

**INVESTIGATING THE IMPACT OF GREEN HUMAN
RESOURCES (GHRM) WITH THE MEDIATING ROLE
OF GREEN PERCEIVED ORGANIZATIONAL SUPPORT**

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ABSTRACT

Purpose: The goal of this research is to develop a (GHRM) model that focuses on (IRGB), (ERGB), and (GIWB) actions. The above-mentioned ties can be clarified finished the mediating functions of green work interaction, according to this report. This is based on both the SET and the job demands-possession model (GPOS).

Approach: Using a self-managed questionnaire, data was collected from administration (102) working at Pakistani in higher education institutions. The main statistical method used to assess the hypotheses was (PLS-SEM).

Findings: GHRM was found to be significant variables of Employee in-role Green Behavior (IRGB), Extra-role Green Behavior (ERGB), and Green Innovative Workplace Behaviors (GIWB), according to the findings. Green Perceived Organizational Support (GPOS) was also a valuable primary tool in explaining the aforementioned relations.

Practical Implications: Findings deliver credible understandings for higher education representatives on (GHRM) can absolutely support employee Green significances.

Originality Value: This process one-of-a-kind in a variety of ways. For starters, it adds to the Green human resource management narrative in general. Another is that it underwrites a small amount of information about (GHRM). The inclusion of Green Innovative Workplace Behavior outcome and (GPOS) is a mediating variable link amid (GHRM) and Employee Green Behaviors (EGB) is the third discrete involvement of this research.

KEYWORDS

HR is environmentally friendly, employee engagement that is environmentally friendly, and so on. (ERGB), higher education, and work behavior based on Green ideas.

INTRODUCTION

Green HR refers to using each worker contact point/interface to advance reasonable performs and increase typical responsibility and acceptability on the issues of supported. It contains enterprise climate well-disposed HR activities bringing about more notable efficiencies and better representative commitment and preservation. As a result, associations can help organizations reduce worker carbon impressions by utilizing

electronic recordings, vehicles and position sharing, video chatting and virtual meetings, working from home and internet planning's, energy-efficient office spaces, and so on.

Green human resource management is a critical enabler of an organization's long-term viability. (Yong et al., 2020), (Dumont, Shen, & Deng, 2017). (GHRM) refers to Human Resource Management activities that contribute to positive environmental outcomes (Rayner & Morgan, 2018). It refers to the aspects of environmental management related with (HRM) that purpose to influence pro-environmental employees behavior at the workplace (Renwick, Redman, & Maguire, 2013). Regardless of evidence of GHRM progress and employee pro-environmental behaviors at the workplace (Pinzone, Guerci, Lettieri, & Huisingh, 2019). According to new research, understanding the impact of GHRM on green service behavior is crucial, which is especially important for empirical studies, is unsatisfactory (Dumont et al., 2017), (Su & Swanson, 2019), (Gaudino et al., 2020).

(Dumont et al., 2017) Green HRM is the application of HRM strategies to aid in the controllable use of assets within organizations and all the more for the most part helps the reasons of climate supportability. The (GHRM) is most consistently accustomed elude to worry of individuals the executive's arrangements and practices towards the more wide corporate environmental timetable. Common green exercises include video enrollment or the use of online and video interviews to reduce travel requirements. Green awards may accept the use of work environment and way of life benefits, ranging from carbon credit refunds to free bikes, to keep people in the green programmed while continuing the distinguish their inclusion. Regardless of how many representatives commonly feel, it isn't their obligation to help the climate while they are grinding away, the new labor forces of millennial are featuring natural acknowledgment as they lean toward their bosses. There is likewise a more extensive chance to associate the labor force given that an ever increasing number of individuals look for importance and self-realization in their positions. Limiting the amount of literature used in executive execution is another basic green occasion, compensation assessments, and so on. Despite the fact that there is a significant amount of (green washing) occurring in waste reduction, there are numerous opportunities here as well. Although, HR is always failing to disappear significantly affect a business through the improvements of HR measures solitary to better chance is than incorporate to the green program of the business in general.

