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Research Article

Effect of Green Human Resource Management Practices on Job Satisfaction: A Mediation-Moderation Model

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ABSTRACT

This study aims to investigate the underlying mechanism (i.e. Green employee empowerment (GEE)) linked with green human resource management (GHRM) and job satisfaction (JS). Furthermore, it examines the moderating effect of organizational citizenship behaviour in the correlation between GEE and JS. Purposive sampling is used to collect the data from employees working in the service sector of India. The study hypotheses were tested with a usable sample of 300 through the PLS-SEM version (4.0.1.9) to analyze the data. The results indicate that GHRM positively effects GEE, and GEE positively effect job satisfaction. Additionally, these results confirm that GEE mediates the relationship between GHRM and job satisfaction. Moreover, the study demonstrated the moderating role of OCB in the relationships between GEE and job satisfaction, demonstrating that this relationship is stronger at higher levels of OCB. Based on this research, our study provides several practical and theoretical implications for workers and HR managers in the Indian service sector, and future research directions are also discussed.

Keywords: Green human resource management practices, job satisfaction, green employee empowerment, organizational citizenship behaviour.

1. Introduction

The focus on environmental protection is flourishing worldwide, and drawing the attention of professionals and academics to addressing environmental changes (Hartmann and Vachon, 2018; Fernando et al., 2019). Stockholders like workers and customers, have recently wanted businesses to adopt higher environmental responsibility (Boiral et al., 2018). Consequently, business organizations convert their non-green model to a green model by incorporating eco-friendly initiatives into their operations Wagner (2011), which can be a source of competitive edge (Jackon and Seo, 2010). Kramar (2014) finds that Green human resource management is described as “HRM” activities that improve positive environmental outcomes. A British Carbon Trust surveyed 1018 individuals, and more than 75% of employees are employees with organizations that implemented eco-friendly policies (Felgate, 2006). According to Daily and Huang (2001), Green HRM is an important factor that effectively executes green strategies and EM practices. Green HRM is linked in recent studies with several aspects of EM EP (Subramanian et al., 2016; Dumont et al., 2016). According to Dumont et al. (2016), the empirical study demonstrated a positive effect of Green HRM on worker work-related outcomes. Kim et al. (2019) describe that Green HRM positively influences workers' environmental performance and eco-friendly behaviour. Despite the growing body of research on Green HRM and its impact on workers' work-related outcomes, this study remains in its primary stages. Another study is needed to find new social and psychological mechanisms that relate Green HRM to worker outcomes (Dumont et al., 2016; Renwick et al., 2013). Therefore, to close the gap in the literature, our study investigates the relationship between Green HRM on job satisfaction via GEE (See Figure 1).

Jackon et al. (2014) describe that employee empowerment improves employee motivation for job performance and work in terms of overall efficiency and effectiveness. When workers channel this empowerment to achieve their green objectives, it is referred to as GEE (Tariq et al., 2016). Green goals include practices like recycling, double-

sided photocopies, recycling old office furniture, and using energy-efficient appliances. Top management plays an important role in implementing eco-friendly practices in the workplace. Umamaheswari & Elangovan, (2024) analyzing green banking initiatives by the banking sector. Tariq et al. (2016) find that empowering workers to participate in green activities enhances their trust, productivity, and loyalty within their organization. Additionally, our study investigates the role of organizational citizenship behaviour as a moderator on the link between GEE and job satisfaction.

All things considered, our study makes various contributions to the Green HRM literature, we examine the GEE as a mediator between GHRM and job satisfaction, based on HRM behavioral literature. Green HRM practices may lead workers toward green empowerment, and greatly enhance worker job satisfaction. The scholarly call Dumont et al. (2016) to investigate the underlying processes of Green HRM and worker extra-role and in-role green behaviour thus addressed by our research. Secondly, our research moderates the effect of OCB on the relationship between GEE and job satisfaction. Workers are highly committed to their environment because they are concerned about the environment, which may improve the relationship between GEE and job satisfaction. Third, our research examines the literature by testing the proposed relationship in the context of developing countries (i.e. India). According to Hofstede (2011) developed and developing nations are very different in contrasting cultures and their economic condition, this study gives an offer to researchers to understand these contrasts. Similarly, India faces issues like environmental challenges. According to the Environmental Performance Index (EPI), 2024 shows that India ranked 176/180 countries in environmental performance. For better understanding, investigating these environmental issues from different angles. This research suggests that selecting and empowering workers to carry out green activities within the organization should result in worker satisfaction with their jobs and high engagement in their workplace. Therefore, establish a work environment where employees feel empowered and satisfied with their work and empower workers to participate in eco-friendly behaviour aimed at eliminating and minimizing the negative effect in their job environment. Ultimately, it has a favorable effect on OCB.

