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GHRM, Psychological Green Climate and Individual Green Values: An Integrative Model

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Abstract

Sustainability is an increasingly relevant and troubling issue for the world, especially for organisations. Climate change continues to affect our lives, and organisations are the biggest contributors to the exacerbation of this situation and the deterioration of the environment. Thus, the implementation of a sustainable strategy and the adoption of green practices are becoming imperative for organisations. This is how Green Human Resource Management emerges. The purpose of this paper is to determine the importance of Green Human Resource Management practices. A literature review was conducted focusing on the concept of Green Human Resource Management and its evolution, its antecedents, mediators and moderators, and finally its consequences and effects. Data were collected from a random sample of 143 participants. In terms of results, the mediating role of Psychological Green Climate and the moderating role of Individual Green Values in the relationship between Green Practices and Job Satisfaction and Intention to Quit were tested. The results obtained showed that there is a positive association between some Green Practices and Job Satisfaction, and a negative association between Green Practices and Intention to Quit. The mediating effects of Psychological Green Climate and the moderating effects of Individual Green Values on the relationship between Green Practices and Job Satisfaction and Intention to Quit were proved. And finally, the negative association between Job Satisfaction and Intention to Quit was confirmed.

Keywords: Organisational Sustainability; Green Human Resource Management; Green Practices; Psychological Green Climate; Individual Green Values; Job Satisfaction

JEL classification: O15 – Human Resources; Q56 – Sustainability

Resumo

A sustentabilidade é um tema cada vez mais relevante e preocupante para o mundo, especialmente para as empresas. As alterações climáticas continuam a afetar as nossas vidas, e as organizações são quem mais contribui para a exacerbação desta situação e para a deterioração do ambiente. Assim a implementação de uma estratégia sustentável e a adoção de práticas verdes estão a tornar-se imperativas para as organizações. Assim surge a Gestão de Recursos Humanos Verde. O objetivo deste trabalho é determinar a importância das práticas de Gestão de Recursos Humanos Verde. Foi feita uma revisão da literatura incidindo no conceito de Gestão de Recursos Humanos Verde e sua evolução, nos seus antecedentes, mediadores e moderadores, e, por fim, nas suas consequências e efeitos. Os dados foram recolhidos de uma amostra aleatória de 143 participantes. Em termos de resultados, foi testado o papel mediador do *Psychological Green Climate* e o papel moderador dos *Individual Green Values* na relação entre as Práticas Verdes e a Satisfação no Trabalho e a Intenção de Saída. Os resultados obtidos mostraram que existe uma associação positiva entre algumas Práticas Verdes e a Satisfação no Trabalho, e uma associação negativa entre as Práticas Verdes e a Intenção De Saída. Os efeitos mediadores do *Psychological Green Climate* e os efeitos moderadores dos *Individual Green Values* na relação entre as Práticas Verdes e a Satisfação no Trabalho e a Intenção de Saída foram provados. E finalmente, foi confirmada a associação negativa entre a Satisfação no Trabalho e a Intenção de Saída.

Palavras-chave: Sustentabilidade Organizacional; Gestão de Recursos Humanos Verde; Práticas Verdes; *Psychological Green Climate*; *Individual Green Values*; Satisfação no Trabalho

Classificação JEL: 015 – Recursos Humanos; Q56 – Sustentabilidade;

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List of Abbreviations

GHRM → Green Human Resource Management
HRM → Human Resource Management
HR → Human Resources
EM → Environmental Management
PEBs → Pro-Environmental Behaviours
GRS → Green Recruitment and Selection
GTD → Green Training and Development
GEI → Green Employee Involvement and Participation
GPM → Green Performance Management
GDM → Green Employee Discipline Management
GPR → Green Pay and Rewards
GHSM → Green Health and Safety Management
PGC → Psychological Green Climate

1. Introduction

The modern era is characterised by environmental mindfulness and awareness. Environmentalists, researchers, and governments are focusing on long-term efforts to preserve and conserve our planet. International conferences on global warming, climatic change, and carbon credits resulted in the creation of specific treaties such as Kyoto 1997, Bali 2007, Copenhagen 2009, and the Paris Agreement 2016. These treaties have exemplified the world's meticulous determination to this end. In such pervasive conditions, business organisations can no longer avoid their environmental responsibilities (Majeed *et al.*, 2019).

Organisations all around the world are expected to take responsibility for Environmental Management (EM) as environmental complications increase (Rondinelli & Berry, 2000). The strategy of incorporating sustainability into corporate operations is gaining traction, and it is now considered one of the most important organisational activities (Lopes *et al.*, 2017; Van Buren, 2020; Chillakuri & Vanka, 2020). Organisations are attempting to identify viable and economically sustainable strategies to reduce ecological footprints (Krithika *et al.*, 2019). The principle of profit-driven activities driving businesses is quickly transforming. Now it does not include just financial and social considerations, but also environmental factors, which in turn are incorporated into successful tactics (Krithika *et al.*, 2019; Jamal *et al.*, 2021).

This is how the concept of Green Human Resource Management (GHRM), and in turn GHRM practices, emerge. Organisations worldwide are working to implement GHRM practices in order to gain a competitive advantage in the corporate world. Complete adoption and integration of GHRM in business is not impossible, but it does require a shift in both management and employees attitudes towards existing Human Resource (HR) practices on the part of (Ahmad & Nisar, 2015). During this process, many HR professionals concluded that green initiatives were an essential component of overall corporate sustainability. Companies are becoming more conscious of their environmental responsibilities and are not only reducing their reliance on scarce resources and easing the pressure on the planet by doing so, but they are also improving their operational costs (Krithika *et al.*, 2019).

Global warming and environmental pollution have emerged as major global concerns that require a greater awareness of environmental ethics among all parties involved, including organisations as business actors (Suharti & Sugiarto, 2020). Companies' efforts to preserve the environment must be firstly acknowledged – which is how Psychological Green Climate comes to be – and then supported by environmentally conscious employees and all company members at all levels. Employees must therefore have higher moral standards and engage in environmentally friendly behaviour (Jackson *et al.*, 2011; Bissing-Olson *et al.*, 2013; Devi Kalpana, 2018), which is also known as Individual Green Values. Environmentally friendly

behaviour, according to the Business Resource Efficiency Guide, will benefit companies by reducing unnecessary costs, increasing resource efficiency, improving environmental performance, and improving corporate image. Research on Green HRM have found that it has a significant impact on corporate performance (i.e., environmental, and financial performance) and employee outcomes (i.e., well-being, commitment, satisfaction) (Crotty & Rodgers, 2012). Improving the work environment and meeting twenty-first-century job requirements and demands regarding environmental awareness benefit both organisations and employees (Obeidat *et al.*, 2020).

It is impossible to ignore the recent impact of environmental issues, particularly global climate change, on economic development. Responding to environmental challenges can thus be viewed as a new manifestation of innovation for organisations seeking to gain a competitive advantage through innovative activities for the greater good (Chen & Chang, 2013; Song & Yu, 2018). Companies that invest in environmental management may gain first-mover advantages, allowing them to pursue unique differentiation strategies, improve their green image, and gain competitive benefits (Nejati *et al.*, 2017; Wu *et al.*, 2018). Employee outcomes are usually greater for organisations that are committed to green strategies (Hameed *et al.*, 2020; Su & Swanson, 2019). To take advantage of green potential in the workplace, firms must encourage employee outcomes in green behaviour (Zibarras & Coan, 2015).

Having said this, the primary objective of this study is to understand the importance of sustainable Human Resources practices, through an analysis of the Portuguese context.

This paper is composed by chapters. The first chapter, the introduction, aims to specify the topic, address the problem and present the structure of the work and the underlying logic behind it. The second chapter consists of a theoretical framework where a literature review is carried out on the topic of Green Human Resource Management. In a first moment, the concept and evolution of this concept is discussed, and from there a process logic aligned with the model under study is used, moving on to present the different existing Green Practices, the antecedents of Green Human Resource Management, its mediators and moderators and, finally, its consequences and effects. The third chapter presents the research model proposed for this study as well as the hypotheses that will be tested. The fourth and fifth chapters consist of the methodology and the analysis of results, respectively. The analysis of the results was performed using the statistical software SPSS. And finally, the sixth chapter contains the conclusions drawn from this study, its limitations, and some final considerations.

2. Literature Review

2.1. Concept of GHRM

Green Human Resource Management was firstly described as a collection of distinct Human Resource Management (HRM) practices that facilitate and bolster a proactive approach to environmental management and the accomplishment of high-performance environmental sustainability results (Becker & Huselid, 1998). The most recent definitions of this concept were given, in 2019, by Wikhamn (2019, pp. 1), who claimed that “*GHRM is the adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organisation and over a long-term time horizon while controlling for unintended side effects and negative feedback*”, and by Kim *et al.* (2019, pp. 84) that defended that GHRM “*includes top management communication of the environmental policy, plan, and other pertinent information to employees, training employees to understand new environmental practices, empowering employees to engage in environmental activities and giving rewards that can stimulate employees to be environmentally responsible*”.

Masood (2018) described GHRM as the catalyst for HR initiatives that improve the economic and environmental sustainability of business resources through change and evolving environmental conditions. It entails the use of green policies, practices, and systems in the workplace for the benefit of the individual, team, society, natural and organisational environment (Masood, 2018). It is responsible for all efforts involved in the development, implementation, and ongoing maintenance of a system that attempts to make an organisation's personnel green so that they can meet the organisation's environmental goals and, ultimately, contribute significantly to environmental sustainability (Renwick *et al.*, 2013 as cited in Rubel *et al.*, 2021).

The HR function is the embodiment of environmental sustainability in a company since its policies and practices must be aligned with the overall sustainability goals (Masood, 2018; Joyce & Vijay, 2020). Therefore and because of this, green activities should be formally implemented since employees are more likely to take something seriously when it is enforced by higher authorities (Majeed *et al.*, 2019). The implementation of GHRM practices starts with the alignment of HRM activities with EM (Rubel *et al.*, 2021), and by doing so the organisation is reorienting their practices and efforts toward a greener corporate strategy (Renwick *et al.*, 2013). According to Boudreau and Ramstad (2005), the HR department should be able to appraise and motivate employees' sustainability-related knowledge, attitudes, motivation, and behaviours. Organisations would find it easier to use HRM to successfully stimulate sustainable, environmentally friendly employee behaviours if they have such skills and practices (Dumont *et al.*, 2017).

The concept of GHRM is highly concerned with an organisation's ability to attract, train, and retain personnel using environmentally responsible methods. These methods enable organisations to increase their environmental social consciousness, allowing them to achieve sustainability. It is a multi-faceted process based on an organisation's ability to implement eco-friendly HR practices that are strongly linked to employees, organisations, and the country's long-term environmental sustainability. Eco-friendly HR practices are strongly connected with their strategic sustainable development orientations in today's work environments. This method is centred on the organisations' efforts to attract and retain talent by including other stakeholders such as employees, society, regulatory authorities, contractors, and clients (Bansal & Roth, 2000).

The ultimate goal of GHRM is to enhance an organisation's long-term sustainable environmental performance (Arulrajah *et al.*, 2015; Baliyana & Fatima, 2021). As a strategy, GHRM helps organisations achieve this goal by cultivating a green environmental culture and green employees that care about environmental issues (Kim *et al.*, 2019; Paillé *et al.*, 2014). Environmental protection is a worthy goal for businesses, and despite adding to employees' workloads, they believe that businesses should prioritize environmental protection (Chan & Hawkins, 2010). This is in line with GHRM goals, which prioritize environmental conservation by concentrating on practices that reduce negative consequences while increasing favourable effects (Shafaei *et al.*, 2020).

GHRM, according to Ahmad and Nisar (2015), encompasses not just environmental awareness, but also the social and economic well-being of both the organisation and its employees in a broader context. It may be used to lower carbon footprints and expenses, improve efficiency, raise employee green consciousness (Masood, 2018; Rani & Mishra, 2014 as cited in Suharti & Sugiarto, 2020) and implement green work-life balance initiatives (Nijhawan, 2014), and it can simultaneously improve an organisation's image and build their brand (Majeed *et al.*, 2019).

GHRM entails making economic improvements and increasing both ecological and economic efficiency while guaranteeing that the cost of natural resource exploitation is kept within acceptable limits in HRM practices. It intends to train employees to take environmental responsibilities in their jobs, transforming them into employees who can develop positive working relationships with their co-workers, present innovative ideas and recommendations, and thus facilitate the implementation of environmental programmes (Masood, 2018).

After thoroughly understanding the concept of GHRM, it is pertinent to look at its evolution, which will be covered in the next section.

2.2. GHRM Evolution

GHRM started to emerge in the 1990's as a field of organisational research (Arulrajah *et al.*, 2015). It was introduced as a part of business strategy around the same time, but it only started to acquire popularity in the 2000's (Lee, 2009). It was Wehrmeyer (1996) who coined the term "Green HRM" that is known as the systematic and planned alignment of traditional HRM practices with the organisation's environmental objectives (Jabbour, 2011). It is the use of Green HRM policies, attitudes, and practices for EM and employee understanding of green environmental obligations. Environmental Management is defined as an aspect of general management behaviour that includes the organisation chart, planning, duties, codes of conduct, procedures, processes, and other tools for establishing, implementing, managing, reviewing, and maintaining environmental policies (Krithika *et al.*, 2019). Organisations are thought to have a critical role in addressing environmental challenges because they are the root cause of environmental issues (Bebbington, 2001).

Ahmad and Nisar (2015) stressed the urgent necessity to build a link between HR practices and green concepts. Sustainable development is a newer concept of economic growth in which trade and foreign policies, economic and fiscal policies, agricultural and industrial policies all aim to promote economically, ecologically, and socially sustainable development paths (Shaikh, 2010). Sustainable development differs from typical growth strategies in the sense that it considers economic progress, social inclusion, and environmental conservation simultaneously (Connelly *et al.*, 2012). In terms of these characteristics, the natural environment is inextricably linked to organisational activities in a way that it shapes and is affected by it on a continuous basis (DuBois & Dubois, 2012). Similarly, during the 1960's and 70's, the modern environmental movement uncovered environmentally hazardous human and organisational behaviours. As public awareness of and worry about potential environmental damage grew, new institutions arose, as did new methods to company management and new advocacy efforts in the political, economic, and social realms (Bansal & Hunter, 2003, Buysse & Verbeke, 2003 as cited in Ren *et al.*, 2018). As a result, a slew of legislation aimed at mitigating the environmental damage that had become a visible side effect of rapid economic expansion and development were enacted (Ren *et al.*, 2018).

GHRM now encompasses not only environmental awareness, but also the social and economic well-being of both the firm and its employees in a broader context (Masood, 2018). Nowadays, it is common for businesses to implement an EM system, which serves as a tool for gaining competitive advantages while also assisting in the control of environmental repercussions. Companies are becoming aware of the importance of GHRM practices and corporate social responsibility and are developing social consciences in this area. GHRM

practices and policies with sustainability goals reflecting 'Eco-focuses' are used by HRM functions to enhance environmental sustainability inside organisations (Krithika *et al.*, 2019).

Having said that, the next section will address such green practices, what they consist of and what they affect.

2.3. Green Practices

Green HR practices motivate employees to participate in environmental protection and various control activities throughout the operational process (Huo *et al.*, 2020). Employees exhibit Pro-Environmental Behaviours (PEBs) as a result of their personal initiatives and Green HR practices in the workplace, as convincingly discussed by Amrutha and Geetha (2019).