Human asset division of an association should have a way to assume a significant part in the plan of their association's manageability culture. Numerous creators, especially nearby HRM, fought that the support and effective in any administration development and key devices are relying upon the quality and office of their HR. Green HRM alludes to utilizing each representative to help reasonable apply and increment worker responsiveness and responsibilities on the issues of maintainability. Green HRM has acquired diverse significance for various individuals, Ashok Rama chandran, Director HR Vodafone Essar Ltd characterizes green HR as utilizing each representative touch highlight embrace supportable practices and raise worker level of mindfulness, AnginaNat Regional Head HR, Fortis medical care ltd characterizes Green HR as climate well-disposed HR activities prompting better efficiencies, lesser expense and uplifted worker commitment levels. It includes undertaking climate methods for "Electronic filling, Tele-conferencing, online preparing, flexible working hours and driving. Previously, monetary execution of the

association was assessed to undertaking corporate accomplishment by associations and its investors, yet now it is not, at this point appropriate; beneficial and monetary results should be gone to by minimization of natural impressions and improved attention to social and ecological stages.

Shaikh (2010) affirmed that (GHR) undertakes a significant part of association to help climate associated issues by acknowledged it, and in administration perspective, HR approaches and works on, preparing individuals and usage of rules connected to Environment Protection (Fapohunda, 2021). It will also make representatives and society partners more financially aware of the activity of common assets and support eco-friendly items. Mandip (2012) also stated that (GHR) refers to the use of each representative interface to advance manageable practices and supplement worker responsiveness and responsibilities on issues of sustainability. and it draws in movement climate cordial HR programmers that result in more prominent efficiencies, better worker commitment and retention, assisting organizations with job sharing, vehicle sharing, remotely coordinating, web-based preparing, lessening representative carbon impressions by any semblance of electronic recording, energy-efficient office spaces, and so on. Jain (2009) clarified that green HRM is one which draws in two significant essentials: harmless to the eco-system HR rehearses and the protection of information investment obviously, (GHRM) plays an important role in the advancement of environmentally friendly system implementations in businesses. There has been a rise of interest in GHRM over the years (Omoyele, Lanre-Babalola, & Majekodunmi). (GHRM) includes reducing carbon footprint through less paper printing, video conferencing and interviews, and so on. Organizations are quick to make excuses when times are tough before understanding the long-term implications of losing that information capital.

GHRM has ability to quantify and influence the worker environment-related behavior, mentalities, information, and inspiration. As a result, associations can use HRM to successfully communicate and implement climate-friendly strategies (Guziana & Dobers, 2013). To encourage expert ecological practices, responsibility from the administration, authoritative help, HR rehearses, a lot of broad inventiveness and development (Provasnek, Sentic, & Schmid, 2017), (Saeed et al., 2019; Sugita & Takahashi, 2015). According to (Tang, Chen, Jiang, Paille, & Jia, 2018) Green Human Resource Management alludes to (HRM) rehearses with the expectation of advance climate cordial utilization of assets, which will support the reason for natural execution overall and will increase representative awareness and responsibilities in particular on issues of environmental management.

As organization's tactics and needs shift toward more green-oriented plans, HR executives (HRM) must reassess their task and broaden scope of their practices over a combination of green administration practices in order to improve HRM practices (Ángel del Brío, Junquera, & Ordiz, 2008).

When all is said in done, representatives' practices that advance natural administration rehearses at the working environment allude practices (Dumont et al., 2017). A representative green practice is thought to be critical to the widespread adoption of Green performs in the workplace. Furthermore, this study shown the concerning workers on green practices is critical for environmental administration activities (Jabbour & Santos, 2008) and (Mazzi, Toniolo, Mason, Aguiari, & Scipioni, 2016), as this will add natural

presentation and successful benefit (Kim, Kim, Choi, & Phetvaroon, 2019). Green HR practices (GHRM) are considered a basic HRM methodology to enhance workers' ecological sensitivity at the workplace in order to outgrow green representatives' activities. GHRM measures pointed toward advancing ecological administration fuses a few capacities like green enrollment, preparing, fulfilling and green execution evaluation (Dumont et al., 2017), (Jabbour & Santos, 2008), (Renwick et al., 2013), (Tang et al., 2018).