2. Literature Review and Hypotheses Development

2.1 Green Human Resource Management Practices and Green Employee Empowerment

According to Hameed et al. (2020), the present literature on behavioral human resource management finds that the GHRM statistically positive effect on worker eco-friendly behaviour. Green employee empowerment is one of the important elements to achieving the organization's green goals (Tariq et al., 2016). Laschinger et al. (2004) find that Green employee empowerment is a strategic tool that motivates workers to reconsider their job roles and improve their competencies. According to Simpson and Samson (2010) when workers feel empowered, they are more participating in environmental management initiatives. Empowered workers feel the intrinsic motivation that results in work-related outcomes such as job satisfaction, workplace performance, and work productivity. As stated by Appelbaum et al. (2000) find that AMO theory enlightens how Green HRM relates to an organization's green goals. Previous literature finds these three main elements of Green HRM operations (1) provide training that increases workers' green skills (2) encourage their workers to use green performance management (3) provide green opportunities to their workers (Hameed et al., 2020; Masri & Jaaron, 2017). These components enhance worker opportunities, capacity, and motivation to participate in eco-friendly initiatives in the organization. Renwick et al. (2013) find that carrying out the GHRM practices for environmental sustainability. For example, workers will be inspired by the socio-economic benefit of their EM via their environmental training and facilitating worker eco-friendly involvement sessions.

H2. GHRM positively effect Green employee empowerment

2.2 Green Employee Empowerment and Job Satisfaction

Various studies find a strong relationship between Green employee empowerment and job satisfaction (Spreitzer, 1996; Hechanoya et al., 2006; Fulford & Enz, 1995; Patah et al., 2011; Hance George, 2003; Pelit et al., 2011; Gazzoli et al., 2010). According to Fulford and Enz (1995) when workers feel empowered, they feel their positive emotions and become more attached to their work environment. Job satisfaction, productivity, and enhanced performance can all be highly impacted by correctly implementing empowerment (Sashkin, 1984). According to (Chaudhary, 2020; Yong et al. 2019; Zaki and Norazman, 2019) many activities within GEE are linked with job satisfaction motivated workers help in eco-friendly practices and are more profitable to the organization. The worker who is empowered and motivated can significant direct impact on their intrinsic satisfaction, and they are

more collaborative with both organizational goals and personal. As stated by (Chaudhary, 2020; Yong et al. 2020) Green HRM efforts can promote worker lifestyle and encourage their participation in eco-friendly practices. According to Hutomo et al. (2020), the concept of Green Employee Empowerment (GEE) means those workers who are empowered and carry out eco-friendly responsibility within an organization and actively participate in implementing environmental management systems. Green employee empowerment helps the employee to enhance their satisfaction when working in environmental practices (Yong et al., 2019).

H3. Green employee empowerment positively effect job satisfaction

2.3 Green Human Resource Management Practices and Job Satisfaction

Green HRM practices include appropriate eco-friendly sustainable techniques in an organization's HRM strategies and procedures (Ali et al., 2020). In addition, these practices reduce environmental damage, promote sustainability, and increase worker awareness of their responsibility to protect the environment. According to Murtaza et al. (2021), job satisfaction means a person's judge of their level of happiness at their work is called job satisfaction. According to Ileana and Simmons (2008), few researchers have explored the link between HRM practices and job satisfaction. Some HR practices like team-based work, different reward systems, and worker engagement, higher workplace autonomy, can increase motivation and worker job satisfaction, ultimately enhancing labor productivity (Boselie and vander Wiele, 2002; Elshaer et al., 2022). It means, job satisfaction main focus of HRM research Locke (1976); identifies that some organizational practices, such as Green HRM practices, might increase job satisfaction. According to Ahmad and Umrani (2019) find that positive adjustment behaviour in some workers, such as job satisfaction leads to environment-friendly organization practices. Previous research finds that ethical and eco-friendly responsible behaviour is linked to worker-positive attitudes at the workplace Koh and Boo (2001), and most particularly, increased levels of job satisfaction (Valentine and Fleischman, 2008; Glavas and Kelley, 2014; Pinzone et al., 2019). Thus, Green HRM is expected to enhance worker job satisfaction.

