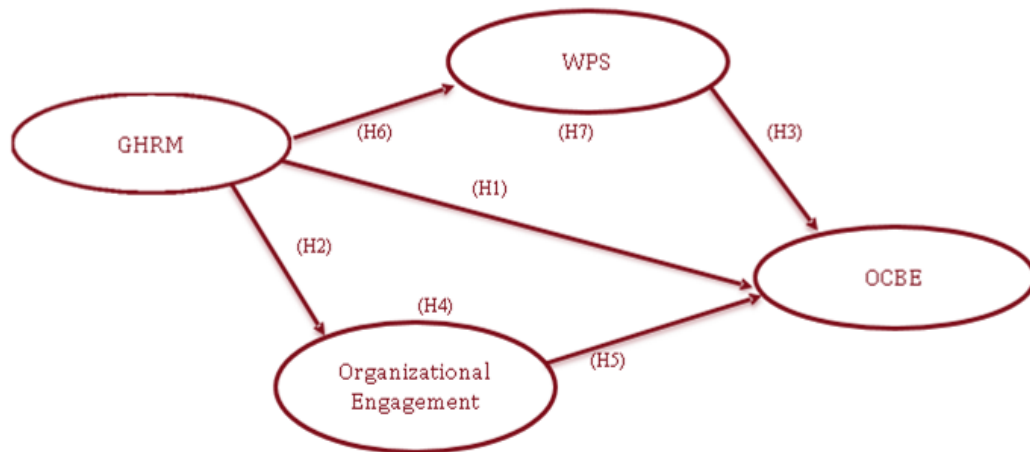
GHRM can empower employees to be aware of different environment-related challenges through various communication networks [13]. It engages in opportunities related to quality and problem-solving issues regarding environmental improvement provided to employees. Employees behave pro-environmentally and contribute to the Organization's green strategies and owing green-related resources from GHRM practices that are inclined to invest themselves in OCBE without any expectations. We can say that the work environment significantly affects one's meaning of work. That defines work's components, including intrinsic motivation and specific aspects of work that can hold any significance for a person.

Further, this argument is supported as spirituality influences meaningfulness at work. Researchers have found that spiritual experience at work gives the greater experience of intrinsic motivation and fulfillment by gaining the full potential of individuals, encouraging GHRM to address environmental problems and resolve them by involving employees through green team-building [7,8]. In this context, WPS creates a sense of membership and states, expanding beyond humanity towards an understanding of membership in the community of all living things. Ideally, spirituality among managerial procedures should be advocated to encounter the challenges of a new era for organizations. So, from the above literature, we can establish the following assumption:

H7: WPS mediates between the GHRM and OCBE.

## **2.8 Research Framework**

To argue in this research regarding the positive influence of Green Human Resource Management related to human resource capital. The hypothesis is positive in association with the Organizational Citizenship Behavior towards Environment (OCBE) and its mediating role with Workplace spirituality and Organizational Engagement. Figure 1 shows the framework of this research and its hypotheses.



**Figure 1: Framework**

### 3 Method

This research study has used a survey conducting strategy to collect data. It is appropriate to ascertain the employee's perspectives regarding Green Human Resource Management and its effects on Organizational citizenship Behavior. This exploration has employed a quantitative research technique to measure the relation of different Variables identified as indirect and mediating Roles.

#### 3.1 Instruments and Scales

The study demeanor technique is based on a questionnaire with relevant literature review, and the substance comprises four variables. Green Human Resource Management (GHRM), which was developed by authors [14], and Organizational Citizenship Behavior Towards Environment was established by other researchers. [15]. The mediating dimension of WPS is adopted from [14], and the authors developed the Organizational Engagement (OE) [15]. Two aspects of —willingness of company investment and —professional knowledge and skills are under Green Human Resource Management which combined to develop the whole GHRM variable. This operational definition uses the measurement in detail. The questionnaire is accustomed to the Likert scale mechanism to measure the degree of agreeableness respectively as strongly disagree as lowest agreeable scale, disagree, neutral, agree & strongly agree as uppermost agreeable scale.