Employees' positive perceptions of HR practices lead to increased work engagement or job satisfaction, which leads to increased task performance, extra-role performance, service recovery performance, and innovative behaviour (Babakus *et al.*, 2003; Karadas & Karatepe, 2019; Zhang *et al.*, 2013; Macky & Boxall, 2007, as cited in Ari *et al.*, 2020). These practices also result in the achievement of a competitive advantage.

Human Resource practices are required for the effective implementation of an EM system (Jabbour & de Sousa Jabbour, 2016). Having GHRM practices in place is therefore critical because not only are they required for the effective implementation of an EM system (Jabbour & de Sousa Jabbour, 2016), but they also contribute to the accomplishment of economic stability and environmental balance, and the sustainability criteria of social fairness, health, wellness, and well-being of the organisation and its personnel (Amrutha & Geetha, 2019).

In short, Green Practices enable an organisation to increase its profits while also saving money. If these practices are followed, they benefit the natural system while also providing employees with a productive workplace that is socially sustainable. It refers to every employee's commitment and involvement in contributing to the organisation's long-term viability (Sulich, 2020). It is the use of Green Practices to address the concerns of people management and policies in order to achieve a broader corporate schedule of the environment (Suharti & Sugiarto, 2020).

2.3.1. Practices

Many businesses are implementing Green Practices to reduce their carbon footprint, by, for instance, printing less paper, video conferencing, opting for online interviews, and so on. Businesses are sustainable due to their operations and culture, but in reality, it is due to the employees who design and implement eco-friendly policies and foster green corporate culture. Going green is difficult to achieve without developing personnel and implementing long-term

strategies (Mehta & Chugan, 2015). As a result, HR practices are a critical component of long-term business growth (Kumari, 2012).

Several studies have found that young professionals prefer jobs that contribute positively to the environment, and that students and recent graduates prefer companies that are sustainable and environmentally responsible (Odell, 2007). Furthermore, other studies stressed the relevance of a company's Green Practices as a key consideration for prospective employees. According to the findings, respondents considered the company's active measures to reduce carbon emissions to be an essential factor when choosing a career. Also, it was found that respondents consider the company's environmental credentials when considering whether or not to take a job (PwC, 2022). Additionally, it was uncovered that most HR professionals believe that having a strong green strategy will make employees enjoy working for them and that having a green approach will help recruit future employees (Phillips, 2007).

Research has gone a step further and established that there is a substantial positive association between green HR policies and employee satisfaction (Chowdhury *et al.*, 2019). Employees are displaying strong positive intentions towards better employee commitment and job satisfaction to those organisations that practice the "Go Green" concept (Yusoff *et al.*, 2015). Kamaruddin and his peers (2019) proved that several GHRM practices were significantly related to employee satisfaction. According to the findings, green recruitment has the greatest influence on employee satisfaction of all green practices. In this sense, the first hypothesis for this study was formulated:

Hypothesis 1: *It is expected a positive association between Green HRM Practices and Job Satisfaction.*

Keeping employees satisfied becomes even more relevant because leaving the organisation implies costs for the organisation. When an employee leaves the organisation, it will incur costs in terms of recruiting, hiring and integrating the new employee and training them. Minimizing employee turnover should be one of the major concerns (Podsakoff *et al.*, 2007; Malik *et al.*, 2011) since it results in numerous costs for the company. Thus, employee retention becomes essential.

According to Becker and Gerhart (1996), organisations with more appropriate practices have lower levels of intention to quit, which leads to the conclusion that there is a negative association between these variables. The results obtained in a study developed by Santos (2012) proved that there is a negative association between HRM practices and intention to quit. In this way, it is possible to conclude that when employees feel satisfied with the GHRM practices of the organisation, they tend to have lower voluntary turnover intentions.

In line with Santos' (2012) study, the second hypothesis was formulated:

Hypothesis 2: *It is expected a negative association between Green HRM Practices and Intention to Quit.*

Following on from the above, said practices will be addressed.

2.3.1.1. Green Recruitment and Selection

Organisations can attract and select candidates who are dedicated to environmental issues (Jabbour *et al.*, 2008). Based on previous research (e.g., Renwick *et al.*, 2013), Tang *et al.* (2018) summarizes Green Recruitment and Selection (GRS) in three aspects: (1) Candidate green awareness is the essential feature of GRS, and it includes personality traits that allow organisational environmental goals to be met, such as green consciousness, conscientiousness, and amiability of candidates. Employees who value the environment have been found to actively improve their environmental knowledge during the operational process, which improves the environmental performance of their companies (del Brio *et al.*, 2007). Organisations should therefore use a series of tests to attract and select candidates with green awareness, ensuring that all employees are positive about environmental issues (Milkovich and Boudreau, 2000). (2) Green employer branding is the image and reputation of a company in relation to EM that can be developed through GHRM activities (Ehnert, 2009). Jobseekers can recognise a good fit between their own and an organisation's values through green employer branding (Willness & Jones, 2013), and they may feel pleasure working for a firm with a solid environmental reputation. Job searchers frequently use information about a company's environmental performance and description as a criterion for judging how the company treats its employees. They may be drawn to companies that emit good green signals (Jabbour, 2011). From this perspective, green employer branding is thus an excellent means of attracting and choosing potential employees who are favourable about environmental issues and images. (3) Green criteria should be used to evaluate and select employees. Recruiting companies, for instance, can emphasize environmental aspects in job descriptions and employee specifications. Environmental knowledge, values, and beliefs can all be brought into question (Renwick *et al.*, 2013).

Green Recruitment and Selection also comprises employing environmentally friendly hiring methods such as online means and restricted paper usage throughout the recruitment process, as well as measuring green attitudes during the selection process (Mishra, 2017). Individuals' green aptitudes are critical for pro-environmental performance (Subramanian *et al.*, 2015). As a result, those who appreciate green practices and engage in basic environmentally friendly activities such as recycling, carpooling, and energy conservation are well worth considering. Candidates who appreciate environmental obligations, on the other

hand, are more likely to be drawn to firms that are environmentally friendly and labelled as "Green employers" (Phillips, 2007 as cited by Majeed *et al.*, 2019).

Furthermore, the HRM team should design a recruitment process that takes less money, time, and effort to hire employees (Wehrmeyer, 1996). Some examples of green hiring methods are: Job posting and application submission over the internet; job postings should reflect environmental principles and standards, and interviews should be conducted over the phone or via video conferencing; and job descriptions should reflect the sustainability objective of the organisation (Opatha, 2013).

2.3.1.2. Green Training and Development

Green Training and Development (GTD) is a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which is critical in achieving environmental goals (Jabbour, 2011). Employees' awareness, knowledge, and skills in environmental activities can be improved through training (Fernandez *et al.*, 2003). GTD, as well as education programmes, should be provided to all members of the company, not just those associated with environmental departments. Tang *et al.* (2018) define GTD to include three components: awareness enhancement, knowledge management, and climate building. To begin, it can raise employee awareness of pro-environmental workplace activities. Its programmes can help employees understand the importance of environmental protection, making them more sensitive to environmental control and prevention processes such as waste data collection and pollution source identification (Wong, 1998). Secondly, GTD offers knowledge management, which enables employees to engage in environmental activities (del Brio *et al.*, 2007). Employees can receive extensive GTD through green knowledge management, increasing their knowledge and skills in environmental protection and improving their ability to deal with complex EM problems (Govindarajulu & Daily, 2004). Employees, for example, can gain knowledge of how to collect waste data and increase their environmental expertise through training (Roy & Thérin, 2008). Thirdly, GTD fosters an environment that encourages all employees to participate in environmental initiatives (Fernandez *et al.*, 2003). According to Renwick *et al.* (2013), integrated training not only includes comprehensive programmes but also connects them to appraisals and performance management systems, which is a method of creating an environmentally friendly work environment. Furthermore, organisations should provide training to encourage recycling and rubbish management, as well as support flexible hours, telecommuting, and eliminating long-distance business travel (Jackson *et al.*, 2011). Renwick *et al.* (2008 and 2013) propose GTD practices such as training employees to conduct green workplace analyses, using job rotation to train future green managers, providing specific training on EM aspects of safety, energy efficiency, waste

management, and recycling, developing green personal skills, and re-training employees who have lost jobs in polluting industries.

2.3.1.3. Green Employee Involvement and Participation

Green Employee Involvement and Participation (GEI) is defined as "*creating an atmosphere in which individuals have an impact on decisions and actions that affect their jobs*" (Quagraine, 2010, pp. 3). GEI entails soliciting employee proposals for new environmental tactics and gathering input to enhance current ones. Employee involvement in the greening of the organisation encourages employees, makes them responsible, and increases their cooperation. "*The use of employee participation in green HR has been noted to help prevent pollution from workplaces*" remarked Phillips (2007, as cited by Mishra, 2017, pp. 765). GEI, particularly at the executive level, is a critical aspect in motivating employees to engage in PEBs (Zibarras & Coan, 2015). Employee participation, including a deeper and broader influence in organisational decision-making, was found to increase the likelihood of emissions reduction at the workplace (Markey *et al.*, 2016).

Green Employee Involvement and Participation also entails giving employees the authority to make decisions. Involvement has been linked to productivity and performance in several studies. It enhances self-control, imaginative thinking, and problem-solving (Renwick *et al.*, 2013; Wee & Quazi, 2005, as cited in Mishra, 2017). GEI is critical for improving an organisation's performance since it motivates employees to pursue green goals more effectively and efficiently (Tariq *et al.*, 2016). Organisational citizenship for environmental concerns is a voluntary activity that has an impact on the firm's environmental performance (Paillé *et al.*, 2014).

Forming environmental teams of "eco-intrapreneurs" is one strategy to promote employee involvement in environmentally responsible operations (Mandip, 2012). Employees who are environmentally conscious are known as eco-intrapreneurs. They have the desire and ability to arrange an organisation's financial, human, and natural resources in a way that adds value to products or services while also being environmentally conscious. Building green-oriented values and culture (Guerce & Carollo, 2016) and giving pro-environmental training are two other approaches to promote staff involvement (Renwick *et al.*, 2013).

2.3.1.4. Green Performance Management

Green Performance Management (GPM) is a system for assessing the performance of employees in the context of EM (Jabbour *et al.*, 2008). Specific components of GPM have been studied, such as providing feedback and balancing metrics (Jackson *et al.* 2011; Zibarras & Coan, 2015, as cited in Tang *et al.*, 2018). Adoption of a common GPM standard is thus a top goal for a variety of businesses and companies must devise a technique for applying GPM that

is methodical. Tang *et al.* (2018) gathered GPM activities from a broad and systematic perspective and categorized them into four categories: setting green goals for all members, developing green performance indicators, assessing employees' green outcomes, and utilizing dis-benefits (Milliman & Clair 1996; Renwick *et al.*, 2013, as cited in Tang *et al.*, 2018). Setting green goals for all employees underlines the importance of converting environmental goals into action plans for all employees (Milliman & Clair, 1996). Creating green performance indicators entails establishing a set of green criteria for all members of the team in performance reviews, covering themes like environmental incidents, environmental duties, carbon reduction, and conveying environmental concerns and regulations. According to Ahmad and Nisar (2015), the most essential component of GPM for both managers and employees is performance appraisals, which will influence the process and effectiveness of following awards and remuneration. As a result, clear green performance indicators are required in GPM systems. Managers' green outcomes are evaluated, which stresses their involvement in EM and might lead to their being more accountable for EM performance. Green outcomes must be identified, and managers must be held accountable for EM performance. The last aspect, the usage of bis-benefits, is talked about in the next section.

When a behaviour is measured to assess an individual, its perceived value increases, and attempts to comply with it increase. As a result, incorporating green behaviours into the performance appraisal system can help employees adopt them more quickly (Mishra, 2017). Renwick *et al.* (2013) advocated for the incorporation of EM goals into performance appraisal systems because it ensures regular feedback on employees' progress.

Greening of performance management systems, employee appraisal, and development of green leadership competencies can lead to employee satisfaction, better creativity, and eco-innovation, while reducing negative effects on the environment (Barakat *et al.*, 2016). Employees create a sense of belonging and happiness as a result of performance appraisal for green activities, resulting in a high-performing workforce (Temminck *et al.*, 2015). It is also necessary for employees to be motivated in order to improve their performance efficiency and organisational effectiveness. Such approaches to performance management align an organisation's financial aims with its social and environmental goals, providing multinational firms with long-term competitive advantages through employee empowerment and well-being (Maley, 2014).

2.3.1.5. Green Employee Discipline Management

Wehrmeyer (1996) stated unequivocally that Green Employee Discipline Management (GDM) is a requirement for corporate EM. To achieve the organisation's EM, objectives and strategies, organisations may require GDM practices to ensure green employee behaviour in the workplace. Some businesses have implemented 'discipline management' as a tool to self-

regulate employees in the organisation's environmental protection activities. These companies have developed a clear set of rules and regulations that impose and regulate employees to be concerned with environmental protection in accordance with the organisations' environmental policy. If an employee violates environmental these rules and regulations, disciplinary actions (warning, fining, suspension, and so on) are taken against them.

Setting penalties for noncompliance on targets in EM, disciplinary and dismissal for EM breaches, and developing negative reinforcements in EM (criticism, warnings, suspensions for lapses) are all worthwhile practices under the function of Green Employee Discipline Management (Renwick *et al.*, 2008). In the case of minor rule violations, it is best to use progressive discipline, which is a system that progresses from the least severe to the most severe in terms of disciplinary actions and penalties. When these negative measures are used correctly, they can encourage employees to be more environmentally conscious and work toward green goals in the future.

2.3.1.6. Green Pay and Reward Management

Green Pay and Reward (GPR) is a system of financial and non-financial benefits aimed at attracting, retaining, and encouraging employees to contribute to environmental goals, in line with a strategic approach to reward management (Jabbour *et al.*, 2013; Mandip, 2012, as cited in Tang *et al.*, 2018). GPR can be implemented in two ways: financially and non-financially. Employees in certain organisations are financially rewarded for their good environmental performance (incentives, bonuses, money). Employees are rewarded non-financially (awards/special recognitions/honours/prizes) for their good environmental performance in other companies (Arulrajah *et al.*, 2015). It has been suggested that some employees may be more motivated by non-monetary benefits, such as recognition and appreciation, (Jabbour *et al.*, 2008; Jackson *et al.* 2011). Contrastingly, according to Jackson and Seo (2010), incentives and rewards may be more effective than other HRM approaches in aligning employees' performance with the firm's goals. Most experts agree, however, that combining monetary and non-monetary incentives is more effective at motivating employees (Jabbour *et al.*, 2008; Renwick *et al.*, 2013, as cited in Tang *et al.*, 2018). Non-monetary advantages, such as green travel privileges, green taxes, and green recognition, should be delivered alongside monetary incentives, according to Ari *et al.* (2020). Firstly, green travel incentives include prizes for staff transport and travel. They can be led to minimize their carbon footprints and become more environmentally conscious. Secondly, green tax breaks include exemptions to encourage the use of bicycles and a cleaner fleet of vehicles. These financial incentives have a significant impact on employees' willingness to safeguard the environment. Thirdly, green recognition comprises a system of non-monetary incentives for employees, such as public recognition at the business level, paid holidays, and gift cards. According to Ramus (2002), these green

recognition prizes foster a sense of pride among co-workers and more effectively support eco-initiatives, as well as increase employee's productivity, loyalty, satisfaction and motivation for work (Berber & Aleksić, 2016).

Green Reward Management methods can also include providing incentives to encourage recycling and waste management, encouraging flexible hours, and telecommuting, and reducing long-distance business travel (Jackson *et al.*, 2011).