Employees may be given the opportunity to help manage the environment, which motivates them to aid the anticipation of contamination and the recognition of natural freedoms (Renwick et al., 2013). A substantial amount of research has revealed that the association of representatives is critical by improving the presentation of ecological administration frameworks, such as decreasing waste and contamination of work environments and utilizing assets (Tseng, Tan, & Siriban-Manalang, 2013). The (Renwick et al., 2013) included various cycles of worker green contribution from an incorporated point of view. The (Renwick et al., 2013) recognized five perspectives for estimating green inclusion: clear green vision, a green learning environment, different correspondence channels, offering green practices, and empowering green contribution. Future research could include looking at the perfect in various service sectors such as higher educations, nonprofits, healthcare, and hospitality to see if there are any differences.

2. LITERATURE REVIEW

2.1 Human Resource Management with a Green Twist and Positive Results

These days, the requirement for green HR works on zeroing in on environmental hierarchical objectives has expanded on the grounds that such practices assist associations to adjust their human asset procedures to authoritative systems. Green practices branch representatives to add to feasible supportive of social conduct (Boudreau & Ramstad, 2005), as manageable natural arrangements can just harvest ideal outcomes through the association of human asset (Raut, Snyder, & Raichle, 2020). As per (Kim et al., 2019), human resource rehearses shelter "the efficient and arranged arrangement of HR rehearses with authoritative objectives (p. 84)." So (GHRM) capacities incorporate the enlistment, determination, preparing, advancement, inspiration and execution evaluation intended to accomplish biological objectives (Cherian & Jacob, 2012), (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019; Renwick et al., 2013). The (Milliman & Clair, 2017) recommended 4 undertaking (GHRM) model, for example (1) high level administration must have a natural idea, (2) HR administrators should offer preparing to representatives according to dream to ensure the climate, (3) incorporate eco-friendly conduct as one perspective to assess workers' presentation (4) Individuals that behave in an environmentally friendly manner should be compensated. People like these produce superior work results. For example, lessen natural (Robertson & Barling, 2013), add to culture reinforce the supportive of natural practices (Gilal et al., 2019) and upgrade biological execution (Saeed et al., 2019).

Green behavior objectives is to prevent and reduce climate damage (Steg & Vlek, 2009), which may remember together for job and extra-job measurements. According to (Ramus & Killmer, 2007) the importance of (ERGB) practices and (IRGB) practices was highlighted, as both are beneficial to the association. A green activity was prioritized based on laborers' authoritative assumptions. (Dumont et al., 2017). For example, an association's

strategies in regards to discarding unsafe material and shielding water from deadly materials request green practices from their workers. For the most part, hierarchical expected practices are remembered for the representatives' proper sets of expectations (for example IRGB), while ERGBs are excluded from representatives' sets of expectations in light of the fact that these are just about as basic as workers' ideas to ensure the climate (Paillé, Boiral, & Chen, 2013).

2.2 Green Human Resource Management and Green Innovative Workplace Behavior

On the connection among (GHRM) and Green Innovative Workplace Behavior, it is generally believed that (GHRM) can be used in tandem with (GIWB) for complementing reasons. First and foremost, representatives with higher ecological information and mindfulness will create more important and imaginative natural administration ideas, consequently adding the green development of association (Renwick et al., 2013). Secondly, green preparing or instructing rehearses make roads for representatives to get what it takes and aptitude expected to fortify their inventive practices, (Chang and Chen, 2013). Third, Green execution evaluation, effect of green HRM motivator procedures will align the practices of representatives with the association' ecological destinations (Guerci, Longoni, & Luzzini, 2016), as green execution appraisal is a significant intend to expand worker devotion climates (Renwick et al., 2013). This would eventually energize development practices.

2.3 Green Human Resource Management and Green Perceived Organizational Support are Two Aspects of (HRM)

In an especially significant examination, (Valentine, Greller, & Richtermeyer, 2006) showed that apparent authoritative help intervened the connection between moral setting (like moral environment) and occupation fulfillment and turnover aims. The creators proposed that the arrangement of moral approaches and methods motioned to workers that they were esteemed by the association. Nonetheless, we contend that this might be an excessively shortsighted perspective – as moral treatment isn't equivalent to being upheld. Indeed, it is completely conceivable that workers may profit (and in this way feel upheld) because of dishonest organization rehearses (like nepotism, bias, emotional execution assessments), while different representatives may perceive that the activities of the association are moral however that they bring about low apparent help (For example, an organization's commitment to corporate social execution reduces available assets to the point where raises and improved working conditions are inaccessible to representatives).