H1. GHRM positively effect job satisfaction

2.4 The Mediating Role of Green Employee Empowerment

As stated by Hameed et al. (2020a) Green HRM practices directly effect GEE illustrating how GHRM practices directly effect the psychological behaviour of workers. Green HRM practices allow workers to be involved in an organization's environmental performance. Similarly, workers who receive incentives and bonuses feel appreciative and show their green behaviour toward the company (Hameed et al., 2020b). According to Shen et al. (2016) literature finds that psychological mechanisms (participation in green initiatives and a psychologically green atmosphere) can improve workers' job performance. Furthermore, we hypothesize that Green HRM positively influences GEE in turn GEE has a positive impact on job satisfaction. It may make sense, then that GEE mediates the correlation between GHRM practices and employees' job satisfaction. As per social exchange theory (SET; Blau, 1964), GEE acts as a mediator between GHRM and job satisfaction. According to this theory, when a worker experiences green empowerment through favorable human resource management practices, they feel obligated and highly satisfied with their work. Previous studies find that Green HRM practices promote worker motivation, awareness, and involvement in eco-friendly initiatives; in turn, increase worker empowerment toward green goals. These greater feelings of empowerment, in turn, increased worker motivation and they are happy with their positions. In this research, we examine the relationship between GEE mediates the correlation between GHRM and job satisfaction. These arguments provide theoretical clarifications for the mediating role of GEE between GHRM and job satisfaction.

2.5 Organizational citizenship behaviour as a moderator

The term organizational citizenship behaviour describes the worker's voluntary and discretionary behaviours that extend beyond their professional job-related duties, and improve their whole organizational effectiveness (Organ, 1998). Some five factors are included in OCB like conscientiousness, altruism, sportsmanship, courtesy, and civic virtue (Podsakoff et al., 2000). Organizational citizenship behaviour acts as a moderator between green employee empowerment and job satisfaction and improves the level of empowerment. According to Shen et al. (2018) those workers who have higher OCB may view green employee empowerment as an opportunity to create a positive contribution to their organizational sustainability objectives and enhance their job satisfaction. In return, those employees who have a lower level of OCB are less active in green initiatives and reduce their overall effect of GEE

on job satisfaction. As stated by Laschinger et al. (2004) empowerment enhances employees' sense of purpose and competence, in return improves their job satisfaction. Furthermore, Boiral (2009) state that voluntary environmental behaviours, which journal aligned with OCB, improve worker involvement and satisfaction with their job. Additionally, Dumont et al. (2016) find that GHRM practices, when integrated with a greater level of OCB, enhance worker satisfaction and motivation.