2.3.1.7. Green Health and Safety Management

Green Health and Safety Management (GHSM) extends far beyond the traditional health and safety management function of HRM. It encompasses traditional health and safety management as well as some additional aspects of an organisation's EM. As a result, many organisations are renaming the position of "health and safety manager" to "health, safety, and environmental manager" these days. When compared to the traditional position of health and safety manager in an organisation, this position has a broader job scope. It includes, for instance, biodiversity protection and community support initiatives. GHSM 's primary role is to ensure a green workplace for all. A green workplace is one that is environmentally conscious, resource efficient, and socially responsible (SHRM, 2009). At the moment, some businesses have expanded their traditional health and safety functions to include EM and environmental protection. These companies have consistently endowed various environmental initiatives to reduce employee stress and occupational disease caused by hazardous work environments (Arulrajah *et al.*, 2015).

Some companies have created strategies (e.g., green factory/green zone) to maintain a conducive environment to prevent various health problems in order to improve employee health and safety. Some forward-thinking companies in EM discovered that managing the environment and its costs improved the health of employees and local communities, enhancing in turn the company's image as a desirable employer and corporate citizen (Arulrajah *et al.*, 2015).

For further context into the GHRM phenomenon, the next section will cover what are its antecedents.

2.4. Antecedents of GHRM

The few studies that investigate the antecedents of GHRM shed light on the impact of the external environment, the organisation-level environment, and the individual characteristics of employees (Ren *et al.*, 2018), which will be discussed hereunder.

2.4.1. The external environment

Sources of pressure, direction, and awareness are three characteristics of an organisation's external environment that may explain the rise of GHRM systems, and combined they often manipulate its design and effectiveness. Greater monitoring of such external forces is projected to grow, due to increased media attention, cultural values, and the development of civil society (Ren *et al.*, 2018).

National disparities in the GHRM domain have been observed in a variety of geographical areas (Haddock-Millar *et al.*, 2015; Guerci & Carollo, 2016; Harvey *et al.*, 2013; Zibarras & Coan, 2015; Gholami *et al.*, 2016; Subramanian *et al.*, 2015; Jabbour *et al.*, 2011; and Teixeira *et al.*, 2016 as cited in Ren *et al.*, 2018). Many differences exist in the national context, including laws and regulations, cultural values, economic development styles, and the state of civil society. That is, a variety of factors such as sources of guidance, pressure, and awareness might differ significantly between countries and areas.

2.4.2. Organisation-level antecedents

Both formal and informal institutional contexts undoubtedly influence the internal environment of the organisation which include both organisational and employee precursors to GHRM. With respect to GHRM's organisational enablers, leadership, strategy, organisational culture, structure, and reporting activities are five components outlined by DuBois and Dubois (2012) that help to embed environmental sustainability in HRM design and execution. Employees are given clear contextual clues about the importance, value, and necessity of GHRM through these factors. Furthermore, research on corporate environmentalism reveals that organisational factors are important motivators of pro-environmental activities such as GHRM. Public concern, regulatory forces, competitive advantage, and top management commitment were highlighted as antecedents of firms' internal environmental orientation (Banerjee *et al.*, 2003).

Adopting environmentally sustainable management practices is a strategic opportunity for firms that are responsive to changing external conditions; being responsive to changing conditions can be an effective way to increase demand for a firm's products, avoid regulatory fines, improve access to financial capital, and gain a competitive advantage in the labour market (Ambec & Lanoie, 2012). GHRM activities may be more common in organisations where leaders understand how external conditions might benefit businesses that lead their industry in implementing environmentally sustainable practices (van Velsor & Quinn, 2012).

Consideration of antecedents at the organisational level allows for the differentiation of coercive management approaches from those that enable voluntary employee behaviours congruent with a company's environmental goals (Ren *et al.*, 2018).

2.4.3. Employee-level antecedents

A greater understanding of individual differences in eco-friendly behaviour is also required, in addition to understanding the antecedents that explain when, why, and to what extent a company shapes its HRM system to support eco-friendly behaviours among its employees (Ren *et al.*, 2018). Environmental Management knowledge (Wiernik *et al.*, 2013), conscientiousness, and moral reflectiveness (Kim *et al.*, 2017), environmental experience (Andersson *et al.*, 2013), and, to a lesser extent, sociodemographic characteristics such as gender, age, education, and income (Klein *et al.*, 2017) have all been identified as antecedents of eco-friendly behaviour at work. Employees' acceptance of GHRM may be aided by these individual attributes. Alternatively, the number of people with such traits employed by an organisation may enhance bottom-up pressures for the organisation to respond to external demands by implementing aspects of a GHRM system (Ren *et al.*, 2018).

2.4.4. Organisational culture

DuBois and Dubois (2012) suggest that organisational culture is a critical antecedent of GHRM, and Shafaei *et al.*'s (2020) research supports this argument. The cornerstone for implementing GHRM is organisational environmental culture as a strategic orientation of the organisation. When companies are aware of environmental challenges, have made it their purpose to take proactive steps to mitigate those difficulties, and are worried about their negative environmental impact, they create an organisational environmental culture in which green employee development is a top focus. In other words, the organisational environmental culture has a trickle-down effect on GHRM.

The values, beliefs, and behaviours of employees in an organisation are referred to as organisational culture (Schein, 1992). Values, in particular, reflect how people think about what is right and what should be done in accordance with ethical rules (Holt & Anthony, 2000). Individuals' perceptions of something as true or false are defined as beliefs. Individuals' behaviours are the actions they take as a result of their values and beliefs. An organisational philosophy or ideology is formed through the integration of values, beliefs, and behaviours and can be used as a guide to deal with various situations inside the organisation. As a result, employees' actions strongly reflect the organisation's ideology, and these actions become habits over time, producing the organisation's culture (Schein, 1992).

The culture and atmosphere of an organisation are influenced by both formal and informal institutional frameworks, making culture one of the most important antecedents of GHRM. GHRM practices are programmes, approaches, and processes that help businesses reduce their negative environmental impacts while enhancing their positive ones (Arulrajah *et al.*, 2016).

Furthermore, organisational conditions are crucial motivators for employees to engage in pro-environmental actions such as GHRM (Ren *et al.*, 2018). A culture that encourages GHRM and related practices is created when a company values green activities by going beyond profit-making aims and seeks ways to minimize the negative and maximize the positive effects of its activities on the environment (Sroufe *et al.*, 2010). As a result, organisational environmental culture fosters green hiring, training, assessment, and incentivization, which are all components of GHRM, by creating an atmosphere in which green actions are highly valued (Amini *et al.*, 2018; Dyllick & Hockerts, 2002, as cited in Shafaei *et al.*, 2020).

Next, the mediators and moderators of GHRM will be discussed.

2.5. Mediators and Moderators of GHRM

2.5.1. Psychological Green Climate

Psychological climate, according to Dumont *et al.* (2017), is a social and psychological process through which GHRM influences employee workplace green behaviour. "*Individual perceptions of work environment features*" or "*workers' impressions of their organizations*" (Burke *et al.*, 2002, p. 326) are encompassed by Psychological Green Climate (PGC) (Patterson *et al.*, 2005). Green climate has been defined as the climate that applies to firms which employ a variety of pro-environmental policies to accomplish sustainable goals (Chou, 2014; Norton *et al.*, 2014; Paillé *et al.*, 2014; Ramus, 2002, as cited in Dumont *et al.*, 2017). Thus, PGC is an individual's view of the organisation's pro-environmental policies, processes, and practices that represent the organisation's green values.

Employee social interactions determine the values of organisational policies, practices, and procedures that they both encounter and observe in the workplace, resulting in psychological climate (Kuenzi & Schminke, 2009). Employees are expected to digest and interpret the organisation's HRM practices and policies, which will shape their perceptions of the organisation and its values (Bowen & Ostroff, 2004; Ferris *et al.*, 1998; Kaya *et al.*, 2010; Nishii *et al.*, 2008, as cited in Dumont *et al.*, 2017). Employees' perceptions of the organisation's psychological climate will emerge during this cognitive process. When a company projects a strong environmental agenda, it communicates to employees the values and ethics that it holds dear (Rangarajan & Rahm, 2011). By implementing GHRM practices, the firm communicates to employees that it cares about the environment beyond maximizing profits, and it also seeks to engage employees in green-related decisions and activities (Renwick *et al.*, 2013). Employees are less likely to engage in environmental behaviour in the workplace if they are not personally responsible for the energy costs or the equipment used (Chou, 2014; Manika *et al.*, 2013, as cited in Dumont *et al.*, 2017). As a result, it is critical for businesses to clarify green responsibilities in the workplace through proper job design and

appraisal; appropriate rewards for green behaviour, which aids in the clarification of green responsibilities in the workplace; and increased employee awareness of green values to encourage employee involvement in green activities. In this sense, the following hypothesis was formulated:

Hypothesis 3: *It is expected a positive association between Green HRM Practices and Psychological Green Climate.*

The relationship between psychological climate and individual-level outcomes is a more substantive issue in the study of the former. The understanding of the effects of psychological climate perceptions would be substantially improved by a clear characterisation of the shape that these interactions take. Psychological climate views are often thought to operate as a mediating factor between organisational traits and personal outcomes including employee attitudes, motivation, and performance (e.g., Field & Abelson, 1982; James *et al.*, 1977; Lawler *et al.*, 1974; Litwin & Stringer, 1968; Payne & Pugh, 1976).

Few studies have been done on how PGC acts as a mediator in the relationship between green practices and job satisfaction and intention to quit. However, Parker *et al.* (2003) reaffirmed that a plethora of studies on psychological climate demonstrated that it is highly connected to job satisfaction.

With this study, it is intended to go a step further and explore the association between Psychological Green Climate and Intention to Quit. For this, the following hypotheses were formulated:

Hypothesis 4a: *It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Job Satisfaction.*

Hypothesis 4b: *It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Intention to Quit.*

2.5.2. Individual Green Values

Values are defined as "*enduring beliefs that influence the choices we make among available means or ends*" (Kernaghan, 2003, p. 711). Values are desirable states, goals, or behaviors that individuals place a high value on and allow them to choose from among available options (Elizur *et al.*, 1991).

While it is obvious that some conflicting values will occur between an employee and the organisation for which they work, it is in an organisation's best interests to seek for shared, congruent values (Paarlberg & Perry, 2007). A mutual ideology that aligns individual values with those of the organisation is expected to generate ideal employee outcomes, such as

improved organisational identification and meaning of work (Edwards, 1996; Edwards & Cable, 2009; Paarlberg & Perry, 2007, as cited Dumont *et al.*, 2017). The stronger an individual's connection to their organisation is, the more likely they are to commit to accomplishing organisational goals and objectives through aligned values and identity (Cohen & Liu, 2011).

Employees, claimed by Rupp *et al.* (2006), make explicit judgments about their organisation's socially conscious policies and behaviour, and these are the judgments that dictate whether the employees' psychological needs are met. If an organisation provides an environment that is conducive to an employee's values, and as a result, the employee's green values are congruent with those of the organisation, the employee is more likely to exhibit green workplace behaviours. Employees are less likely to exhibit green behaviour in the workplace if their values are incompatible with those of the organisation or if the organisation does not provide an environment that meets their needs.

By having an identification with the organisation's values on the part of the individual certain positive individual outcomes can be expected, such as job satisfaction and the intention to stay in the organisation (Edwards & Cable, 2009 as cited Dumont *et al.*, 2017). For this, the following hypotheses were formulated:

Hypothesis 5a: *It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Job Satisfaction.*

Hypothesis 5b: *It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Intention to Quit.*

2.6. Consequences and Effects

Finally, this last section will address the consequences and effects of GHRM. Although some of them have already been mentioned in the literature review, here the consequences at the organisational level and at the individual level will be systematised.

The adoption and implementation of GHRM and environmentally friendly practices, as well as developing green corporate culture and encouraging environmentally conscious employee behaviour, presented firms with a variety of benefits and positive outcomes (Bombiak & Marciniuk-Kluska, 2018; Suharti & Sugiarto, 2020). Several studies have found that implementing Green HRM improves employee and organisational environmental performance (Suharti & Sugiarto, 2020).

2.6.1. At the organisational level

Many firms are now aware that green workplace programmes may encourage social responsibility among employees while also assisting in the retention of top talent. When compared to their non-sustainable rivals, many green businesses have low employee turnover

rates. This, along with other benefits of having a green workforce have been demonstrated empirically in numerous polls (Mehta & Chugan, 2015).

Firstly, employees who appreciate the importance of sustainability are better equipped to make business decisions from a broader perspective, which aids in the development of innovative solutions to existing and growing environmental issues (Mehta & Chugan, 2015).

Secondly, green employers have become the preferred choice of the green talent pool. Candidates are more likely to be drawn to organisations that are environmentally conscious and labelled as 'green' and are more likely to join socially responsible organisations. It was discovered that the company's environmental commitment has a favourable impact on its brand image, and candidates valued the organisation's environmentally friendly tactics (Grolleau *et al.*, 2012). Developing a reputation as a 'green employer' is therefore an excellent method to recruit new talent (Phillips, 2007; Stringer, 2009; Guerci *et al.*, 2016b, as cited in Mishra, 2017), and by employing a green workforce companies gain a competitive advantage (Mehta & Chugan, 2015).

Thirdly, according to the SHRM Green Workplace Survey 2 (cited in Mehta & Chugan, 2015), green businesses had lower turnover rates than their non-sustainable competitors. Because of the procedures, 61% of respondents working for an environmentally conscious company indicated they were 'likely' or 'very likely' to stay at the company (Mehta & Chugan, 2015). Green recruitment, for instance, allows employers to differentiate themselves from the competition and boost their chances of attracting and retaining applicants following induction (Ahmad & Nisar, 2015).

Excellent EM practices are beneficial to businesses as they can increase sales and lower costs (Mehta & Chugan, 2015). According to Dailey (2013), 71% of customers think about the environment when they purchase. Also, the adoption of GHRM might provide tax incentives to businesses. Adopting the GHRM trend would help the organisation gain government support. In terms of going green, the Water Supply Authority, local municipalities, and power supply companies may be able to provide tax incentives and refunds to the company (Baliyana & Fatima, 2021).

Furthermore, employee fatigue, absenteeism, and turnover can all be reduced by creating a healthy working environment. As a result, there is cost savings. Again, reducing waste and cost can be accomplished by using less paper and sharing and documenting information online (Hosain & Rahman, 2016). GHRM has a significant impact on utility cost reduction. Even small businesses can drastically lower their utility bills by employing upgraded and environmentally friendly gadgets and technologies in the area of less wasteful and energy efficiency (Baliyana & Fatima, 2021).

Shafaei *et al.* (2020, pp. 1053) discovered evidence that GHRM improves environmental performance, which was also supported by other studies published in the literature (Arda *et al.*, 2018; Daily *et al.*, 2012; Jabbour *et al.*, 2008; Roscoe *et al.*, 2019 as cited in Shafaei *et al.*, 2020). Déniz *et al.* (2003) and Domínguez-Falcon *et al.* (2016) argue that GHRM is a critical resource for achieving organisational goals and improving environmental performance through employee participation. The success or failure of an organisation's environmental performance is determined by its employees and their green activities (Wehrmeyer, 1996).