Along these lines, we withdraw from the view that POS will fill in as an arbiter of the connection between moral environment and results and it will be relatively difficult that it will serve as a focal point that forms the workers attribution by which they see the treatment receive from their associations. From a hypothetical point of view, environments can be delegated either result or cycle based (Schneider, Ehrhart, & Macey, 2013). Result put together environments center with respect to the essential objectives of the association, for example, client support, advancement, and security, though measure put together environments center with respect to the manners by which hierarchical objectives are accomplished, like international journal of (HRM) 3 equity, strengthening, variety and maybe most remark (Schneider et al., 2013).

Critically, late examination recommends that interaction based environments may shading workers' impression of why the association seeks after different key objectives and activities; that is, measure environments may give significant context oriented data to representatives that shapes their attributions with respect to the "genuine goals" of senior pioneers and why the association "does what it does." For instance, (Mayer, Kuenzi, & Greenbaum, 2009) conjectured that a moral environment shapes the degree to which workers see the association's client assistance mission as true, as opposed to exclusively expected to upgrade the main concern. In particular, in profoundly moral environments, they contended that representatives are probably going to accept that the association and its chiefs really care about clients and their fulfillment, while in less moral environments they are probably going to see the association's client support objectives as empty and more benefit driven. Along these lines, we accept view of an association's moral environment may give a significant logical "background" that impacts how workers' decipher the honesty of different human asset approaches, practices, and activities commonly connected with POS and, thus, how they intellectually and emotionally react to POS.

2.4 Green Perceived Organizational Support and Green Individual Outcomes

There are numerous investigations on work fulfillments. One of the determinant elements of occupation fulfillment is seen authoritative help. Seen hierarchical help adds to work fulfillment by passing on to the representatives that help and backing are consistently accessible.

Seen authoritative help (POS) is characterized by Eisenberger, Huntington, Hutchison, and Sowa (1986) as "how much workers accepted that their associations esteem their commitments, and thinks often about their prosperity and satisfies their socio-emotional needs like alliance, social help, and regard".(Hakkak, Gashti, & Nawaser, 2014) characterized POS as "a sort of participation or backing that is important to play out a task viably". POS is social, not just a mental cycle that is expected through the data that workers secure from their social setting. Both the Organizational help hypothesis and social trade hypothesis are considered for a hypothetical establishment of view of hierarchical help. Wiesenberger and his partners have built up the hierarchical help hypothesis in 1986. This hypothesis expressed that workers structure an overall conviction regarding how much their association esteems their commitment and ponders their socio-enthusiastic and prosperity; moreover, how much their certainty and execution to the association is rewarded (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Additionally, social trade hypothesis suggested that correspondence is a fundamental aspect of public activity and the relationship of the representative and the association. As per (Gouldner, 1960), correspondence is a crucial idea that is connected to POS. At the point when work force apparent that their association is stronger with them and care about their prosperity, the standards of correspondence (Gouldner, 1960) push them to help their associations in its objective achievement(Eisenberger et al., 1986). It additionally empowers them to reimburse their associations as more ideal occupation results, for instance, higher authoritative responsibility and occupation execution, and more positive practices like abnormality, non-appearance, willful turnover, lateness enthusiastic weariness and psychometric strain (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017). when contrasted with those representatives who have a low degree of POS (Mohamed & Ali, 2015).

Hypothesis:

- H1:** (GHRM) has positive impact on employee's in-role green behaviors (IRGB).
- H2:** (GHRM) has significant impact on employees extra role green behaviors (ERGB).
- H3:** (GHRM) applies substantial impact on employees green innovative work behavior (GIWB).
- H4:** (GPOS) mediating relationship between (GHRM) and (IRGB), (ERGB), (GIWB).
- H5:** (GPOS) has optimistic impact on Employee's In-Role Green Behaviors (IRGB).
- H6:** (GPOS) applies the constructive impact on Employee's Extra-Role Green Behaviors (ERGB).
- H7:** (GPOS) applies encouraging impact on employees green innovative work behavior (GIWB).