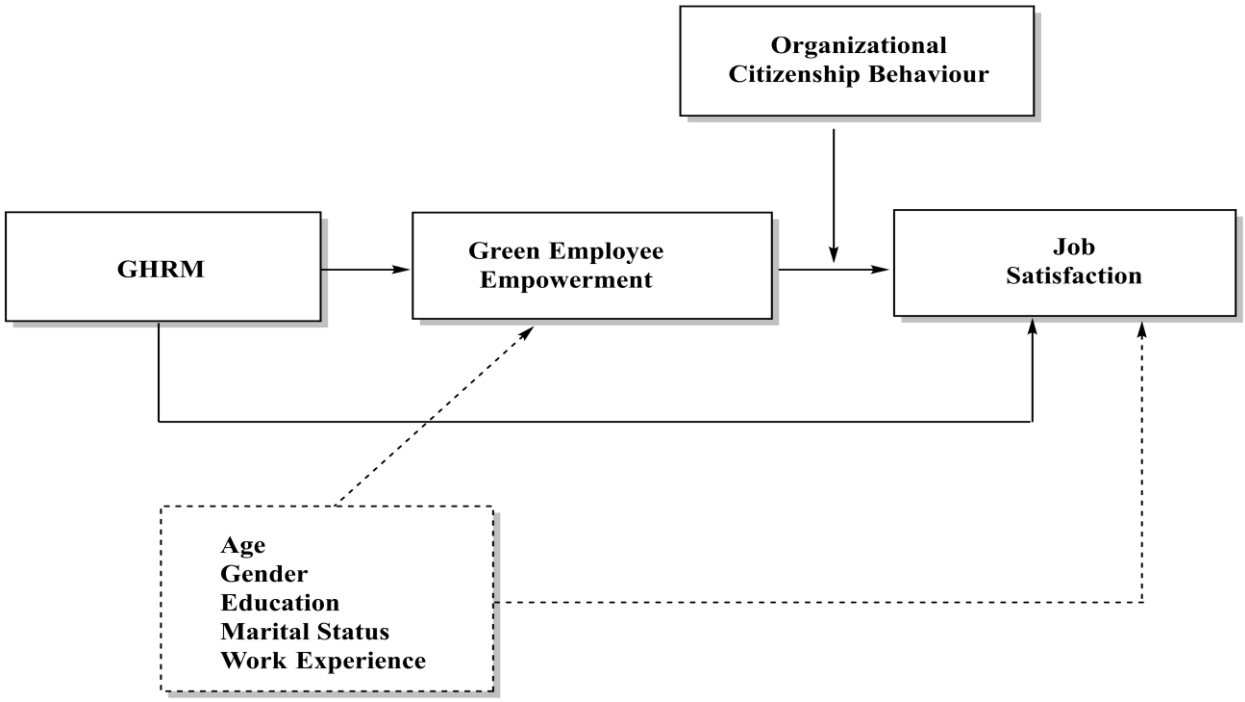

Figure 1 Research model

Source: Compiled by authors

3. Research Methodology

3.1 Participants and Procedures

The data was collected from employees working in the service sector (Banking and Insurance, Education & Research, Healthcare, Tourism & Hospitality, IT & BPO, Telecom, etc.) of India. Top management is actively involved in green initiatives, and their management helps us to collect the data. Eco-friendly policies and efforts, such as indoor plants, energy efficiency, managing trash, and material saving, etc, are already adopted by these organizations. Additionally, they adopted a wide range of GHRM practices like green training, green recruitment & selection, green compensation, green employee involvement, and green motivation. The data was collected online and offline and online data was collected through mail, WhatsApp, Linkedln, and offline data was collected through personal visits. The cover letter defines the main aim of this research and the data collection process. Furthermore, we informed our respondent that this information will be used only for research purposes not for any commercial activity. A non-probability purposive sampling method was employed to collect data from the service sector; A total of 560 questionnaires were distributed to employees of the service sector online and offline in September 2023 and asked them to fill the questionnaire within two months, we collected the questionnaire, by the end of February 2024, we had only 332 questionnaires with the response rate of 59.2%. During the selection of the questionnaire, we identified that some questionnaires were blank and incomplete, while others are same response and were double-ticked. As a result, 300 responses were available to accurate the final analysis.

3.2 Measures

We adopted these statements from previous research that are already checked, and ensuring their validity and reliability. A five-point Likert scale was used to evaluate the questionnaire items like, “1” (Strongly Disagree), and “5” (Strongly Disagree).

The dependent variable: job satisfaction (JS) is evaluated by eleven items adopted from (Azadeh & Mehran 2022, Abderrahman 2019, Paul 1994, Ibrahim et al., 2023). The sample items are "I feel the work that I do is good for my physical health".

Independent variable: Green human resource management practices (GHRM) was determined with an eleven-item scale and adopted from (Opatha et al., 2015; Richa, 2015 & Mehran, 2015; Paul, 2021 & Subhadeep et al., 2020), and the sample includes "My Organization gives priority to job seekers who are willing to engage in pro-environmental activities".

Mediating variable: Green employee empowerment (GEE) is evaluated by six items and adopted from (Mohd et al., 2017, Muhammad, 2022, Ahamed et al., 2022, Adedapo et al., 2020), and the sample includes "Employees are encouraged to give suggestions on environmental performance improvements".

Moderating variable: Organizational citizenship behaviour (OCB) is measured by an eleven-item scale adopted from the study (Tan 2017, Carla & Pietra 2022, Marta et al., 2019). The sample items are "I respect the organization's rules and policies even when no one is watching me".

Control variables: Age, gender, education, marital status, and work experience were used as control variables.

3.3 Demographic Information:

Demographic information of employees is divided into marital status, gender, education, work experience, and age: 29.3% were married, and 70.7% were unmarried. 80.3% of the respondents were male, and 19.7% were female who filled out the questionnaire. In the phase of education, 50% of the employees had post-graduation, while 30% had graduation, 6% had professional degrees, and 13% of employees were Doctoral. The majority of participants were experienced in 1-5 years, 73% had 1-5 years of experience, 16 % had between 6-10 years of experience, and only 10% had above 11 years of experience. 72% were below 30 years old, 23% were between 31-40 years, and only 4% had above 40 years old. Demographic information of the participants is mentioned in Table 1.

Table 1 Demographic variable

		Frequency	%
Age	Below 30 years	216	72.0
	31 to 40 years	71	23.7
	Above 40 years	13	4.3
Gender	Male	241	80.3
	Female	59	19.7
Marital status	Married	88	29.3
	Unmarried	212	70.7
Education	Graduation	92	30.7
	Post Graduation	150	50.0
	Professional	18	6.0
	degree/diploma	40	13.3
	Doctoral/Any other		
Work experience	1 to 5 years	221	73.7
	6 to 10 years	48	16.0
	Above 11 years	31	10.3