Finally, the success of modern businesses is becoming increasingly reliant on their image. Given the foregoing, pursuing voluntary environmental efforts rather than simply adhering to legally enforceable environmental standards is becoming a strategy of gaining a competitive advantage (Chodyński *et al.*, 2008; Ziółko & Mróz, 2015, as cited in Bombiak & Marciniuk-Kluska, 2018). The importance of increasing ecological knowledge and the impact of diverse stakeholder groups is critical (Mazur-Wierzbicka, 2014, as cited in Bombiak & Marciniuk-Kluska, 2018). Consumers are looking for environmentally friendly items, while business partners are looking for environmental certifications. Companies that want to keep their market share are pushed to take an environmentally responsible stance. As a result of this strategy, businesses are progressively adopting a new management mindset, in which spending on environmental protection is no longer viewed as an expense, but as an investment in the growth of the company (Bombiak & Marciniuk-Kluska, 2018). Sustainability is now a component of any company's essential obligations, and no corporation can afford to ignore it. As a result, a company can acquire a competitive advantage over its competitors by ensuring that green management techniques are well-executed (Hosain & Rahman, 2016).

2.6.2. At the individual level

The alignment of HRM elements with a firm's strategic goals and objectives is a basic principle of GHRM, which recognizes that employees are a vital source of competitive advantage (Jiang *et al.*, 2012). Effective GHRM, from an employee-centric approach, provides opportunities for employees to contribute to the firm's environmental performance, ensures that employees have the skills they need to perform effectively, and motivates them to take advantage of these opportunities and abilities to achieve environmentally friendly performance outcomes (Ren *et al.*, 2018).

While most of the discussion on GHRM results focuses on positive outcomes such as increased environmental performance, a growing body of research relates EM to a broader range of employee attitudes and behaviours that are not always 'green' or explicitly related to the environment (e.g., Bode *et al.*, 2015). That is, in addition to the outcomes that are directly

targeted by GHRM, its implementation may aid in the production of other generally desirable outcomes that are not directly related to environmental advantages (Ren *et al.*, 2018).

Because employees recurrently assume multiple roles at once—recipients of a firm's GHRM policies, implementers of GHRM practices, consumers in private life, and advocates and citizens who shape public policies—understanding the likely effects of GHRM on a wide range of employee attitudes and behaviours is of interest. "*Environmentally relevant attitudes and behaviour are not learnt simply at the workplace, but also in private life*" defended Muster and Schrader (2011, pp. 141). Similarly, attitudes and behaviours developed in the non-work realm may influence work-related attitudes and behaviours. Employee attitudes and behaviours toward the environment, in practice, cut across both work and non-work domains, blurring the line between work and non-work outcomes (Ren *et al.*, 2018).

GHRM strategies may influence employee attitudes such as commitment (Dominguez-Falcón *et al.*, 2016; Gould-Williams and Davies, 2005; Takeuchi *et al.*, 2009, as cited in Kim *et al.*, 2019). GHRM, according to Gould-Williams and Davies (2005), increases employee performance by developing and empowering individuals to fulfil a company's specific goals. GHRM approaches impact employee attitudes and behaviours through fostering a psychological bond between the firm and its employees (Arthur, 1994). Firms can nurture their employees' commitment by adopting GHRM, according to Domínguez-Falcón *et al.* (2016), who empirically confirmed that strategic HRM practices directly contribute to employees' organisational commitment.

Employees' discretionary efforts are increased as a result of HRM practices (Huselid, 1995). Employees are more inclined to strain themselves for the company if they believe the exchange relationship with their employer or supervisors to be of good quality (van Knippenberg *et al.*, 2007). For example, Tsaur and Lin (2004) found that the stronger front-line employees' perceptions of HRM techniques, the higher their levels of service behaviour. They showed that service workers with a positive impression of HRM practices went above and beyond their obligations to deliver outstanding service to customers.

Employee satisfaction and retention are linked to firms' environmental actions (Wagner, 2011), and it is likely that such outcomes occur even if employees' green behaviours and their consequences on EM do not alter. HRM systems' unique and more generic effects have been referred to as 'hard' and 'soft' results of HRM systems (Storey, 1989). While the hard aims of GHRM include direct control of employee behaviours that are expected to alter environmental performance outcomes, the soft outcomes of GHRM include improved employee sentiments toward their employer in general (Ren *et al.*, 2018). In this sense, the following hypothesis is proposed:

Hypothesis 6: *It is expected a negative association between Job Satisfaction and Intention to Quit is expected.*

The application of GHRM at the individual level (employees) strengthened individual empowerment, which improved productivity and performance and encouraged self-control and problem-solving skills (Wee & Quazi 2005; Renwick *et al.*, 2013, as cited in Suharti & Sugiarto, 2020). GHRM, according to Cherian and Jacob (2012), can boost employee engagement, make employees feel more at ease in the workplace, and recruit high-quality individuals to join the organisation. It also improved employee morale (Renwick *et al.*, 2013; Gotschol *et al.*, 2014, as cited in Suharti & Sugiarto, 2020) and created a psychologically green climate (Dumont *et al.*, 2017) as well as an environmentally friendly workplace (Haridas & Sivasubramanian, 2016, as cited in Suharti & Sugiarto, 2020). Furthermore, GHRM methods may boost employee well-being at work (Renwick *et al.*, 2013; Macke & Genari, 2018, as cited in Suharti & Sugiarto, 2020).

GHRM's effects on individual outcomes can be divided into two categories: green and non-green employee work outcomes (Shen *et al.*, 2018). Green innovation (Alhadid & Abu-Rumman, 2014), pro-environmental behaviour, employee environment commitment, green recovery performance (Luu, 2018), green lifestyle (Ragas *et al.*, 2017), green behaviour and individual green values (Dumont *et al.*, 2017), employee morale (Devi Kalpana, 2018), pro-environmental commitment (Sakka, 2018), and green passion and green creativity (Jia *et al.*, 2018) were among the impacts of GHRM on green employees' outcomes focused on the existing literature. However, a number of research have examined the impact of GHRM on non-green employee work outcomes such as ownership and organisation identity (Wulansari *et al.*, 2018), employee task performance, organisational citizen behaviours, and desire to resign (Shen *et al.*, 2018); and employee loyalty (Devi Kalpana, 2018).

A study of the environmental sustainability literature uncovered some evidence that GHRM improves employee job satisfaction and engagement (Karadas & Karatepe, 2019; Kloutsiniotis & Mihail, 2020, as cited in Ari *et al.*, 2020). HR strategies in firms are employed to a large extent to inspire employees to display PEBs (Zibarras & Coan, 2015). Organisations' lack of or inefficient implementation of GHRM raises the question of whether senior management is truly dedicated to environmental sustainability. Employees' positive opinions of GHRM and who believe their company's management is serious about GHRM are highly engaged at work (Darban *et al.*, 2020). They are keen on working in organisations that have practices like "green employee succession planning" (Amrutha & Geetha, 2020). In addition, and according to the findings of a case study, employees took delight in informing customers about the organisation's green activities, and as a result, they were more devoted to the business (Boley & Uysal, 2013).

On the whole, employees' awareness to environmental sustainability and green management is enhanced by the existence of Green HR practices. These actions help them improve their environmental knowledge, skills, and talents (Boselie *et al.*, 2005), and as a result they are more engaged and satisfied at work. In other words, when both the corporation and the employees follow the norms of exchange, they enjoy a trusting and high-quality relationship (Cropanzano & Mitchell, 2005). Employees feel obligated to reciprocate by increasing their work engagement and job happiness as a result of the existence of Green HR strategies. Employees can take cues in their social work environment from management's intention to invest in Green HR strategies (Salacik & Pfeffer, 1978). This improves their job happiness and engagement.

3. Research Model

The figure below shows the research model used in the present study, which was inspired by Dumont *et al.*'s model (2017). The model is composed by an independent variable, a mediator, a moderator and two outcome variables. Analysing the model from left to right, the first variable, Green HRM Practices, is the predictor variable - or independent variable - which will explain the changes in the outcome variables, Job Satisfaction, and Intention to Quit. The mediator variable is Psychological Green Climate, and the moderator variable is Individual Green Values.

The latter variables will influence the relationship between the predictor variable and the outcome variables. In other words, these variables are assumed to cause an effect on the outcome variable (dependent variable).

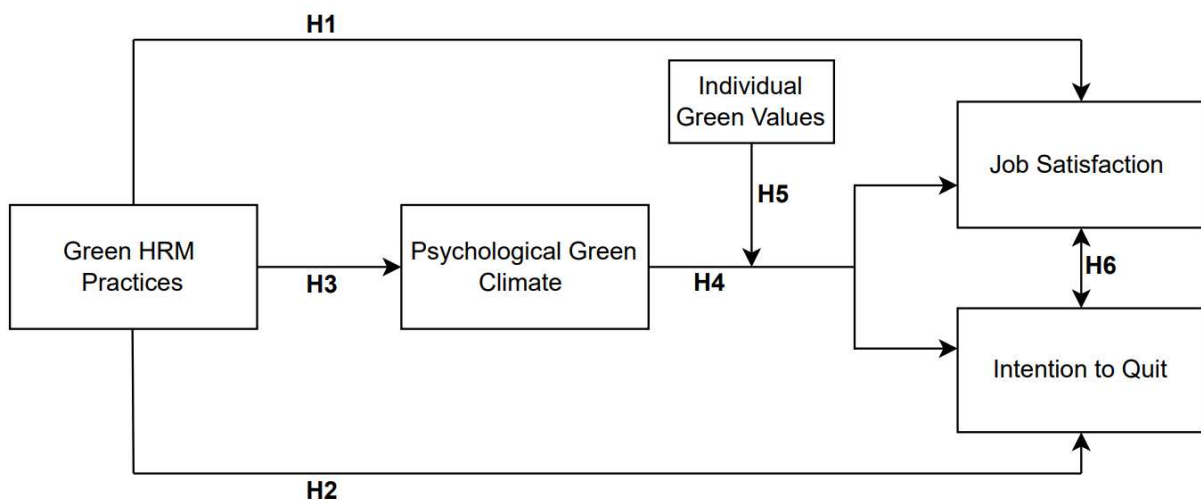


Figure 3.1 - Research Model

Having identified the variables and their relationships, the formulated hypotheses are presented below:

H1: It is expected a positive association between Green HRM Practices and Job Satisfaction.

H2: It is expected a negative association between Green HRM Practices and Intention to Quit.

H3: It is expected a positive association between Green HRM Practices and Psychological Green Climate.

H4a: It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Job Satisfaction.

H4b: It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Intention to Quit.

H5a: It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Job Satisfaction.

H5b: It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Intention to Quit.

H6: It is expected a negative association between Job Satisfaction and Intention to Quit is expected.

4. Methodology

The current study's development is based on a thorough literature review of the primary authors who have contributed to the theme of organisational sustainability and Green Human Resources Management.

This chapter aims to describe the design of this study, highlight the sample selection procedures, as well as its characterisation, describe the data collection instruments, outline the procedures used in their application and indicate the procedures for data analysis.

4.1. Design

The rationale of this research was based on a quantitative approach with a correlational character.

The correlational aspect comes from the fact that one of the main goals of this research is to understand the relationship between two or more variables. This study is also cross-sectional, as data was only collected at a specific point in time.

4.2. Measures and Questionnaire

The 5 variables were measured using validated scales that were adapted from previously released materials.

The questionnaire was mostly based on English items previously used in other studies and was later translated into Portuguese as the target audience was the Portuguese population. The table below (Table 4.2.1) reveals the items in English used to measure the variables in study, as well as the sources from which they were taken and adapted, and their respective Cronbach alphas.

The questionnaire included a brief presentation of the study and its objectives, and an informed consent in order to ensure anonymity and confidentiality. It was composed of two parts: the first part referred to the scales corresponding to each variable under study; and the second part contained sociodemographic and contextual questions which were considered relevant and appropriate for the topic.

The whole questionnaire can be found on Annex A (Portuguese version). A 5-point Likert Scale was used throughout this questionnaire to assess respondents' level of agreement with each statement. The scales were assigned a value ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree").

Table 4.2.1 - Original Items Used in Questionnaire and Their Respective Sources

Variables	Items in English	Source; α
Individual Green Values	1. I feel a personal obligation to do whatever I can to prevent environmental degradation.	Islam <i>et al.</i> (2021); 0.84
	2. I feel normally obliged to save environment from degradation, regardless of what others do.	
	3. I feel guilty when I contribute to environmental degradation.	
Psychological Green Climate	<i>My company...</i>	
	1. ...engages in and supporting green and sustainable initiatives is important in this organization.	Saeed <i>et al.</i> (2019); 0.74-0.91
	2. ...believes saving energy is important.	
	3. ...believes saving water is pivotal.	
	4. ...believes that reduction in the use of disposable products is critical.	
	5. ...values waste reduction and the control of harmful materials.	
Job Satisfaction	1. In general, I am happy with my company.	-
	2. In general, I am happy with my job.	
Green Practices		
Green Recruitment and Selection	<i>My company...</i>	
	1. ...includes environmental criteria in the recruitment messages.	Saeed <i>et al.</i> (2019); 0.74-0.91
	2. ...expresses the preference to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too in the recruitment message.	
	3. ...considers candidates' environmental concern and interest as selection criteria.	
Green Training and Development	<i>My company...</i>	
	1. ...conducts training needs analyses to identify green training needs of employees.	Saeed <i>et al.</i> (2019); 0.74-0.91
	2. ...provides opportunities to everybody to be trained on environmental management aspects.	
	3. ...provides opportunities to the employee to involve and participate in green suggestion schemes and joint consultations for environmental issues problem solving.	
	4. ...provides workshops or forums for staff to improve environmental behaviour and exchange their tacit knowledge.	

	<i>My company...</i>	
Green Employee Participation and Involvement	1. ...offers practises for employees to participate in environment management, such as newsletters, suggestion schemes, problem solving groups, low carbon champions and green action teams 2. ...emphasises a culture of environmental protection	Tang <i>et al.</i> (2017); 0.87
	<i>My company</i>	
Green Performance Management	1. ...incorporates green behaviours and criteria into performance appraisal. 2. ...sets green targets, goals and responsibilities for managers and employees	Tang <i>et al.</i> (2017); 0.87
Green Employee Discipline Management	1. My company implemented disciplinary actions (such as warning, penalty, suspension, dismissal) against employees breaching the provisions and rules of environmental protection 2. In our firm there are dis-benefits in performance management system for noncompliance or not meeting environment management goals	Bombiak & Marciniuk-kluska (2018); - Tang <i>et al.</i> (2017); -
Green Pay and Rewards	1. The company offers a nonmonetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion). 2. Environmental performance is recognized publicly (awards, dinner, and publicity). 3. The company introduced rewards for innovative environmental initiative/ performance. 4. The company provides incentives to encourage environmentally friendly activities and behaviors (e.g., recycling and waste management).	Saeed <i>et al.</i> (2019); 0.74-0.91
	<i>My company has...</i>	
Green Health and Safety Management	1. ...been using web or teleconferencing to reduce traveling and the use of gas-emitting vehicles. 2. ...implemented wellness programmes to foster employees' proper nutrition, fitness, and healthy living. 3. ...been reading emailed advisories about how employees can use less paper.	Ragas <i>et al.</i> (2017); 0.89
Intention to Quit	1. I would like to continue in this company for the near future. (R) 2. I plan to change companies in the near future. 3. I would consider changing jobs if a company offered me the same working conditions but where environmental policies were stronger. (R)	-

In the table above (Table 4.2.1), when authors are not identified, it means that the scales are of the student's own authorship, as it was felt the need to add more general items.

4.3. Sample Description

Regarding the characterisation of the sample, the ages of the participants range from 17 to 68 years old ($\bar{x}$ =32.06, sd =11.046).

With regard to Table 4.3.1, it shows the gender distribution of the sample and the mean and standard deviation of ages by gender. The sample is composed of 143 participants and 72% are female and their mean age is $\bar{x}$ =33.64 and the sd =11.365. Men represent 28% of the sample and their mean age is $\bar{x}$ =28 and the sd =9.109.