THEORETICAL FRAMEWORK

The investigation aims to propose the model that effects on GHRM in advanced education on Individual green business outcomes, specifically (IRGB), (ERGB), and (GIWB).

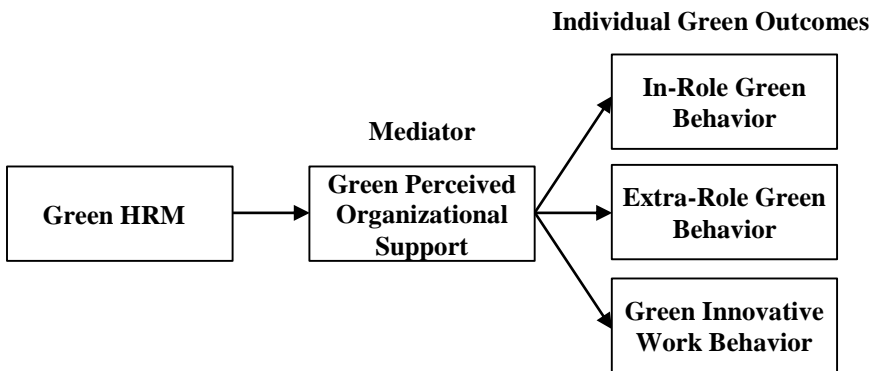


Figure 1: Structural Model

METHODOLOGY

Questionnaire: The measuring instruments used to evaluate fundamental constructs were all adapted from previous research. They were all multiple-choice exams. A five-item scale was used to assess Green's perception of organizational support. Extra function for green in-role behavior and green innovative work behavior.(Chin et al., 2003)

The measurement instrument was sent to the five experts, including two human resource managers from a nominated university and 3 assistant professors with specialized education in (HRM). Some modest changes were made in response to their comments. To confirm transparency, a experimental study was showed, and the questionnaire was distributed to 102 employees. The questionnaires did not need any changes. A consistency analysis was also shown to control the scales used in the study were found to be internal reliable.

Sampling Data and Designed: Sampling is a truly random way of selecting a sample in which every component and mixture of components in the population has an equal probability of being chosen. This strategy is a good way to select a sample since it is perhaps the most straightforward form of random sampling. Despite the fact that it may not be viewed as an ideal technique for picking the sample, actually result acquired through this strategy has high outer legitimacy or simplify ability when contrasted with some other technique for test determination.

Findings: PLS-SEM was used in this study to test the provided hypothesis. Smart PLS is regarded as a cutting-edge evaluation technique in all business sectors, particularly in the hospitality and tourism industries. The goal of this empirical study was calculate and explain the analyzed underlying variables using current theory. When testing the subject matter for the purpose of applying structural modeling for clarification and assessment of constructions, it is also projected to be a versatile tool for model evaluation. The next justification for using PLS-SEM is that it has fewer constraints in terms of sample size and data normality when compared to Amos. PLS-SEM was used to avoid concerns about data normality and sampling size. The PLS-SEM algorithm and bootstrapping techniques are also used to calculate factor loadings for assessing construct validity and internal consistency reliability path coefficients, as well as the associated significant level for testing hypotheses. Following the calculation of the measurement model, estimations were generated using structural model assessment.

Table 1
Measurement Model Assessment:
Convergent Validity

Constructs	Items	Loading	Alpha	CR	AVE
In-Role Green Behavior	RGB3	0.716	0.655	0.812	0.59
	RGB2	0.774			
	RGB1	0.812			
Green Perceived Organizational Support	POS5	0.749	0.771	0.844	0.53
	POS4	0.427			
	POS3	0.768			
	POS2	0.839			
	POS1	0.784			
Green Innovative Work Behavior	GIWB4	0.694	0.719	0.823	0.541
	GIWB3	0.861			
	GIWB2	0.757			
	GIWB1	0.609			
Green HRM	GH4	0.785	0.85	0.899	0.691
	GH3	0.842			
	GH2	0.848			
	GH1	0.848			
Extra-Role Green Behavior	ERGB3	0.802	0.68	0.823	0.608
	ERGB2	0.78			
	ERGB1	0.757			