Source: Compiled by author

3.4 Data Analysis

This study used Smart PLS version 4.1.0.9 software the "partial least squares structural equation modeling" (PLS-SEM) method to analyze the causal linkages among relevant elements (Hair et al., 2021). According to Lew et al. (2020) Partial least squares fit our study because it has strong prediction accuracy, especially suitable for complicated research models with various indicators and structures. According to Ringle et al. (2020) PLS-SEM

analysis is verified in two phases: in stage first, we evaluated the measurement model, and in stage two we tested the structural model. Furthermore, the measurement model required only constructs with enough indicator loading, composite reliability, discriminant validity, and convergent validity will be included in these structural models, and the bootstrapping technique was used to evaluate the size of the path coefficient in the structural model. Because it was the most followed method to verify the mediating effect and is well suitable for PLS-SEM (Hair et al. 2014; Hayes 2009), and Preacher and Hayes (2008), found that this method was used for mediation analysis.

4. Results

4.1 Measurement Model Assessment

The initial process is analyzing the measurement model in Partial Least Squares is evaluating the outer model. Two major components are contained in the outer PLS model: reliability and validity. We evaluate the construct validity using various indicators like convergent validity, Cronbach's alpha, discriminant validity, average variance extracted, and, composite reliability. Table 2 shows the findings of the measurement model reliability, the factor loading of all variables is higher than the threshold value 0.60 (Hair et al., 2018). These confirm that every variable of the component is fully explaining its measurement variable. Furthermore, Cronbach's

Alpha values of Green HRM (0.924), Green employee empowerment (0.937), Job satisfaction (0.928), and Organizational citizenship behaviour (0.904) these values are higher than the threshold value of 0.70 (Hair et al., 2018). Additionally, the composite reliability (CR) value of Green HRM (0.929), Green employee empowerment (0.938), Job satisfaction (0.930), and Organizational citizenship behaviour (0.908), relatively higher than the threshold value of 0.70 (Fornell and Larcker, 1981). Lastly, the AVE values ranged from 0.514 to 0.761, these values are greater than the acceptable range from 0.05 (Hair et al., 2018). As a result, the findings confirm that every reflecting measurement model meets the necessary evaluation criteria.

Now we can evaluate the discriminant validity. How one construct is distinct from another statistically is known as discriminant validity. According to Henseler et al. (2015) we compute the Fornell and Lacker criterion and HTMT ratio. For each variable, the AVE of every construct ensures the square root and higher than the construct greater correlation with every other construct in the model. Table 4 shows the value of the Fornell-Larcker criterion and their value is below the threshold value 0.90. Moreover, Henseler et al. (2015) state that the HTMT value is appropriate when there is a minor difference in loadings. According to Henseler et al. (2015) the HTMT value should be below 0.85. The HTMT value of every variable is below 0.85 shown in Table 3, thus confirming the discriminant validity of the variable.

Table 2 Reliability and Validity Analysis

Constructs	Item	Factor loading	Cronbach's alpha	Composite reliability	AVE
Green employee empowerment	GEE1	0.847	0.937	0.938	0.761
	GEE2	0.880			
	GEE3	0.872			
	GEE4	0.889			
	GEE5	0.883			
	GEE6	0.857			
Green Human resource management	GHRM1	0.727	0.924	0.929	0.575
	GHRM2	0.744			
	GHRM3	0.671			
	GHRM4	0.736			
	GHRM5	0.818			
	GHRM6	0.784			
	GHRM7	0.554			

	GHRM8	0.815			
	GHRM9	0.843			
	GHRM10	0.768			
	GHRM11	0.825			
Job satisfaction	JS1	0.782	0.928	0.930	0.583
	JS2	0.794			
	JS3	0.712			
	JS4	0.812			
	JS5	0.728			
	JS6	0.732			
	JS7	0.743			
	JS8	0.792			
	JS9	0.794			
	JS10	0.717			
	JS11	0.782			
Organizational citizenship behaviour	OCB1	0.616	0.904	0.908	0.514
	OCB2	0.625			
	OCB3	0.765			
	OCB4	0.786			
	OCB5	0.782			
	OCB6	0.681			
	OCB7	0.624			
	OCB8	0.786			
	OCB9	0.743			
	OCB10	0.774			
	OCB11	0.645			

Table 3 Discriminant validity (HTMT)