Table 4.3.1 - Sample Distribution by Gender, Mean and Standard Deviation of Ages By Gender

	Frequency	Percent	Mean Age	Standard Deviation of Age
Female	103	72	33.640	11.365
Male	40	28	28.000	9.109
Total	143	100	100	

With regard to academic qualifications (Table 4.3.2), the majority is graduated (N =71; 49.7%). The qualification with the highest percentage after the bachelor's degree is the master's degree with 28% (N =40). The qualifications with the least participants are primary school and PhD (N =1; 0.7%).

Table 4.3.2 - Sample Distribution by Academic Qualifications

	Frequency	Percent
Primary School	1	0.7
High School	19	13.3
Vocational Course	5	3.5
Post-Graduation	6	4.2
Undergraduate	71	49.7
Master	40	28
PhD	1	0.7
Total	143	100

4.4. Data Collection Procedure

To collect the primary data required to test all hypotheses and achieve this study's goals, a questionnaire was launched using Google Forms, a platform that allowed for anonymous and confidential online responses. The questionnaire was launched on June 21 2022 and was in circulation until September 1 2022. Prior to its release, pre-tests were conducted to detect potential perception and comprehension errors. These pre-tests were administered to 3 respondents and as no errors were detected, these were taken into account in the final sample for this research.

Furthermore, to ensure comprehensive and reliable data collection and analysis, the questionnaire was comprised of close-ended questions. The sampling method used was non-

probability snowball-sampling, as it was shared through social networks and personal contacts that met the intended requirements.

4.5. Data Treatment Procedure

Once the data collection was finalised, and in order to analyse the results obtained, version 27 of the SPSS software and PROCESS macro were used to perform the statistical analyses.

The first step of the data analysis was to validate the questionnaire and the reliability of the scales. Once that was finished, the descriptive statistics were analysed in order to determine the basic characteristics of each variable. This was followed by correlation tests, and a T-test for 2 Independent Samples to determine if there were significant differences between genders. Subsequently, linear regression analysis was performed. And finally, PROCESS macro was used to conduct the mediation and moderation tests.

5. Results

5.1. Factor analysis

In order to validate the questionnaire structured for this study, a factor analysis was performed through a principal components analysis. To make the answers that emerged from each study understandable, the factors were rotated orthogonally using VARIMAX.

Table 5.1.1 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.883
Bartlett's Test of Sphericity	Approx. Chi-Square	4277.740
	df	561
	Sig.	0.000

The KMO (Table 5.1.1) determines sampling adequacy (whether the responses provided with the sample are adequate) and should be close to 0.5 for a satisfactory factor analysis to proceed. In this case, the KMO=0.883 which means that the sample is acceptable. That said, Bartlett's test also checks out in terms of sphericity with a $\chi^2=4277.740$ and a significance of 0.000.

The table of commonalities (see Annex B) shows how much of the variance in the variables has been accounted for by the extracted factors. That is, the communality value should be greater than 0.5 to be considered for further analysis. Otherwise, these variables should be excluded from further factor analysis steps. In this case, all values are above 0.5, this means that it is not necessary to exclude any items.

The Total Variance Explained shows that, in terms of factoring, 7 dimensions should be retained. In addition, the scale overall explains 73% of the variance.

The Rotated Component Matrix shows how and to what extent each variable loads onto each component after rotation. This enables interpretation of what each extracted component may represent.

Considering the items that make up component 1 it can be seen that the common theme is the appreciation and recognition of employees' environmental concerns and achievements. Component 2 reflects the company's environmental policies and practices. Component 3 mirrors the promotion of conditions and opportunities for employee participation in environmental management. Component 4 contains items referring to employees' satisfaction with working conditions and with the company. The 5th component has items that express the promotion of well-being programmes and sustainable behaviours. Component 6 reflects

personal values, and the 7th component is composed of one single item that expresses the sense of individual duty to protect the environment.

Although the factorial structure does not converge with the pre-identified variables - however, it should be highlighted that component 5 converges with the Green Health and Safety Management variable - the choice of variables presented in the model will be maintained and the reliability analysis will be developed based on them.

5.2. Reliability Analysis

In this next phase the reliability of the scales of each variable will be assessed.

Cronbach's alpha is a reliability test that is used to assess the internal consistency of a set of survey questions. It is most frequently applied when a scale made up of several Likert questions in a survey or questionnaire needs to be tested for reliability. The Cronbach's alpha coefficient ranges from 0 to 1, and values greater than 0.60 accepted.

Table 5.2.1 - Reliability Statistics

Variable	Cronbach's Alpha	Number of items
GHRM Practices		
Green Recruitment and Selection	0.907	3
Green Training and Development	0.914	4
Green Participation and Involvement	0.856	2
Green Performance Management	0.964	2
Green Discipline Management	0.956	2
Green Pay and Rewards	0.933	4
Green Health and Safety Management	0.737	3
Psychological Green Climate	0.918	5
Individual Green Values	0.550	3
Job Satisfaction	0.850	3
Intention to Quit	0.373	3

In order to determine the internal consistency, Cronbach's alphas were calculated for the scale of each variable as shown in Table 5.2.1. The factors identified in bold show acceptable Cronbach's alpha values since they are greater than 0.60, which corresponds to an acceptable degree of internal consistency (see Annex C for further details).

In cases where the alpha is lower than desired (Intention to Quit), the Item-Total Statistics table was analysed (Table 5.2.2).

Table 5.2.2 - Item-Total Statistics for Intention to Quit

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I would like to continue in this company in the foreseeable future. (R)	5.69	2.189	0.432	0.499	-.235 ^a
I intend to change company in the foreseeable future.	5.41	2.16	0.504	0.491	-.388 ^a
I would consider changing jobs if a company offered me the same working conditions but where environmental policies were stronger (R)	5.22	4.795	-0.147	0.027	0.823

^a The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

In the case of the Intention to Quit variable, the Cronbach's alpha increases considerably if the last question is deleted ($\alpha=0.823$).

Nevertheless, the decision is maintained to continue using the original variables used in the model.

Once the validation of the questionnaire is closed, the presentation of the results of the descriptive statistics follows.

5.3. Descriptive Statistics

In the first phase of the analysis of the results, descriptive statistics were performed in order to describe the basic characteristics of the data and to obtain a summary of them.

Table 5.3.1 - Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
GHRM Practices				
Green Recruitment and Selection	1	5	2.275	1.006
Green Training and Development	1	5	2.619	1.059
Green Participation and Involvement	1	5	2.745	1.127
Green Performance Management	1	5	2.594	1.161
Green Discipline Management	1	5	2.164	1.005
Green Pay and Rewards	1	5	2.266	1.039
Green Health and Safety Management	1	5	3.028	1.013
Psychological Green Climate	1	5	3.625	0.956
Individual Green Values	2.33	5	4.329	0.577
Job Satisfaction	1	5	3.555	0.912
Intention to Quit	1.33	5	2.720	0.762

Notes: N=143; Scale: 1 ("Strongly Disagree") to 5 ("Strongly Agree")

Table 5.3.1 includes the minima and maxima, the mean and the standard deviation of each variable.

Regarding the means of the variables, it can be observed that the highest mean is that of Individual Green Values ($\bar{x}=4.329$, $sd=0.577$). Furthermore, the minimum value of this

same variable is 2.33, which means that there was no one with values close to 1, which in turn indicates strong environmental interests and values on the part of the participants. The lowest mean is for Green Discipline Management ($\bar{x}$ =2.164, sd =1.005). It should be noted that all variables referring to Green Practices have relatively low averages, which may indicate that the companies where the participants work do not have a sustainable strategy and there is still little adherence to environmental policies and initiatives on their part.

5.4. Correlations

The second step of the results analysis was to observe the correlation between the variables.

The direction of the correlation is indicated by the sign of the correlation coefficient: a positive correlation indicates that as one variable increases, so does the other; a negative correlation indicates that as one variable increases, the other decreases. The numeric value indicates the strength of the relationship: A perfect relationship is indicated by a 1; no relationship is indicated by a 0.

Table 5.4.1 - Correlations

Variables	$\bar{x}$	sd	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	32.06	11.046	1												
2. Education	-	-	-.188*	1											
3. Individual Green Values	4.329	0.577	.139	.131	1										
4. Psychological Green Climate	3.625	0.956	.060	-.122	.171*	1									
5. Job Satisfaction	3.555	0.912	-.109	0.082	-.014	.626*	1								
6. Green Recruitment and Selection	2.275	1.006	.176*	-.203*	.141	.470*	.371*	1							
7. Green Training and Development	2.619	1.059	-.079	-.0148	.022	.528*	.498*	.596*	1						
8. Green Participation and Involvement	2.745	1.127	.077	-.0134	.070	.609*	.514*	.657*	.778*	1					
9. Green Performance Management	2.594	1.161	-.084	-.0154	.107	.443*	.410*	.612*	.638*	.659*	1				
10. Green Discipline Management	2.164	1.005	.019	-.174*	.098	.408*	.367*	.574*	.532*	.480*	.557*	1			
11. Green Pay and Rewards	2.266	1.039	.021	-.188*	.094	.422*	.352*	.698*	.631*	.642*	.671*	.646*	1		
12. Green Health and Safety Management	3.028	1.013	-.093	.065	.213*	.549*	.543*	.378*	.501*	.463*	.548*	.386*	.478*	1	
13. Intention to Quit	2.720	0.762	-.0164	.139	-.160	.320*	.479*	.279*	.270*	.334*	.267*	.265*	.232*	.381*	1

N=143

* Correlation is significant at the 0.05 level (2-tailed).

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

With that said, Table 5.4.1 shows that Age is negatively and significantly correlated with Education (R =-0.188; p <0.05), and positively and significantly correlated with Green Recruitment and Selection (R =0.176; p <0.05).

Education is significantly and negatively related with Green Recruitment and Selection ($R=-0.203$; $p<0.05$) and Green Discipline Management ($R=-0.174$; $p<0.05$) and Green Pay and Rewards ($R=-0.188$; $p<0.05$).

Individual Green Values is positively and significantly correlated with Psychological Green Climate ($R=0.171$; $p<0.05$) and Green Health and Safety Management ($R=0.213$; $p<0.05$).

Psychological Green Climate is positively and significantly correlated with Job Satisfaction ($R=0.626$; $p<0.01$), Green Recruitment and Selection ($R=0.470$; $p<0.01$), Green Training and Development ($R=0.528$; $p<0.01$), Green Participation and Involvement ($R=0.609$; $p<0.01$), Green Performance Management ($R=0.443$; $p<0.01$), Green Discipline Management ($R=0.408$; $p<0.01$), Green Pay and Rewards ($R=0.422$; $p<0.01$) Green Health and Safety Management ($R=0.549$; $p<0.01$). It is also significantly and negatively correlated with Intention to Quit ($R=-0.320$; $p<0.01$).

The variable Job Satisfaction is positively and significantly correlated with Green Recruitment and Selection ($R=0.371$; $p<0.01$), Green Training and Development ($R=0.498$; $p<0.01$), Green Participation and Involvement ($R=0.514$; $p<0.01$), Green Performance Management ($R=0.410$; $p<0.01$), Green Discipline Management ($R=0.367$; $p<0.01$), Green Pay and Rewards ($R=0.352$; $p<0.01$) and Green Health and Safety Management ($R=0.543$; $p<0.01$). This variable is also negatively and significantly related with Intention to Quit ($R=-0.479$; $p<0.01$).

Green Recruitment and Selection is positively and significantly correlated with Green Training and Development ($R=0.596$; $p<0.01$), Green Participation and Involvement ($R=0.657$; $p<0.01$), Green Performance Management ($R=0.612$; $p<0.01$), Green Discipline Management ($R=0.574$; $p<0.01$), Green Pay and Rewards ($R=0.698$; $p<0.01$) and Green Health and Safety Management ($R=0.378$; $p<0.01$). It is also negatively and significantly correlated with Intention to Quit ($R=-0.279$; $p<0.01$).

Green Training and Development is significantly and positively related with Green Participation and Involvement ($R=0.778$; $p<0.01$), which is the strongest correlation among all the variables, Green Performance Management ($R=0.638$; $p<0.01$), Green Discipline Management ($R=0.532$; $p<0.01$), Green Pay and Rewards ($R=0.631$; $p<0.01$), Green Health and Safety Management ($R=0.501$; $p<0.01$). It is also negatively and significantly correlated with Intention to Quit ($R=-0.270$; $p<0.01$).

Green Participation and Involvement has a significant and positive correlation with Green Performance Management ($R=0.659$; $p<0.01$), Green Discipline Management

($R=0.480$; $p<0.01$), Green Pay and Rewards ($R=0.642$; $p<0.01$) and Green Health and Safety Management ($R=0.463$; $p<0.01$). It also has a significant and negative correlation with Intention to Quit ($R=-0.334$; $p<0.01$).

Green Performance Management has a positive and significant correlation with Green Discipline Management ($R=0.557$; $p<0.01$), Green Pay and Rewards ($R=0.671$; $p<0.01$) and Green Health and Safety Management ($R=0.548$; $p<0.01$). It also has a negative and significant correlation with Intention to Quit ($R=-0.267$; $p<0.01$).

Green Discipline Management is significantly and positively correlated with Green Pay and Rewards ($R=0.646$; $p<0.01$) and Green Health and Safety Management ($R=0.386$; $p<0.01$). It is also negatively and significantly related with Intention to Quit ($R=-0.265$; $p<0.01$).

Green Pay and Rewards is significantly and positively correlated with Green Health and Safety Management ($R=0.478$; $p<0.01$). And it is negatively and significantly correlated with Intention to Quit ($R=-0.232$; $p<0.01$).

Lastly, Green Health and Safety Management has a significant and negative correlation with Intention to Quit ($R=-0.381$; $p<0.01$).

Thus, it can be concluded that the variables in the model show to be associated with each other, being relevant that Psychological Green Climate is associated with all Green Practices, with the mediator Individual Green Values and with the outcome variables Job Satisfaction and Intention to Quit, and also that all Green Practices are correlated with each other.

5.5. T-test for 2 Independent Samples

An independent-samples t-test is used to determine whether there is a difference between two independent, unrelated groups in terms of the mean of a continuous dependent variable in the population. This test was performed in order to determine if there were significant differences between genders (Table 5.5.1).

Table 5.5.1 - T-test for 2 Independent Samples

		Levene's Test for Equality of Variances	t-test for Equality of Means	
		Sig.	t	Sig. (2- tailed)
Green Practices				
Green Recruitment and Selection	Equal variances assumed	0.718	1.175	0.242
Green Training and Development	Equal variances assumed	0.081	0.484	0.629
Green Participation and Involvement	Equal variances assumed	0.854	1.968	0.051
Green Performance Management	Equal variances assumed	0.209	1.907	0.059

		Levene's Test for Equality of Variances	t-test for Equality of Means	
		Sig.	t	Sig. (2- tailed)
Green Discipline Management	Equal variances not assumed	0.032	-0.588	0.559
Green Pay and Rewards	Equal variances assumed	0.209	0.605	0.546
Green Health and Safety Management	Equal variances assumed	0.125	1.436	0.153
Psychological Green Climate	Equal variances assumed	0.280	0.780	0.437
Individual Green Values	Equal variances not assumed	<.001	1.438	0.157
Job Satisfaction	Equal variances assumed	0.630	0.992	0.323
Intention to Quit	Equal variances assumed	0.132	-1.604	0.111

Levene's Test for Equality of Variances was applied to see whether equal variances was assumed or not. There were only two cases where equal variances were not assumed: Green Discipline Management (Sig=<0.032< α =0.05) and Individual Green Values (Sig=<0.001< α =0.05).