Table 2
Discriminate Validity

	Fornell Larckal				
	ERGB	G.HRM	GIWB	IRGB	POS
ERGB	0.78	-	-	-	-
G.HRM	0.416	0.831	-	-	-
GIWB	0.599	0.677	0.736	-	-
IRGB	0.49	0.6	0.612	0.768	-
POS	0.57	0.69	0.736	0.515	0.728

Table 3
Factor Loading

	Extra-Role Green Behavior	Green HRM	Green Innovative Work Behavior	In-Role Green Behavior	Perceived Organizational Support
ERGB1	0.757	0.277	0.401	0.384	0.471
ERGB2	0.78	0.332	0.477	0.376	0.389
ERGB3	0.802	0.355	0.512	0.39	0.478
GH1	0.351	0.848	0.567	0.466	0.553
GH2	0.331	0.848	0.489	0.465	0.591
GH3	0.351	0.842	0.582	0.531	0.564
GH4	0.347	0.785	0.603	0.526	0.584
GIWB1	0.575	0.311	0.609	0.381	0.509
GIWB2	0.498	0.526	0.757	0.506	0.477
GIWB3	0.421	0.652	0.861	0.481	0.671
GIWB4	0.351	0.42	0.694	0.434	0.506
POS1	0.476	0.59	0.524	0.392	0.784
POS2	0.524	0.508	0.588	0.371	0.839
POS3	0.34	0.531	0.545	0.342	0.768
POS4	0.242	0.212	0.387	0.234	0.427
POS5	0.447	0.56	0.623	0.499	0.749
RGB1	0.386	0.513	0.612	0.812	0.454
RGB2	0.328	0.471	0.358	0.774	0.338
RGB3	0.431	0.387	0.426	0.716	0.395

Table 4
HTMT

	ERGB	G HRM	GIWB	IRGB	POS
ERGB	-	-	-	-	-
G HRM	0.541	-	-	-	-
GIWB	0.888	0.826	-	-	-
IRGB	0.743	0.794	0.884	-	-
POS	0.777	0.82	0.99	0.717	-