	GEE	GHRM	JS	OCB
GEE				
GHRM	0.751			
JS	0.549	0.598		
OCB	0.322	0.362	0.571	

Source: Extracted from Smart PLS

Table 4 Discriminant validity- Fornell-Lacker criteria

	GEE	GHRM	JS	OCB
GEE	**0.872**			
GHRM	0.703	**0.758**		
JS	0.516	0.552	**0.764**	
OCB	0.299	0.332	0.532	**0.717**

Source: Extracted from Smart PLS

4.2 Structural Model Assessment or Hypotheses testing

In the partial least square structural equation modeling approach, first, we confirm the measurement model, and then we evaluate the structural model. Finding the path coefficient and their static significance and their model predictive capacity are important steps to assessing the structural path model. In these studies, the structural model was reported and assessed based on the criteria given by (Ringle et al., 2020; Hair Jr et al., 2014). However, mediation analysis was considered by special recommendations of (Preacher and Hayes, 2008) and (Nitzl et al., 2016). Firstly we assessed the structural model's coefficient of determination (R2) to predict their accuracy. Chinn (1998) found that R2 levels are divided into modest (0.02 to 0.10), medium (0.10 to 0.26), and high value (0.26). The value of Green employee empowerment (R2 = 0.510) and job satisfaction (R2 = 0.491). Table 5, respectively, shows that every exogenous construct explained 51.0% and 49.1% of the variance in the dependent constructs. This result suggests a medium effect size. Now we determine the F2 values to assess the model's explanatory power. These results show that Green employee empowerment effect on job satisfaction (0.035). Further GHRM effect green employee empowerment and job satisfaction (0.989 and 0.055), Next organizational citizenship behaviour effect job satisfaction (0.267), and finally organizational citizenship behaviour and GEE effect job satisfaction (0.036). This conclusion related to the F2 assessment is based on guidelines made by (Hair et al., 2019). For model predictive relevance we assessed the cross-validated redundancy index (Q2). Q2 value should be more than zero, as per (Hair et al., 2019) recommendation. According to Hair et al. (2014), a blindfolding technique was used to create a Q2 value for all endogenous constructs. Table 5 construct shows the Q2 value for GEE and JS are 0.456 and 0.368, respectively. Next step, we analyzed the path coefficient and their significance level. As stated by Ringle et al. (2020) bootstrapping technique uses 5000 subsamples, to create the t-value and p-value to find the significance level of the proposed hypotheses.

Table 5 Hypothesis Testing and Measures of Model Fit

Hypothesis	Path Coeff	SE	t values	P values	F^2	Decision
GEE -> JS	0.200	0.090	2.134	0.033	0.035	Supported
GHRM -> GEE	0.712	0.039	18.444	0.000	0.989	Supported
GHRM -> JS	0.241	0.093	2.688	0.007	0.055	Supported
OCB -> JS	0.420	0.066	6.202	0.000	0.267	Supported
OCB×GEE -> JS	0.133	0.063	2.337	0.019	0.036	Supported

Endogenous variable	R^2	Adjusted R^2	Q^2
GEE	0.510	0.493	0.456
JS	0.491	0.467	0.368

Discrepancy	Saturated model	Estimated model
SRMR	0.055	0.073
d_ULS	3.590	6.266
d_G	1.255	1.722
Chi-square	1979.193	3285.879
NFI	0.791	0.653

Source: Compiled by authors on the results extracted from Smart PLS

Table 5 presents the path coefficient value to show how all hypothesis values are either supported or not. Bootstrapping method is an important step in Smart PLS-4, which asses the dependability of the structural model, particularly in evaluating their moderation effects. According to Table 5, green employee empowerment has a positive relationship with job satisfaction (β = 0.200, t = 2.134, p = 0.033) shows that H1 is supported. Besides, GHRM has a significant relationship with green employee empowerment (β = 0.712, t = 18.44, p = 0.000) supported by the H2. The findings show that GHRM had a positive relationship with job satisfaction (β = 0.241, t =

2.688, p = 0.007) thus supporting H3. However, it was found that organizational citizenship behaviour positive relation with job satisfaction (β = 0.420, t = 6.202, p = 0.000) therefore H4 is supported. Organizational citizenship behaviour plays a major function in moderation between green employee empowerment and job satisfaction (β = 0.133, t = 2.337, p = 0.019) thus H5 is supported. The findings are shown in Table 5 and every hypothesis was statistically significant.

4.3 Moderation Effect

The relationship between Green employee empowerment and job satisfaction is moderated by organizational citizenship behaviour (p < 0.133) thus supporting this relationship and Figure (2) shows this relationship. Additionally, the indirect influence of Green HRM on JS through GEE was also moderated by OCB.