#### 3.2 Mediation Analysis Using Process Macro

Numerous research workers usually test mediation. Substitutive name for mediator variable is —process variable. The variable creates a mediation effect in the correlation of outcomes between the dependent and causal variables and independent variables [14]. Researchers suggested that mediation is tested over three regression models are as under.

- I. Regression estimating the independent variable X 'is associated with dependent variable Y 'and adds the value of C —Model 1
- II. Regression estimating the independent variable X 'is associated with the mediator M. ' Hence the regression coefficient adds the value of a —Model 2

Regression estimates the resultant Y 'from the independent variable X, 'and the mediator M. The regression coefficient for the predictor adds the value of C and the regression coefficient for the mediator adds the value of B —Model 3.

## 4 Result and Discussion

As per the literature suggest, all hypotheses are supported. The detailed results in tabular form are given below, indicating the supportive relationship.

Table 1 supports H1: A positive relationship between GHRM and OCBE.

**Table 1: Positive Relationships between GHRM & OCBE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	9.251	2.039		4.537	.000	Supported
	GHRM	.188	.022	.524	8.651	.000	

Dependent Variable: OCBE

Table 2 supports H2: A positive relationship between GHRM and Organizational Engagement.

**Table 2: Positive Relationships between GHRM & OE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	9.443	1.504		6.280	.000	Supported
	GHRM	.113	.016	.449	7.070	.000	

Dependent Variable: OE

Table 3 supports H3: A positive relationship between WPS and OCBE.

**Table 3: Positive Relationships between WPS & OCBE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	8.980	1.856		4.838	.000	Supported
	WPS	.217	.022	.566	9.655	.000	

Dependent Variable: OCBE

Table 4 supports H4: Organizational Engagement mediates between the GHRM and OCBE.

**Table 4: OE Mediates between GHRM & OCBE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
12	(Constant)	11.102	1.698		6.539	.000	Supported
	OE(Constant)	.785	.0842	.552	9.309	.000	
	OE	.564	.088	.397	6.419	.000	
	GHRM	.124	.022	.346	5.597	.000	

Dependent Variable: OCBE



Table 5 supports H5: Organizational Engagement has positive relationship with OCBE.

**Table 5: Positive Relationship between OE & OCBE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	11.102	1.698		6.539	.000	Supported
	OE	.785	.084	.552	9.309	.000	

Dependent Variable: OCBE

Table 6 supports H6: A positive relationship between GHRM and WPS.

**Table 6: Positive Relationship between GHRM & WPS**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	39.369	5.449		7.225	.000	Supported
	GHRM	.461	.058	.491	7.930	.000	

Dependent Variable: WPS

H7: WPS mediates between the GHRM and OCBE.

**Table 7: WPS Mediates between GHRM & OCBE**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
12	(Constant)	8.980	1.856		4.838	.000	Supported
	WPS(Constant)	.217	.022	.566	9.655	.000	
	WPS	.156	.024	.407	6.418	.000	
	GHRM	.116	.023	.324	5.115	.000	

Dependent Variable: OCBE

## 5 Conclusion

As preceding research outcomes, it can be established that the more focus is on green-based management at the corporate level with the green-based human capital in organizations. When the administration focused on developing the corporate green management policies, they had more green-based human resource capital. While working for greening the process in the business in the extended term, more employees will have acceptable prospects to prepare and increase their green-based skills and knowledge with cooperate relevant measures. Our research spreads the literature by studying and exploring voluntary green-based behavior narrated as individual-level OCBE. Nevertheless, the individual degree of contribution to the organization's sustainability and performance and green-based management studies are generally expected. Green Human Resource Management researchers are inclined to anchor on workplaces' green-based behavior at the individual level [13]. OCBE, particularly in the manifestation of workplace spirituality and engagement at work through eco-initiatives, will create the interaction among the workforce's

green-based efforts. Our research has taken a step further to study Green Human Resource Management and the integration of both individual OCBE and GHRM. It will help drive other research streams to the combined level of certain behaviors, such as Organizational Citizenship Behavior or inventive behavior, mainly evaluated at the individual level [13]. Our study advances the Green Human Resource Management work by adding OCBE to the emerging but partial build workplace spirituality consequences on Organizational Citizenship Behavior and innovation sights into engagement at work for green-based outcomes and creating OCBE in the organization.