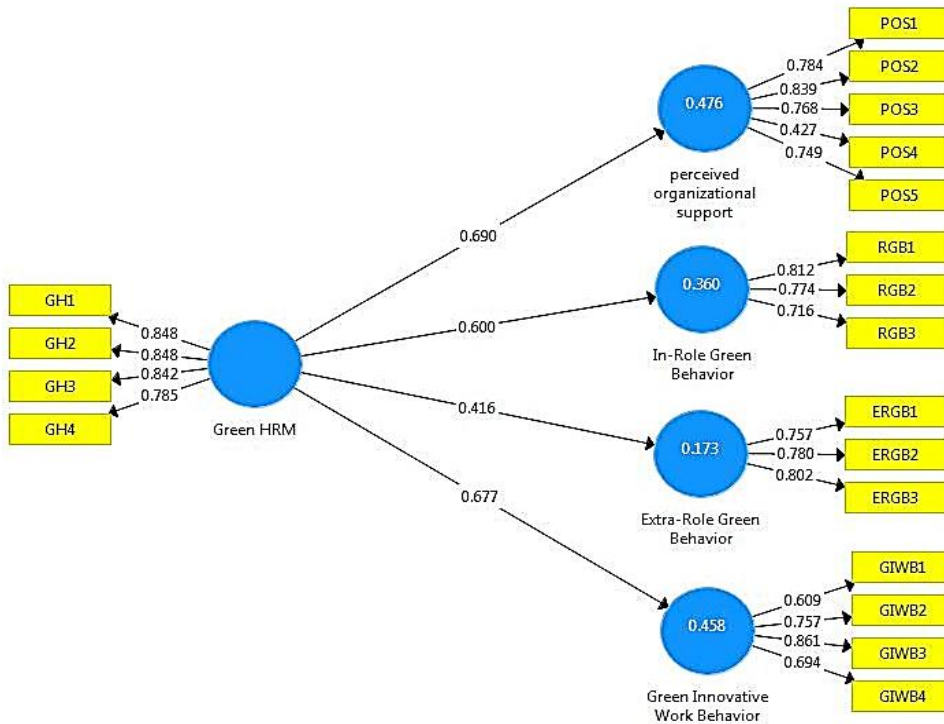


Figure 2: Measurement Model Assessment

Structural Model Assessment: By analysing the measurement model, you can ensure that the model is accurate and effective., structural modelling was used to estimate hypotheses in a manufacturing enterprise setting. Path coefficients, t-values, and standard errors are generated to decide whether model and relationships are significant with the data. The path coefficient values revealed whether or not the assumptions were supported. The bootstrapping process was calculated in Smart PLS-SEM to assess the main and moderating effects.

(GHRM) is significantly and positively related to (ERGB), as shown in Table 5 ($\beta=0.416$, $t=4.091$, $LL=0.207$, $UL=0.611$) so H1 is supported. The findings also revealed a statistically significant relationship between (GHRM) is greater than the Green Innovative Work Behavior ($\beta = 0.667$, $t = 9.753$, $LL= 0.475$, $UL = 0.779$) thus H2 is supported. In addition to this, (GHRM) is greater than the In-Role Green Behavior ($\beta = 0.6$, $t = 7.074$, $LL = 0.394$, $UL = 0.739$) H3 is supported and (GHRM) greater than perceived organizational support ($\beta = 0.69$, $t = 10.892$, $LL = 0.54$, $UL = 0.794$) therefore H4 is supported.

Table 5
Hypothesis results

	Relationships	Beta	SD	T values	P Values	L.L	U.L	Decision
H1	GREEN HRM->	0.416	0.102	4.091	0	0.207	0.611	Supported
H2	GREEN HRM->	0.667	0.069	9.753	0	0.475	0.779	Supported
H3	GREEN HRM->	0.6	0.085	7.074	0	0.394	0.739	Supported
H4	GREEN HRM->	0.69	0.063	10.892	0	0.54	0.794	Supported