Moving on to analyse the T-test for Equality of Means, it is possible to conclude that perceptions of implementation of Green Practices are not significantly different between genders because all Sig> α =0.05.

Even though there was not a formulated hypothesis, it was interesting to verify if there were differences between genders. It was concluded that there are no differences.

5.6. Linear Regression

This next test is widely used to analyse the causal relationship between a single independent variable and a dependent variable. In other words, the purpose of running a linear regression analysis is to see if the independent variable (predictor) has a significant effect on the dependent variable (outcome).

If the P-value is equal to or lower than 0.05 ($P \leq 0.05$) the predictor-outcome relationship is significant.

Job Satisfaction

Table 5.6.1 - Linear Regression Analysis Model Summary for Dependent Variable Job Satisfaction

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.677 ^a	0.459	0.427	0.691	0.459	14.207	8	134	<.001

^a Predictors: (Constant), Intention to Quit, Green Pay and Rewards, Green Health and Safety Management, Green Discipline Management, Green Participation and Involvement, Green Recruitment and Selection, Green Performance Management, Green Training and Development

In Table 5.6.1, it is necessary to analyse the value of R Square, as this value will help to assess the quality of the fit. So, $R^2=0.459$, which means that 45.9% of the variance of Job Satisfaction is explained by the independent variables.

Table 5.6.2 - Linear Regression Analysis ANOVA for Dependent Variable Job Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.249	8	6.781	14.207	.001 ^b
	Residual	63.961	134	0.477		
	Total	118.21	142			

^a Dependent Variable: Job Satisfaction

^b Predictors: (Constant), Intention to Quit, Green Pay and Rewards, Green Health and Safety Management, Green Discipline Management, Green Participation and Involvement, Green Recruitment and Selection, Green Performance Management, Green Training and Development

The Sig column in Table 5.6.2 shows the model's validity, that is, if the difference between the variables in the regression model is significant or not. It must be ≤ 0.05 to be statistically different.

In this case the $\text{Sig} < 0.001 < 0.05$ which means that there is at least one B that is significantly different from 0. That is, at least one independent variable is relevant to explain Job Satisfaction.

Table 5.6.3 - Linear Regression Analysis Coefficients for Dependent Variable Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.848	0.381		7.466	<.001
	Green Recruitment and Selection	0.007	0.090	0.008	0.081	0.936
	Green Training and Development	0.129	0.094	0.149	1.365	0.175
	Green Participation and Involvement	0.190	0.093	0.234	2.041	0.043
	Green Performance Management	-0.036	0.079	-0.045	-0.451	0.653
	Green Discipline Management	0.088	0.080	0.097	1.097	0.275
	Green Pay and Rewards	-0.122	0.095	-0.139	-1.294	0.198
	Green Health and Safety Management	0.281	0.074	0.312	3.809	<.001
	Intention to Quit	-0.309	0.085	-0.258	-3.634	<.001

^a Dependent Variable: Job Satisfaction

The Sig column in the Table 5.6.3 shows the statistical significance for each predictor on the outcome variable, where a $\text{Sig} \leq 0.05$ is considered acceptable.

It is possible to see that only 3 variables have a $\text{Sig} \leq 0.05$: Green Participation and Involvement ($t=2.041$, $\text{Sig}=0.043$), Green Health and Safety Management ($t=3.809$, $\text{Sig}<0.001$) and Intention to Quit ($t=-3.634$, $\text{Sig}<0.001$). This means that these variables are the only ones that help to explain Job Satisfaction.

Intention to Quit

Table 5.6.4 - Linear Regression Analysis Model Summary for Dependent Variable Intention to Quit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.519 ^a	0.27	0.226	0.670	0.27	6.19	8	134	<.001

^a Predictors: (Constant), Job Satisfaction, Green Pay and Rewards, Green Health and Safety Management, Green Discipline Management, Green Training and Development, Green Recruitment and Selection, Green Performance Management, Green Participation and Involvement

In Table 5.6.4, it is possible to see that $R^2=0.270$, this means that 27% of the variance of Intention to Quit is explained by the independent variables. Ideally, to be satisfactory and meaningful, this value should be equal or greater than 0.5.

Table 5.6.5 - Linear Regression Analysis ANOVA for Dependent Variable Intention to Quit

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.227	8	2.778	6.19	.001 ^b
	Residual	60.14	134	0.449		
	Total	82.367	142			

^a Dependent Variable: Intention to Quit

^b Predictors: (Constant), Job Satisfaction, Green Pay and Rewards, Green Health and Safety Management, Green Discipline Management, Green Training and Development, Green Recruitment and Selection, Green Performance Management, Green Participation and Involvement

$\text{Sig} < 0.001 < 0.05$ (Table 5.6.5), which means that there is at least one B that is significantly different from 0. In other words, at least one independent variable is relevant to explain Intention to Quit.

Table 5.6.6 - Linear Regression Analysis Coefficients for Dependent Variable Intention to Quit

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.292	0.237		18.097	<.001
	Green Recruitment and Selection	-0.072	0.087	-0.095	-0.829	0.409
	Green Training and Development	0.101	0.092	0.141	1.103	0.272
	Green Participation and Involvement	-0.105	0.091	-0.155	-1.151	0.252
	Green Performance Management	0.025	0.077	0.038	0.322	0.748
	Green Discipline Management	-0.068	0.078	-0.089	-0.869	0.386
	Green Pay and Rewards	0.064	0.092	0.087	0.693	0.49
	Green Health and Safety Management	-0.137	0.074	-0.182	-1.841	0.068
	Job Satisfaction	-0.290	0.080	-0.348	-3.634	<.001

^a Dependent Variable: Intention to Quit

In this case (Table 5.6.6) only 1 variable has a $\text{Sig} \leq 0.05$: Job Satisfaction ($t = -3.634$, $\text{Sig} < 0.001$).

Psychological Green Climate

Table 5.6.7 - Linear Regression Analysis Model Summary for Variable Psychological Green Climate

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.696 ^a	0.484	0.457	0.7039	0.484	18.101	7	135	<.001

^a Predictors: (Constant), Green Health and Safety Management, Green Recruitment and Selection, Green Discipline Management, Green Training and Development, Green Performance Management, Green Pay and Rewards, Green Participation and Involvement

Table 5.6.7 shows that $R^2=0.484$, which means that 48.4% of the variance of Psychological Green Climate is explained by the independent variables.

Table 5.6.8 - Linear Regression Analysis ANOVA for Variable Psychological Green Climate

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.78	7	8.969	18.101	.001b
	Residual	66.889	135	0.495		
	Total	129.669	142			

^a Dependent Variable: Psychological Green Climate

^b Predictors: (Constant), Green Health and Safety Management, Green Recruitment and Selection, Green Discipline Management, Green Training and Development, Green Performance Management, Green Pay and Rewards, Green Participation and Involvement

$\text{Sig} < 0.001 < 0.05$ (Table 5.6.8), which means that there is at least one B that is significantly different from 0. This means that at least one independent variable is relevant to explain Psychological Green Climate.

Table 5.6.9 - Linear Regression Analysis Coefficients for Variable Psychological Green Climate

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.504	0.206		7.304	<.001
	Green Recruitment and Selection	0.117	0.091	0.123	1.277	0.204
	Green Training and Development	0.011	0.096	0.012	0.116	0.908
	Green Participation and Involvement	0.387	0.093	0.457	4.144	<.001
	Green Performance Management	-0.096	0.08	-0.116	-1.192	0.235
	Green Discipline Management	0.121	0.081	0.128	1.496	0.137
	Green Pay and Rewards	-0.133	0.096	-0.145	-1.392	0.166
	Green Health and Safety Management	0.347	0.072	0.368	4.805	0.166
	Job Satisfaction	1.504	0.206		7.304	<.001

^a Dependent Variable: Intention to Quit

In this case, it is possible to see from Table 5.6.9, that only 2 variables have a $\text{Sig} \leq 0.05$: Green Participation and Involvement ($t=4.144$, $\text{Sig} < 0.001$) and Job Satisfaction ($t=7.304$,

Sig<0.001). This means that these variables are the only ones that help to explain Psychological Green Climate.

5.7. Mediation Effects of Psychological Green Climate

Subsequently, a mediation analysis was conducted to determine the effect of one or more independent variables (predictors) on a dependent variable (outcome) via a third variable called a mediator.

As mediation is correlational in nature, it is necessary to know beforehand if there really is a direct relationship between the independent variable and the dependent one. Through the linear regression tests, it was found that the dependent variable Job Satisfaction is only directly related to Green Participation and Involvement ($t=2.041$, $\text{Sig}=0.043<0.05$) and Green Health and Safety Management ($t=3.809$, $\text{Sig}<0.001$).

Running the mediation test for the effect of the independent variable Green Participation and Involvement (X) on the dependent variable Job Satisfaction (Y) produced the following results:

Table 5.7.1 - Effects of Green Participation and Involvement on Job Satisfaction

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
0.416	.059	7.117	0.000	0.301	0.532	0.514
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
0.171	.066	2.601	0.010	0.041	0.301	0.211
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
PC	0.245	0.055	0.149	0.363		
Completely standardized indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
PC	0.303	0.063	0.190	0.437		

Looking at Table 5.7.1, it can be seen that the direct effect of X on Y is significant because $P\text{-value}=0.010<0.05$ and has a point effect of 0.171. It is also found that the indirect effect of X on Y via M has a point effect calculated at 0.245.

Now running the same test, but for the independent variable Green Health and Safety (X) Management the following results were obtained:

Table 5.7.2 - Effects of Green Health and Safety Management on Job Satisfaction

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
0.489	0.064	7.683	0.000	0.363	0.615	0.543
Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	c_cs
0.257	0.068	3.808	0.000	0.124	0.391	0.286
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
PC	0.232	0.048	0.141	0.333		
Completely standardized indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
PC	0.257	0.053	0.158	0.367		

From Table 5.7.2, it can be seen that the direct effect of X on Y is significant because $P\text{-value}=0.000<0.05$ and has a point effect of 0.257. In addition, the indirect effect of X on Y via M has a point effect calculated at 0.232.

5.8. Moderating Effects of Individual Green Values

A moderator variable is a third variable used to investigate the strength of the relationship between an independent and dependent variable. In other words, it describes the level of change between independent and dependent variables quantified by the linear regression coefficients of the product term. The product term refers to the observed effect of the moderator on the relationship between the independent and the dependent variables.

That said, running the moderation test for the effect of the independent variable Green Participation and Involvement (X) on the dependent variable Job Satisfaction (Y) moderated by Individual Green Values produced the following results:

Table 5.8.1 - Moderation Analysis Model Summary for Independent Variable Green Participation and Involvement

R	R-sq	MSE	F	df1	df2	p
0.520	0.270	0.621	17.164	3.000	139.000	0.000

Looking at the Model Summary (Table 5.8.1), the R-sq is 0.270, which means that the independent variable explains 27% of the variance in the dependent variable.

Table 5.8.2 - Moderation Analysis Model for Independent Variable Green Participation and Involvement

	coeff	se	t	p	LLCI	ULCI
constant	3.551	0.066	53.802	0.000	3.421	3.682
PI	0.419	0.059	7.130	0.000	0.303	0.535
IV	-0.058	0.118	-0.491	0.624	-0.291	0.175
Int_1	0.075	0.093	0.810	0.420	-0.108	0.258

In the table for the model (Table 5.8.2), among the P-values presented it appears that only Green Participation and Involvement (PI) has a significant one, because $P\text{-value}=0.000<0.05$.

Table 5.8.3 - Moderation Analysis Conditional effects of the focal predictor at values of the moderator for Independent Variable Green Participation and Involvement

IV	Effect	se	t	p	LLCI	ULCI
-0.5773	0.376	0.079	4.741	0.000	0.219	0.533
0.0000	0.419	0.059	7.130	0.000	0.303	0.535
0.5773	0.462	0.080	5.813	0.000	0.305	0.620

The conditional effects of the independent variable PI at values of the moderator Individual Green Values are significant ($P\text{-value}\leq 0.05$) at levels -0.577, 0.000 and 0.577 (Table 5.8.3).

Running the same test, but for the independent variable Green Health and Safety Management, the results presented below were obtained:

Table 5.8.4 - Moderation Analysis Model Summary for Independent Variable Green Health and Safety Management

R	R-sq	MSE	F	df1	df2	p
0.561	0.314	0.583	21.226	3.000	139.000	0.000

Looking at Table 5.8.4, the R-sq is 0.314. This means that 31% of the variance in Job Satisfaction is explained by Green Health and Safety Management.

Table 5.8.5 - Moderation Analysis Model for Independent Variable Green Health and Safety Management

	coeff	se	t	p	LLCI	ULCI
constant	3.548	0.065	54.529	0.000	3.420	3.677
HS	0.515	0.065	7.961	0.000	0.387	0.643
IV	-0.197	0.119	-1.664	0.098	-0.432	0.037
Int_1	0.054	0.101	0.533	0.595	-0.146	0.253

When it comes to the P-values (Table 5.8.5), only one is significant, which is Green Health and Safety Management (HS) because $P\text{-value}=0.000<0.05$.

Table 5.8.6 - Moderation Analysis Conditional effects of the focal predictor at values of the moderator for Independent Variable Green Health and Safety Management

IV	Effect	se	t	p	LLCI	ULCI
-0.577	0.484	0.087	5.572	0.000	0.312	0.656
0.000	0.515	0.065	7.961	0.000	0.387	0.643
0.577	0.546	0.087	6.266	0.000	0.374	0.719

Finally, the conditional effects of the predictor variable Green Health and Safety Management at values of the moderator Individual Green Values (IV) are significant at levels -0.577, 0.000 and 0.577 (Table 5.8.6).

6. Discussion

The main objective of this study was to determine the importance of Green Human Resource Management practices. It was also possible to understand how the adoption of these practices influences Job Satisfaction and Intention to Quit of employees. In addition, it was possible to retain some perception of how environmentally aware the participants are, that is, if there is any environmental concern on their part.

Following the analysis of the data obtained, the conclusions drawn from this are presented below:

With regard to **Hypothesis 1**: “It is expected a positive association between Green HRM Practices and Job Satisfaction”, the correlation test was carried out in order to ascertain whether there was indeed any relationship between the variables. It was concluded that Job Satisfaction is positively and significantly correlated with all Green Practices. It was also conducted a linear regression analysis which showed that 46% of the variance of Job Satisfaction is explained by the independent variables. However, analysing the coefficient table (Table 5.6.1.3) it was concluded that Job Satisfaction has a linear correlation with only two Green Practices: Green Participation and Involvement ($t=2.041$, $Sig=0.043$) and Green Health and Safety Management ($t=3.809$, $Sig<0.001$).

That said, hypothesis 1 is partially validated, and converges with the literature, as it has already been established that there is indeed a substantially positive association between Green Practices and employee satisfaction (Chowdhury *et al.*, 2019). Employees are much more committed and satisfied with working conditions in organisations that are interested in the 'Go Green' concept. Kamaruddin *et al.* (2019) proved that there is indeed a relationship between Green Practices and Job Satisfaction.

Hypothesis 2 “It is expected a negative association between Green HRM Practices and Intention to Quit” was verified.

In a first moment, the correlations between the Intention to Quit and Green Practices were analysed, and it was concluded that there is a significant and negative correlation between them. Resorting to a linear regression analysis, it was verified that only 27% of the variance of the Intention to Quit is explained by the independent variables. Once again, this result converges with what was proved by other authors. Both Becker and Gerhart (1996) and Santos (2012) studies also proved that there is a negative association between Green Practices and Intention to Quit.