## 6 Availability of Data and Material

Data can be made available by contacting the corresponding author.

## 7 References

- [1] Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. *University of Sheffield Management School Discussion Paper, 1*(1), 1-46.
- [2] Daily, B. F., & Huang, S. C. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of operations & production management, 21*(12), 1343-1363.
- [3] Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society, 48*(2), 243-256.
- [4] Ashraf, A. A. (2016). Total quality management, knowledge management and corporate culture: How do they synchronized for performance excellence. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 10*(1), 200-211.
- [5] Ashraf, A. A., Lodhi, S. A., & Farooq, U. (2014). An Investigation of Leadership-Culture Fit with Quality Improvement and Cost Reduction by Synchronizing TQM and KM Philosophies. *World Applied Sciences Journal, 32*(3), 478-491.
- [6] Zahid, S., Ashraf, A. A., & Bashir, I. (2021). Journal of ISOSS 2021 Vol. 7 (4), 311-322 ETHICAL CLIMATES AND JOB STRESS RELATIONSHIP: THE MODERATING EFFECT OF TYPE A/B PERSONALITY. *Journal of ISOSS, 7*(4), 311-322.
- [7] Ashraf, A. A., Farooq, U., Din, S. M. U., & Mohy, S. (2014). An investigation to the leadership culture fit and its impact on job satisfaction and work commitment. *World Applied Sciences Journal, 31*(4), 427-438.
- [8] Ashraf, A., & Ahmed, A. (2019). Impact of Instrumental Climate on Workplace Bullying and Post-Traumatic Stress: the Moderating role of type A personality. *The Journal of Managerial Sciences, 14*(4), 1-10.
- [9] Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management, 56*(4), 613-627.
- [10] Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal of Environmental Psychology, 45*, 79-88.
- [11] Lamm, E., Tosti-Kharas, J., & King, C. E. (2015). Empowering employee sustainability: Perceived organizational support toward the environment. *Journal of Business Ethics, 128*(1), 207-220.
- [12] Chiu, S. F., & Tsai, M. C. (2006). Relationships among burnout, job involvement, and organizational

citizenship behavior. *The Journal of psychology*, 140(6), 517-530.

- [13] Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of management inquiry*, 9(2), 134-145.
- [14] Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- [15] Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. *Administrative Sciences*, 11(2), 48.
- 



**Usman Javed** is an MS student at the Department of Business Administration, Lahore Leads University, Pakistan. He got a Master's degree in Management Sciences from Lahore Leads University, Lahore Pakistan. His researches are Management Sciences and such as Workplace Spirituality, and Work Engagement.



**Aamir Manzur Wain** is a Lecturer at the Department of Business Administration, Lahore Leads University, Pakistan. He got his Master's degree in Management Sciences from Superior University, Lahore Pakistan. His research focuses on Contemporary issues in Marketing and Finance.



**Dr. Ahsan Ali Ashraf** is an Assistant Professor / HOD at the Department of Business Administration, Faculty of Management and Administrative Sciences, University of Sialkot, Pakistan. He got his Bachelor's and Master's degrees in Management Sciences from COMSATS University Islamabad, Lahore Campus and a Ph.D. degree in Business Administration from NCBA&E, Lahore, Pakistan. His research focuses on Workplace Bullying, Organizational Behaviour, and Human Resource Management.



**Mr. Imran Bashir** is a Lecturer is a Lecturer at the Department of Business Administration, Lahore Leads University, Pakistan. He got his Master's degree in Management Sciences from SZAIBIST, Islamabad Pakistan His research focuses on Contemporary issues in Marketing.

---