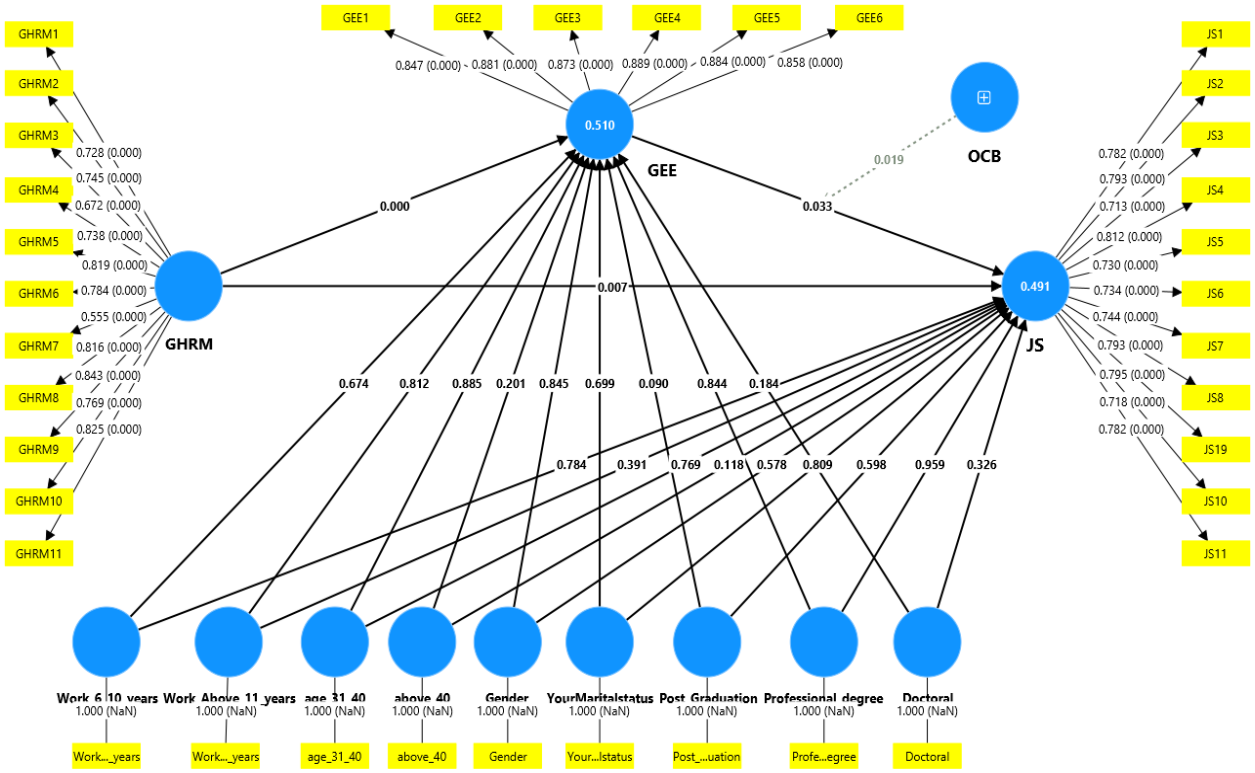

Figure 2 Structural Model

4.4 Out-of-Sample Predictive Power

A Strong model wants out-of-sample predictive power, which ensures its external validity suggested by (Geisser, 1974; Stone, 1974). Q2, value must be higher than zero (Chin, 1998). A blindfolding technique was used by smart PLS to ascertain the value of Q2. The endogenous construct of this research Q2 value is higher than zero and their total LV value of Q2 is 0.491. Additionally, Liengaard et al. (2021) find that the "cross-validated predictive ability test" (CVPAT), which assesses the average loss value (ALV) this test is important to calculate the out-of-sample predictive relevance in PLS-SEM, for predictive model comparison. The main purpose of CVPAT is to test the whether PLS-SEM average loss is smaller than the main benchmark value. As stated by Sharma et al. (2023) the gap between average loss values must be lower than zero to demonstrate the model's superior predictive performance. Table 6 shows all values are less than zero, which demonstrates the out-of-sample predictive relevance or model generalisability.

Table 6 CVPAT: PLS-SEM v/s Indicator average

	Average loss difference	t value	p-value
GEE	-0.353	5.824	0.000
JS	-0.201	4.815	0.000
Overall	-0.255	6.203	0.000