With respect to **Hypothesis 3** “It is expected a positive association between Green HRM Practices and Psychological Green Climate”, the results obtained partially validated it.

Firstly, looking at the correlations it was concluded that there is a significant and positive correlation between Psychological Green Climate and Green Practices. From here it becomes necessary to ascertain whether these are statistically significant. Resorting to a linear regression analysis for that purpose, it was concluded that 48% of the variance of the Psychological Green Climate is explained by the independent variables. It was verified that the practice that helps to explain the Psychological Green Climate is Green Participation and Involvement ($t=4.144$, $Sig<0.001$).

These results are in agreement with what was said in the theoretical framework. Employees are expected to understand and interpret the organisation's HRM procedures and policies, which will shape their thoughts of the organisation and its values (Bowen & Ostroff, 2004; Ferris et al., 1998; Kaya et al., 2010; Nishii et al., 2008, as cited in Dumont et al., 2017). It is at this point that employees' perceptions of the organisation's psychological climate are formed. When a corporation displays a strong environmental agenda, it conveys to its employees its core values and principles (Rangarajan & Rahm, 2011). By implementing GHRM practises, the company conveys to its employees that it cares about the environment in addition to generating profits, and it also aims to include employees in green-related decisions and activities (Renwick et al., 2013).

Moving on to **Hypothesis 4a**: "It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Job Satisfaction", it was supported by the results and the literature.

Although few in number, there are studies which infer that perspectives of psychological climate act as a mediator between organisational attributes and individual outcomes (e.g. Field & Abelson, 1982; James et al., 1977; Lawler et al., 1974; Litwin & Stringer, 1968; Payne & Pugh, 1976). Although there are not many studies confirming this assumption, Parker et al., (2003) states that many studies show that indeed psychological climate and Job Satisfaction are highly related.

In order to test the **mediation effect** of the Psychological Green Climate on the relationship between Green Practices and Job Satisfaction, it is first necessary to know if there is a direct relationship between Green Practices and Job Satisfaction. Through a linear regression analysis, it was concluded that the only practices that have a direct relationship with Job Satisfaction are: Green Participation and Involvement ($t=2.041$, $Sig=0.043$) and Green Health and Safety Management ($t=3.809$, $Sig<0.001$).

Once this is done, it is possible to determine the mediation effects of the Psychological Green Climate. Starting by running the test for the practice Green Participation and Involvement, the results showed that the effect of this variable on Job Satisfaction is significant

because the $P\text{-value}=0.010<0.05$ and has a point effect of 0.171. And it was found that the indirect effect of Green Participation and Involvement on Job Satisfaction via Psychological Green Climate has a point effect calculated at 0.245.

Running the test for the Green Health and Safety Management practice, the results showed that the effect of this variable on Job Satisfaction is significant because the $P\text{-value}=0.000<0.05$ and has a point effect of 0.257. In addition, the indirect effect of Green Health and Safety Management on Job Satisfaction via Psychological Green Climate has a point effect calculated at 0.231.

With regard to **Hypothesis 4b**: “It is expected that there will be a mediating effect of Psychological Green Climate on the relationship between Green HRM Practices and Intention to Quit”, it is not validated as there was no prior demonstration of a relationship between Green Practices and Intention to Quit.

With regard to **Hypothesis 5a**: “It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Job Satisfaction”, it is also validated. The study of Edwards & Cable (2009) (cited by Dumont *et al.*, 2017) stated that when an individual identifies with the values of the organisation, certain positive individual outcomes are expected, such as Job Satisfaction and the intention to stay in the organisation.

Much like in the mediation tests, to test the **moderating effect** of Individual Green Values on the relationship between Green Practices and Job Satisfaction one must know if there is a direct relationship between these variables. With the linear regression analysis it was found that Job Satisfaction is only directly related to two practices. After running the moderation tests it was concluded that 27% of the variance of Job Satisfaction is explained by Green Participation and Involvement. It was also concluded that the conditional effects of the independent variable Green Participation and Involvement to values of the moderator Individual Green Values are significant ($P\text{-value}\leq 0.05$) at -0.577, 0.000 and 0.577 levels.

With regard to the second practice, it was determined that Green Health and Safety Management explains 31% of the variance in Job Satisfaction. Furthermore, the conditional effects of Green Health and Safety Management to values of the moderator Individual Green Values are significant at -0.577, 0.000 and 0.577 levels.

Hypothesis 5b: “It is expected that there will be a moderating effect of Individual Green Values on the relationship between Green HRM Practices and Job Satisfaction” - is not validated as there is no direct relationship between any of the Green Practices and Intention to Quit.

Finally, with regard to **Hypothesis 6**: “It is expected a negative association between Job Satisfaction and Intention to Quit is expected”, it is known from the correlation test that Job Satisfaction and Intention to Quit are correlated ($R=-0.479$; $p<0.01$). The linear regression analysis showed that not only are they directly related, but Intention to Quit helps to explain 46% of the variance of Job Satisfaction ($t=-3.634$, $\text{Sig}<0.001$), and Job Satisfaction helps explain 27% of the variance of Intention to Quit ($t=-3.634$, $\text{Sig}<0.001$).

In other words, this last hypothesis was also validated. It is consistent with Wagner’s (2011) claim that employee retention and satisfaction are related not only to each other, but also to environmental policies, so that it is likely that these results occur even if employees’ environmental behaviours and their effects on EM remain unchanged.

With these results, it can be seen that Job Satisfaction is effectively correlated with Green Practices, and that the practices that are most directly and significantly correlated with Job Satisfaction are Green Participation and Involvement and Green Health and Safety Management, but contrastingly in another study it was concluded that of all the practices, green recruitment had the greatest influence on employee satisfaction (Kamaruddin *et al.*, 2019). This may mean that organisations have implemented more initiatives within these practices, compared to the others, and that, in turn, they have the most impact on Job Satisfaction. It can also be inferred that although Psychological Green Climate is significantly correlated with all practices, it is through Green Participation and Involvement initiatives that organisations communicate their sustainable values to their employees. Furthermore, notwithstanding the fact that the practices themselves and their implementation contribute to Job Satisfaction, the perception that the firm cares about the environment also helps to increase employees’ satisfaction. In addition, Individual Green Values as a moderator help to increase Job Satisfaction and reduce Intention to Quit.

The next chapter describes the main conclusions, some limitations of the study and suggestions for future research to deepen the knowledge obtained, as well as to explore related aspects.

7. Conclusion

In the literature there are several studies on organisational sustainability and Green Practices. However, few focus on the Psychological Green Climate as a mediator, on the Individual Green Values as a moderator, and even on Job Satisfaction and Intention to Quit as outcome variables depending on the Individual Green Values and Psychological Green Climate.

Understanding the impact of those two variables on Job Satisfaction and Intention to Quit becomes progressively important as sustainable strategies are being increasingly adopted and given the planet's environmental situation, will be the future of companies and what determines their survival.

This is a complex theme, because what happens and works in one company does not necessarily mean that it will work for another. Even so, it is still necessary to continue to study all aspects of this phenomenon.

This study aims to contribute to the literature by studying the importance of Green Practices in Human Resource Management, that is, the adherence to sustainable strategies. In addition, it was also intended to understand the role of the Psychological Green Climate as a mediator and the role of Individual Green Values as a moderator. Furthermore, it was possible to absorb some insight on how environmentally conscious participants are.

Although the proposed hypotheses were not all validated, it was still possible to draw some relevant conclusions.

It was found that there is a positive association between some Green Practices and Job Satisfaction. In this case those practices were Green Participation and Involvement and Green Health and Safety Management. The negative association between Green Practices and Intention to Quit was also proven. This information is particularly valuable for companies, because as the implementation of Green Practices is inevitable, studies like this one show the advantages of adopting a sustainable strategy. Among the many advantages, there is a major highlight for higher employee satisfaction and lower Intention to Quit, which will consequently imply lower costs for the organisation.

The mediating effects of Psychological Green Climate and the moderating effects of Individual Green Values on the relationship between Green Practices and Job Satisfaction and Intention to Quit were proved. And finally, the negative association between Job Satisfaction and Intention to Quit was proved. Understanding the impact of these aspects is also vital for a company, because the more sustainable values the employees have and the more they are in line with the organisation's values, the more the employee will relate to the company, which again translates into greater satisfaction and a lower Intention to Quit.

It should also be underlined that one deduction one can make from this study is that in Portugal there still seems to be little adherence to sustainable strategies and little initiative to implement green practices on the part of organisations.

During the course of this dissertation, some limitations were detected that should be considered in future investigations.

Firstly, regarding the sample, it was obtained by convenience, thus not being possible to generalise the results to the general population. In addition, the size and disparity of the sample with regard to the gender of the respondents (about 70% female and only 30% male) may have been biased.

Also, the total number of answers to the questionnaire is 143, which falls short of what is desired in order to produce realistic statistical measurements and could have impacted the accuracy of the representation of the population. Therefore, future studies should consider employing a different sampling method that appropriately represents a wider range of the population and to be able to securely affirm that the results are realistic.

Another limitation identified in the present investigation is the fact that it is not possible to predict the honesty of the participants in the questionnaire. Due to the anonymous nature of the data collection instrument, it is not possible to guarantee that the participants were 100% honest in responding to it, thus creating a limitation to the conclusions drawn from this study.

Finally, given these last two constraints, the last limitation arises: the chosen methodology, a quantitative methodology. It might be interesting, and should be considered for future investigations, the combination with a qualitative approach. Thus, everything that has been said before can be studied in more depth and provide a better understanding and even address new theories, for instance to what extent does the Psychological Green Climate and the adoption of Green Practices may or may not influence employees in the sense that they become more environmentally conscious.

The most widespread conclusion that can be drawn from this study is that the more Green Practices a business has implemented, the greater the satisfaction of its employees and the more they will want to remain in the company. Conclusions like this, and others drawn from other studies, are very beneficial for organisations because it alerts them to what the future will bring and what is expected of them, how they can prepare themselves and make the most of the situation.

I hope that with this study I have helped academia and contributed to the literature with a systematic review of what is known so far, and that I have reached significant and meaningful results for organisations.

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9. Annexes

Annex A – Questionnaire

A Importância das Práticas Sustentáveis de Recursos Humanos

O presente questionário foi desenvolvido no âmbito da Dissertação de Mestrado em Gestão de Recursos Humanos no ISCTE. O objetivo é compreender a importância das práticas sustentáveis de recursos humanos.

Os dados recolhidos serão utilizados apenas para fins académicos. É garantido o anonimato e confidencialidade.

Por favor, leia atentamente cada pergunta e responda de forma espontânea.

Muito obrigada pelo seu tempo!

Se tiver alguma pergunta, pode entrar em contacto através do seguinte e-mail: Margarida Marques, mbcms@iscte-iul.pt

Secção 1

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

1. Sinto uma obrigação pessoal de fazer tudo o que puder para prevenir a degradação ambiental.
2. Sinto-me no dever de proteger o ambiente da sua degradação independentemente do que os outros fazem.
3. Sinto-me culpado quando contribuo para a degradação ambiental.

Secção 2

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

A minha empresa...

1. ... está envolvida e apoia iniciativas verdes.
2. ... acredita que a poupança de energia é importante.
3. ... acredita que a poupança de água é fundamental.
4. ... o acredita que a redução da utilização de produtos descartáveis é fundamental.

5. ... valoriza muito a redução de resíduos e o controlo de materiais nocivos.

Secção 3

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

1. No geral, estou satisfeito com a minha empresa.
2. No geral, estou satisfeito com as condições de trabalho.
3. No geral, estou satisfeito com as políticas ambientais defendidos pela minha empresa.

Secção 4

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

A minha empresa...

1. ... inclui critérios ambientais nas mensagens de recrutamento.
2. ... expressa na mensagem de recrutamento a preferência por candidatos que tenham competências e atitudes favoráveis à participação em iniciativas de gestão ambiental corporativa.
3. ... considera a preocupação e o interesse ambiental dos candidatos como critérios de seleção.

A minha empresa...

1. ... integra as necessidades de formação ambiental nos planos de formação dos trabalhadores.
2. ... oferece a todos os trabalhadores oportunidades de formação em aspetos de gestão ambiental.
3. ... oferece oportunidades aos trabalhadores para se envolverem e participarem através de sugestões e consultas conjuntas sobre a resolução de problemas ambientais.
4. ... promove condições para os trabalhadores participarem na gestão e proteção ambiental.

A minha empresa...

1. ... tem iniciativas de participação dos trabalhadores na gestão ambiental, tais como boletins informativos, caixas de sugestões, grupos de resolução de problemas, e equipas de ação verde.
2. ... promove uma cultura de proteção ambiental.

A minha empresa

1. ... incorpora comportamentos e critérios sustentáveis na avaliação do desempenho.
2. ... estabelece metas, objetivos e responsabilidades sustentáveis para supervisores e trabalhadores.

Secção 5

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

A minha empresa...

1. ... prevê sanções disciplinares (tais como advertência, penalização, suspensão, despedimento) contra trabalhadores que infrinjam as medidas e regras de proteção ambiental.
2. ... prevê penalizações no processo de gestão de desempenho por não cumprimento ou não satisfação dos objetivos de gestão ambiental.

A minha empresa...

1. ... oferece incentivos baseados nas realizações ambientais.
2. ... reconhece o desempenho ambiental dos trabalhadores.
3. ... prevê recompensas por iniciativas ou práticas ambientais inovadoras.
4. ... fornece incentivos para encorajar atividades e comportamentos amigos do ambiente (por exemplo, reciclagem e gestão de resíduos).

A minha empresa ...

1. ... tem utilizado a web ou videoconferência para reduzir as viagens e a utilização de veículos emissores de gás.
2. ... promove programas de bem-estar para promover a nutrição adequada dos trabalhadores, a sua aptidão física e uma vida saudável.
3. ... promove iniciativas para contenção de uso de papel.

Secção 6

Apresenta-se de seguida um conjunto de afirmações, responda de 1 a 5 consoante o seu nível de concordância (1 - Discorda Totalmente a 5 - Concorda Totalmente).

1. Eu gostaria de continuar nesta empresa nos próximos tempos.
2. Eu tenciono mudar de empresa nos próximos tempos.
3. Consideraria mudar de emprego se uma empresa me oferecesse as mesmas condições de trabalho, mas em que as políticas ambientais fossem mais fortes.