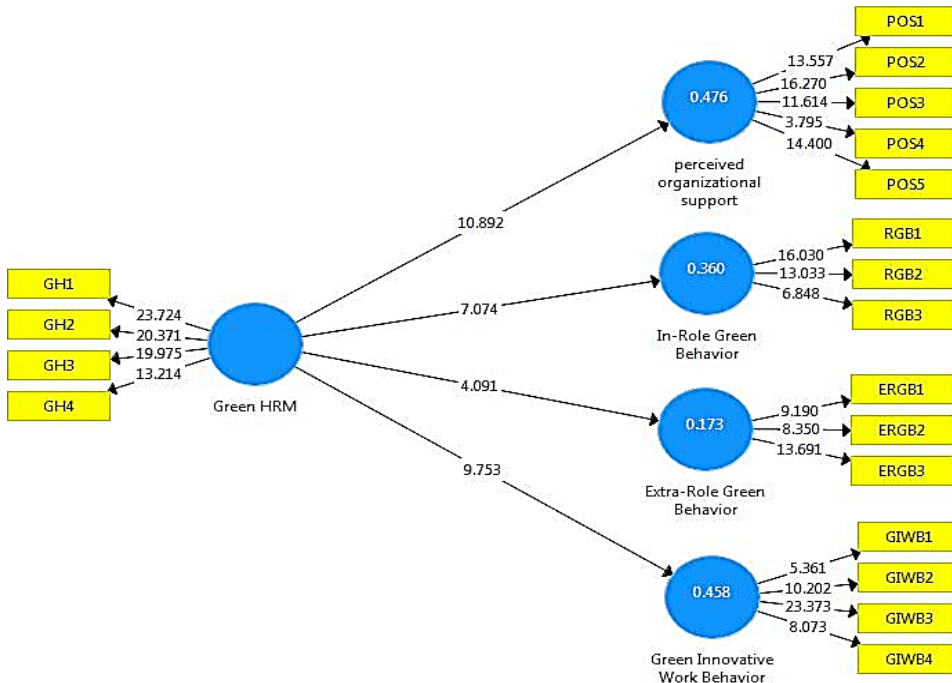


Figure 3: Structural Models Assessment

Discussion and Implication: The study investigated the relationship between Green human resource management (GHRM) and (IRGB), (ERGB) and Green Innovative Workplace Behavior (GIWB) via the mediating impact on Green perceived organizational support (GPOS). The results prove Green Human Resource Management that suggestively based both (IRGB) and (ERGB). The result were reliable with the findings (Dumont et al., 2017) that found the Green Human Resource Management positively influenced (IRGB) and (ERGB). Besides, the findings remained consistent with the standard of sympathy bounded SET, which employees discuss organization's green administration decisions while performing unpaid green behaviors. The findings also show that (GHRM) had a positively and significantly impact on employees' performance (GIWB). The implies that human resource management qualities control employees' advanced work behavior as an optional result. (Kehoe & Wright, 2013).

The findings revealed that green human resource management and green perceived organizational support (GPOS) had positive relationship. The findings back up discussed in the JD-R framework. (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001), highlighting those workplace resources can be used as a motivator to encourage employee attendance at work.

Additional, Green Perceived Organizational Support (GPOS) was originating the absolutely affect (IRGB), (ERGB) and Green Innovative Work Behavior (GIWB). The suggestion of employees with higher levels of Green Perceived Organizational Support (GPOS) was disposed and excellence connections with higher educations, which would eventually motivate employees to demonstrate optimistic results. Finally, the results propose Green Perceived Organizational Support (GPOS) confirmed that substantial mediating instrument amongst the studied relationships. (GPOS) significantly mediated relationship in-between green human resource management (GHRM) and in-role green behavior (IRGB), green human resource management (GHRM) and extra-role in green behavior (ERGB) and green human resource management (GHRM) and green innovative work behavior (GIWB). This suggests that the relationship between (GHRM) and environmental outcomes may be more than a one-way street. Which means that human resource management effects on workplace results over a specific mechanism (Karatepe & Olugbade, 2016) such as Green Perceived Organizational Support.

Contributions: This study adds significantly to (GHRM) research in general and Green management of higher education in particular. (GHRM) research is developing additional research is required (Pham, Tučková, & Jabbour, 2019). As a result of the study, empirical studies now have new mechanism for clarifying the relationship between (GHRM) and its consequences. In this study, the (GPOS) construct was used as a research variable and an intervening mechanism for the first time. Psychological climate, environmental knowledge, environmental passion and green capital are all factors to consider the examples of green practices were previously used as intervening mechanisms in previous research (Dumont et al., 2017), (Fawehinmi, Yusliza, Mohamad, Faedah, & Muhammad, 2020), (Gilal et al., 2019). In addition, other green outcomes, a new variable (GIWB) was added as a latent variable to the model. The majority of the (GHRM) literature on employees' green behaviors has focused on Green behaviors that are task-related, voluntary green behaviors, and environmental corporate citizenship. However, GIWB was not mentioned as a possible outcome of GHRM activities (Pham et al., 2019).

Limitations and Future Direction: There are some limitations to this study that allow the further investigation. First, proposed model was examined using data collected at a single time by a single foundation. While it was assembling data from various bases and at various interruptions, it would reduce. This includes managers assessing their employees' behavior.

Additional, data comes from personnel occupied at 5 higher education organizations, which force limits, the ability of outcomes to be simplified. As a result, future research can use larger sections to repeat the study model. This type of learning is cross-sectional in nature, which sets boundaries on picture source-outcome decisions. A longitudinal research design could be used in future studies to track the average over time. Other variables that may intervene, such as Green Perceived Organizational Support, will be reflected in future

studies. Finally, future study might look at the model in a variety of service sectors, such as higher educations, nonprofits, healthcare and hospitality, to see if there are any differences between them.

Conclusion: The impact of (GHRM) on green results, specifically in-role, extra-role, and (GIWB) as well as the mediating effects of (GPOS), was explored at the higher education level. GHRM exhibited a strong link with the aforementioned assumption variables, according to the findings, which were based on data from Pakistan's higher education industry. (GPOS) was created to act as a crucial mediator in the connections of people who have had different experiences. Future research on (GHRM) should include a more in-depth assessment of the mechanisms that underpin the association between (GHRM) and Pakistan, according to the report.

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