Source: Extracted from Smart PLS

5. Discussion and Conclusion

Previous studies have emphasized the importance of GHRM in environmental management (Ren et al., 2018; Renwick et al., 2013). Present studies add to the literature by empirically investigating the relationship between Green human resource management and employee outcomes. We tested the employee empowerment (Yusliza et al. 2017; Tariq et al. 2016) and behavioral HRM (Nishii et al. 2008; Jiang et al. 2012) literature to explore the mediating role of GEE in the relationship between GHRM and job satisfaction. According to AMO theory, this study investigates the moderation of OCB on GEE and job satisfaction relationships. The results of this research demonstrate that GEE mediates the effect of GHRM and job satisfaction. This research adds to the existing body of knowledge in the area of GHRM by arguing that perceptions of GHRM have direct and indirect effect on job satisfaction via GEE, this relationship is still largely unexplored in empirical studies. Additionally, our research also contributes to the literature by adding GEE as a psychological process, to investigate the underlying mechanism of GHRM and job satisfaction. This finding is consistent with an earlier study (O'Donohue and Torugsa, 2016; Dumont et al. 2016), which looked at the relationship between Green HRM practices and worker behavior outcomes through several psychological processes. This study found that organizational citizenship behaviour moderates the effect of Green employee empowerment on job satisfaction. As per SVF theory (Edwards, 1996), find that positive worker behaviour is the result of organizational values and personal values. Additionally, these theories also support the moderating effect of OCB in the link between GEE and job satisfaction. The result of the OCB moderating effect, along with the mediating role of GEE, is important for a critical psychological process in which GHRM enhances job satisfaction. This study's main aim is to find the effect of GHRM on job satisfaction in different service sectors. According to the AMO theory, it contributes to the previous literature by identifying GEE as an important underlying mechanism between GHRM and job satisfaction. Additionally, these studies conclude that significant role of OCB as a moderator between GEE and job satisfaction. The result of this study is to understand how and when GHRM effects worker discretionary behaviour (i.e. Organizational citizenship behaviour), which ultimately leads to environmental performance and organizational sustainability. Finally, these study findings support all hypotheses and provide various theoretical and practical implications.

6. Implications

The conclusions of this current study have many theoretical and practical implications. Primarily, the literature on AMO theory is being advanced to understand and explain what determinations of JS. Secondly, these researches enhance the knowledge of the underlying mechanism of GHRM and JS by including the psychological process of GEE. Previous research examines the link between GHRM and employee behaviour. Moreover, this research expressly adds GEE as a mediator and OCB as a moderator of GHRM-JS. This relationship has not been explored in previous studies. Furthermore, it does help to establish an environment at the workplace that encourages responsible behaviour. The findings confirm that these studies provide important recommendations for sustainable managers to consider techniques that employees feel that there is a significant gain to adopt green management practices. For example, job satisfaction improves when worker receive rewards (monetary and non-monetary benefits) for meeting their environmental performance standards when their performance evaluation considers environmental contributions, and then their job description is incorporated into environmental criteria. In such a situation, worker shows responsible behaviour that is not only useful for the organization but also benefits their professional and personal growth. HR managers implement the different Green HRM practices. HR managers play an important role in carrying the organizational objectives with sustainable management practices. They are responsible for implementing the organization's main goal within the management environment; and confirm that green initiatives are effectively contributed. From a worker perspective, organizations should support and empower their workforce, enabling them to contribute to the organization's sustainability objectives through their job-related tasks. Furthermore, organizations should provide necessary training to their employees then they understand their green value concept and environmentally friendly principles at their work. Training enhances the skills of their worker, achieves their management goals, and integrates the green value in the organization. According to Dumont et al. (2017) employees' green behaviour is significantly encouraged by the organization, and in return, a monetary benefit motivates and inspires them to participate in green activities, which helps workers to support their environmental goals.

7. Limitations and Future Research

This study has many limitations that expand the opportunities for future researchers in the field of research. Firstly, this study was conducted in the service sector in India. As a result, this study might be generalized to the service sector. In the future, our study might be expanded to manufacturing-based organizations. To understand the better relationship between Green HRM, job satisfaction, green employee empowerment, and organizational citizenship behaviour, future researchers adopt a longitudinal design. Future research enhances the size of the sample and incorporates additional industries and developed nations to improve the generalizability of these findings. Even this research provides important information and valuable insights into the service sector in India. In addition, this research focuses on mediating variables like green employee empowerment: we also include another variable, such as corporate social responsibility or green innovation; these variables play an important role in the correlation between GHRM and job satisfaction. In the future researchers might examine the relationship between these variables and job satisfaction in the context of GHRM. EP and green knowledge sharing may be studied as an antecedent of job satisfaction while looking at Green HRM as a mediator. Similarly, future studies also consider the individual level construct as a moderator like individual green values, and sustainable HRM. Overall, these studies provide insightful information into how Green HRM, job satisfaction, green employee empowerment, and OCB are correlated. But there is still much more to discover about this complex relationship. Future studies improve on these findings by using a longitudinal design with, a larger sample size and examining the relationship in which green employee empowerment effect job satisfaction, and influences the other variable on job satisfaction with Green HRM. As stated by (Moin et al., 2021) such control variables like age, gender, work experience, marital status, and education are also used in moderating or mediating effect on variables in the future. In last, the correlation between GHRM and non-green outcomes should more examine in future research.

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