Secção 7

Gender:

- ☐ Feminino
- ☐ Masculino
- ☐ Prefiro Não Dizer

Idade: _____

Habilitações Académicas:

- ☐ Ensino Básico
- ☐ Ensino Secundário
- ☐ Licenciatura
- ☐ Mestrado
- ☐ Doutoramento
- ☐ Curso profissional,

Annex B – Factor Analysis

Communalities		
	Initial	Extraction
Sinto uma obrigação pessoal de fazer tudo o que puder para prevenir a degradação ambiental.	1	0.693
Sinto-me no dever de proteger o ambiente da sua degradação independentemente do que os outros fazem.	1	0.622
Sinto-me culpado quando contribuo para a degradação ambiental.	1	0.735
A minha empresa está envolvida e apoia iniciativas verdes.	1	0.684
A minha empresa acredita que a poupança de energia é importante.	1	0.793
A minha empresa acredita que a poupança de água é fundamental.	1	0.809
A minha empresa acredita que a redução da utilização de produtos descartáveis é fundamental.	1	0.807
A minha empresa valoriza muito a redução de resíduos e o controlo de materiais nocivos.	1	0.852
No geral, estou satisfeito com a minha empresa.	1	0.665
No geral, estou satisfeito com as condições de trabalho.	1	0.695
No geral, estou satisfeito com as políticas ambientais defendidos pela minha empresa.	1	0.749
A minha empresa inclui critérios ambientais nas mensagens de recrutamento.	1	0.688
A minha empresa expressa na mensagem de recrutamento a preferência por candidatos que tenham competências e atitudes favoráveis à gestão ambiental.	1	0.796
A minha empresa considera a preocupação e o interesse ambiental dos candidatos como critérios de seleção.	1	0.791
A minha empresa integra as necessidades de formação ambiental nos planos de formação dos trabalhadores.	1	0.714
A minha empresa oferece a todos os trabalhadores oportunidades de formação em aspetos de gestão ambiental.	1	0.769
A minha empresa oferece oportunidades aos trabalhadores para se envolverem e participarem na resolução de problemas ambientais.	1	0.832
A minha empresa promove condições para os trabalhadores participarem na gestão e proteção ambiental.	1	0.807
A minha empresa tem iniciativas de participação dos trabalhadores na gestão ambiental (tais como boletins informativos, caixas de sugestões, grupos de resolução de problemas, e equipas de ação verde).	1	0.701
A minha empresa promove uma cultura de proteção ambiental.	1	0.795
A minha empresa incorpora comportamentos e critérios sustentáveis na avaliação do desempenho.	1	0.725
A minha empresa estabelece metas, objetivos e responsabilidades sustentáveis para supervisores e trabalhadores.	1	0.771
A minha empresa prevê sanções disciplinares (tais como advertência, penalização, suspensão, despedimento) contra trabalhadores que infringem as medidas e regras de proteção ambiental.	1	0.776
A minha empresa prevê penalizações no processo de gestão de desempenho por não cumprimento ou não satisfação dos objetivos de gestão ambiental.	1	0.763
A minha empresa oferece incentivos baseados nas realizações ambientais.	1	0.773
A minha empresa reconhece o desempenho ambiental dos trabalhadores.	1	0.8
A minha empresa prevê recompensas por iniciativas ou práticas ambientais inovadoras.	1	0.791
A minha empresa fornece incentivos para encorajar atividades e comportamentos amigos do ambiente (por exemplo, reciclagem e gestão de resíduos).	1	0.673
A minha empresa tem utilizado a web ou videoconferência para reduzir as viagens e a utilização de veículos emissores de gás.	1	0.664
A minha empresa promove programas de bem-estar para promover a nutrição adequada dos trabalhadores, a sua aptidão física e uma vida saudável.	1	0.614
A minha empresa promove iniciativas para contenção de uso de papel.	1	0.581
Eu gostaria de continuar nesta empresa nos próximos tempos. (R)	1	0.767
Eu tenciono mudar de empresa nos próximos tempos.	1	0.651
Consideraria mudar de emprego se uma empresa me oferecesse as mesmas condições de trabalho, mas em que as políticas ambientais fossem mais fortes. (R)	1	0.557
Extraction Method: Principal Component Analysis.		

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.009	41.202	41.202	14.009	41.202	41.202	7.321	21.533	21.533
2	3.164	9.306	50.508	3.164	9.306	50.508	4.641	13.651	35.185
3	2.247	6.609	57.117	2.247	6.609	57.117	4.334	12.748	47.933
4	1.698	4.994	62.11	1.698	4.994	62.11	3.288	9.672	57.605
5	1.451	4.268	66.378	1.451	4.268	66.378	2.112	6.212	63.816
6	1.224	3.601	69.979	1.224	3.601	69.979	2.011	5.915	69.732
7	1.109	3.261	73.24	1.109	3.261	73.24	1.193	3.509	73.24
8	0.948	2.79	76.03						
9	0.812	2.389	78.419						
10	0.757	2.226	80.646						
11	0.717	2.11	82.755						
12	0.656	1.931	84.686						
13	0.619	1.82	86.506						
14	0.515	1.514	88.02						
15	0.46	1.352	89.372						
16	0.393	1.157	90.529						
17	0.384	1.129	91.658						
18	0.357	1.051	92.708						
19	0.314	0.923	93.631						
20	0.277	0.816	94.446						
21	0.271	0.797	95.243						
22	0.241	0.708	95.951						
23	0.209	0.615	96.566						
24	0.189	0.555	97.122						
25	0.178	0.523	97.644						
26	0.162	0.478	98.122						
27	0.124	0.365	98.488						
28	0.112	0.331	98.818						
29	0.094	0.277	99.096						
30	0.075	0.22	99.316						
31	0.068	0.201	99.517						
32	0.066	0.194	99.711						
33	0.056	0.165	99.876						
34	0.042	0.124	100						

Extraction Method: Principal Component Analysis.

	Component						
	1	2	3	4	5	6	7
A minha empresa oferece incentivos baseados nas realizações ambientais.	0.832	0.168	0.129	0.081	0.121	-0.061	-0.103
A minha empresa prevê recompensas por iniciativas ou práticas ambientais inovadoras.	0.828	0.124	0.243	-0.044	0.159	-0.033	-0.043
A minha empresa reconhece o desempenho ambiental dos trabalhadores.	0.793	0.170	0.261	0.069	0.238	0.024	-0.110
A minha empresa considera a preocupação e o interesse ambiental dos candidatos como critérios de seleção.	0.782	0.160	0.297	0.071	-0.066	0.112	0.207
A minha empresa expressa na mensagem de recrutamento a preferência por candidatos que tenham competências e atitudes favoráveis à gestão ambiental.	0.767	0.194	0.264	0.138	-0.097	0.113	0.243
A minha empresa prevê penalizações no processo de gestão de desempenho por não cumprimento ou não satisfação dos objetivos de gestão ambiental.	0.756	0.191	0.053	0.201	0.032	0.058	-0.327
A minha empresa prevê sanções disciplinares (tais como advertência, penalização, suspensão, despedimento) contra trabalhadores que infringam as medidas e regras de proteção ambiental.	0.749	0.245	0.093	0.164	0.003	-0.042	-0.342
A minha empresa fornece incentivos para encorajar atividades e comportamentos amigos do ambiente (por exemplo, reciclagem e gestão de resíduos).	0.697	0.05	0.328	0.050	0.253	0.082	0.063
A minha empresa estabelece metas, objetivos e responsabilidades sustentáveis para supervisores e trabalhadores.	0.629	0.132	0.331	0.174	0.454	-0.058	0.092
A minha empresa incorpora comportamentos e critérios sustentáveis na avaliação do desempenho.	0.604	0.123	0.369	0.149	0.402	0.000	0.156
A minha empresa inclui critérios ambientais nas mensagens de recrutamento.	0.553	0.269	0.338	0.282	-0.122	0.193	0.253
A minha empresa valoriza muito a redução de resíduos e o controlo de materiais nocivos.	0.212	0.857	0.172	0.17	0.042	0.078	0.079
A minha empresa acredita que a redução da utilização de produtos descartáveis é fundamental.	0.195	0.842	0.187	0.067	0.109	0.097	0.019
A minha empresa acredita que a poupança de água é fundamental.	0.245	0.839	0.061	0.105	0.142	0.093	0.036
A minha empresa acredita que a poupança de energia é importante.	0.186	0.801	0.160	0.217	0.210	0.003	-0.035
A minha empresa está envolvida e apoia iniciativas verdes.	0.099	0.595	0.491	0.244	0.120	-0.031	-0.065
No geral, estou satisfeito com as políticas ambientais defendidos pela minha empresa.	0.236	0.587	0.331	0.461	0.078	-0.089	-0.113
A minha empresa promove condições para os trabalhadores participarem na gestão e proteção ambiental.	0.272	0.113	0.822	0.165	0.119	0.042	-0.037
A minha empresa oferece oportunidades aos trabalhadores para se envolverem e participarem na resolução de problemas ambientais.	0.317	0.168	0.807	0.045	0.11	-0.071	-0.182
A minha empresa oferece a todos os trabalhadores oportunidades de formação em aspetos de gestão ambiental.	0.422	0.212	0.694	0.121	0.131	-0.114	-0.141
A minha empresa promove uma cultura de proteção ambiental.	0.41	0.369	0.661	0.22	0.019	0.016	0.057
A minha empresa tem iniciativas de participação dos trabalhadores na gestão ambiental (tais como boletins informativos, caixas de sugestões, grupos de resolução de problemas, e equipas de ação verde).	0.438	0.219	0.614	0.199	0.119	0.003	0.175
A minha empresa integra as necessidades de formação ambiental nos planos de formação dos trabalhadores.	0.482	0.274	0.555	0.191	0.232	-0.014	-0.089
Eu gostaria de continuar nesta empresa nos próximos tempos. (R)	-0.153	-0.167	-0.112	-0.826	-0.136	0.056	0.004
Eu tenciono mudar de empresa nos próximos tempos.	-0.160	-0.011	-0.055	-0.782	-0.104	-0.010	-0.005
No geral, estou satisfeito com as condições de trabalho.	0.050	0.246	0.200	0.759	0.109	-0.030	-0.061
No geral, estou satisfeito com a minha empresa.	0.047	0.369	0.168	0.655	0.205	-0.160	-0.052
A minha empresa tem utilizado a web ou videoconferência para reduzir as viagens e a utilização de veículos emissores de gás.	0.059	0.146	0.106	0.230	0.725	0.194	-0.114
A minha empresa promove programas de bem-estar para promover a nutrição adequada dos trabalhadores, a sua aptidão física e uma vida saudável.	0.337	0.288	0.240	0.184	0.570	-0.039	-0.007

A minha empresa promove iniciativas para contenção de uso de papel.	0.248	0.345	0.111	0.337	0.517	0.085	0.026
Sinto-me culpado quando contribuo para a degradação ambiental.	0.060	0.100	-0.033	-0.075	0.203	0.821	0.005
Sinto uma obrigação pessoal de fazer tudo o que puder para prevenir a degradação ambiental.	0.033	0.097	0.001	0.028	0.199	0.800	-0.045
Consideraria mudar de emprego se uma empresa me oferecesse as mesmas condições de trabalho, mas em que as políticas ambientais fossem mais fortes. (R)	-0.005	0.046	0.034	0.101	0.248	-0.693	0.035
Sinto-me no dever de proteger o ambiente da sua degradação independentemente do que os outros fazem.	-0.047	0.035	-0.110	-0.057	-0.036	-0.074	0.772

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.^a
^a Rotation converged in 6 iterations.

Annex C – Reliability Analysis

Individual Green Values

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Sinto uma obrigação pessoal de fazer tudo o que puder para prevenir a degradação ambiental.	9.12	0.852	0.584	0.372	-.008 ^a
Sinto-me no dever de proteger o ambiente da sua degradação independentemente do que os outros fazem.	8.02	2.993	-0.042	0.005	0.752
Sinto-me culpado quando contribuo para a degradação ambiental.	8.83	1.056	0.603	0.37	-.044 ^a

^a The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Psychological Green Climate

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa está envolvida e apoia iniciativas verdes.	14.72	15.583	0.651	0.466	0.928
A minha empresa acredita que a poupança de energia é importante.	14.44	14.924	0.81	0.689	0.895
A minha empresa acredita que a poupança de água é fundamental.	14.31	15.344	0.828	0.755	0.893
A minha empresa acredita que a redução da utilização de produtos descartáveis é fundamental.	14.5	14.294	0.824	0.717	0.892
A minha empresa valoriza muito a redução de resíduos e o controlo de materiais nocivos.	14.52	14.406	0.849	0.743	0.887

Job Satisfaction

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
No geral, estou satisfeito com a minha empresa.	6.99	3.648	0.795	0.643	0.725
No geral, estou satisfeito com as condições de trabalho.	6.97	3.633	0.713	0.566	0.795
No geral, estou satisfeito com as políticas ambientais defendidos pela minha empresa.	7.37	3.46	0.661	0.458	0.854

Green Recruitment and Selection

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa inclui critérios ambientais nas mensagens de recrutamento.	4.41	4.454	0.723	0.546	0.943
A minha empresa expressa na mensagem de recrutamento a preferência por candidatos que tenham competências e atitudes favoráveis à gestão ambiental.	4.6	4.115	0.893	0.834	0.802
A minha empresa considera a preocupação e o interesse ambiental dos candidatos como critérios de seleção.	4.64	4.132	0.835	0.799	0.849

Green Training and Development

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa integra as necessidades de formação ambiental nos planos de formação dos trabalhadores.	7.98	10.711	0.771	0.713	0.9
A minha empresa oferece a todos os trabalhadores oportunidades de formação em aspetos de gestão ambiental.	8	10.099	0.871	0.832	0.866
A minha empresa oferece oportunidades aos trabalhadores para se envolverem e participarem na resolução de problemas ambientais.	7.83	10.061	0.832	0.776	0.879
A minha empresa promove condições para os trabalhadores participarem na gestão e proteção ambiental.	7.62	10.617	0.747	0.612	0.909

Green Participation and Involvement

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa tem iniciativas de participação dos trabalhadores na gestão ambiental (tais como boletins informativos, caixas de sugestões, grupos de resolução de problemas, e equipas de ação verde).	2.94	1.433	0.748	0.559	.
A minha empresa promove uma cultura de proteção ambiental.	2.55	1.475	0.748	0.559	.

Green Performance Management

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa incorpora comportamentos e critérios sustentáveis na avaliação do desempenho.	2.57	1.359	0.93	0.866	.
A minha empresa estabelece metas, objetivos e responsabilidades sustentáveis para supervisores e trabalhadores.	2.62	1.436	0.93	0.866	.

Green Discipline Management

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa prevê sanções disciplinares (tais como advertência, penalização, suspensão, despedimento) contra trabalhadores que infringem as medidas e regras de proteção ambiental.	2.16	1.065	0.917	0.84	.
A minha empresa prevê penalizações no processo de gestão de desempenho por não cumprimento ou não satisfação dos objetivos de gestão ambiental.	2.17	1.042	0.917	0.84	.

Green Pay and Rewards

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa oferece incentivos baseados nas realizações ambientais.	6.94	10.56	0.82	0.765	0.92
A minha empresa reconhece o desempenho ambiental dos trabalhadores.	6.71	9.586	0.884	0.783	0.898
A minha empresa prevê recompensas por iniciativas ou práticas ambientais inovadoras.	6.89	9.861	0.895	0.821	0.895
A minha empresa fornece incentivos para encorajar atividades e comportamentos amigos do ambiente (por exemplo, reciclagem e gestão de resíduos).	6.64	9.724	0.781	0.673	0.935

Green Health and Safety Management

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A minha empresa tem utilizado a web ou videoconferência para reduzir as viagens e a utilização de veículos emissores de gás.	5.97	5.006	0.486	0.238	0.736
A minha empresa promove programas de bem-estar para promover a nutrição adequada dos trabalhadores, a sua aptidão física e uma vida saudável.	6.22	4.453	0.616	0.393	0.584
A minha empresa promove iniciativas para contenção de uso de papel.	5.99	4.493	0.584	0.368	0.622

Intention to Quit

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Eu gostaria de continuar nesta empresa nos próximos tempos. (R)	5.69	2.189	0.432	0.499	-.235 ^a
Eu tenciono mudar de empresa nos próximos tempos.	5.41	2.16	0.504	0.491	-.388 ^a
Consideraria mudar de emprego se uma empresa me oferecesse as mesmas condições de trabalho, mas em que as políticas ambientais fossem mais fortes. (R)	5.22	4.795	-0.147	0.027	0.823

^a The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.