

PERCEIVED GREEN HUMAN RESOURCE MANAGEMENT AMONG EMPLOYEES IN MANUFACTURING FIRMS

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Abstract: The present study aims to examine the relationship between perceived Green Human Resource Management (GHRM), employee engagement, job performance, perceived organizational support (POS), and turnover intention. This study designed using quantitative approach through a self-administered questionnaire. A total 202 employees have participated and collected by using snowball sampling procedure. The data analysed by using partial least squares-structural equation modelling and assisting the SmartPLS-3. Drawing on the social exchange theory, the results revealed that the effect of perceived GHRM on both outcome variables is mediated by employee engagement. Secondly, perceived GHRM is significant predictor of employee engagement. Moreover, POS is found significant moderator between employee engagement and both outcome variables. The findings of this study advocate that manufacturing industry must pay greater attention to GHRM practices as employees treat them as the reciprocal process which helps organizations to escalate employees' engagement level and decreases voluntary turnover rate. Overall, the study helps the stakeholders to understand the importance of social support of organization in implementing GHRM practices and how it shapes employee's behaviour.

Key words: green human resource management, employee engagement, turnover intention, job performance, perceived organizational support

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Introduction

In the highly competitive global economy, business organizations are not only responsible for its effectiveness or efficiency, but they must be also responsible for the environment protection (Yong et al., 2019a). These concerns have forced the organizations to adopt environmental practices and human resource practices which are recommended as significant contributor in these green agenda (Jabbour and Santos, 2008). In reply of these apprehensions, the green human resource

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management (GHRM) emerged as a new concept which aims for the conservation and preservation of natural resources generated by the organizations (Yong et al., 2019a; Yusliza et al., 2017). GHRM is defined as the alignment of HRM practices with environmental goals of organization (Jabbour, 2013). GHRM has various advantages for organizations such as creating competitive advantage and reducing cost (Carmona-Moreno et al., 2012), improving environmental performance (Kim et al., 2019), attracting and retaining employees (Muster and Schrader, 2011) and improving wellbeing of employees (Gholami et al., 2016).

This study is conceptualized under the social exchange theory (SET), which states that reciprocity is the key ingredient for the organizations success because organization and employee generates social exchanges when they feel it beneficial for each other (Blau, 1964). Whereas Cropanzano et al. (2017) highlighted that between the policies and employees the organizational actor plays an important role which is in terms of organizational support. Moreover, Cropanzano et al. (2017) criticized the uni-dimensional model of SET and highlighted the two-dimensional model with equal importance to both hedonics. It was also an evidence that engagement is the mechanism which has the capability to explain wide range of behavioural and attitudinal outcomes (Kim and Koo, 2017). Furthermore, perceived organizational support (POS) is the perception of employees that organizations provide aid and wellbeing to employee that represents the relationship between organization and employees (Eisenberger et al., 1986).

In Asia, GHRM has been researched empirically in China (Song et al., 2020; Yu et al., 2020;), Malaysia (Anwar et al., 2020; Fawehinmi et al., 2020; Islam et al., 2020; Yong et al., 2019a, 2019b, 2020; Yusliza et al. 2019), India (Chaudhary, 2020), Pakistan (Ansari et al., 2020; Malik et al., 2020); Bangladesh (Islam et al., 2020), South Korea (Luu, 2020), Vietnam (Luu, 2020; Pham et al., 2020), United Arab Emirates (Singh et al., 2020), Qatar (Obeidat et al., 2020), and Palestine (Mousa & Othman, 2020).

GHRM is relatively new concept in Malaysia (Yong et al., 2019a). Previous studies have investigated the GHRM effect on individual outcomes. For example, GHRM and performance (Luu, 2018; Ojo and Raman, 2019), environmental commitment (Pham et al., 2020), employee green behaviour (Chaudhary, 2020), psychological green climate (Dumont et al., 2017), and in-role and extra-role green behaviour (Dumont et al., 2017). Malaysia is considered as the one of largest country in consumption of more energy and natural resources (Yong et al., 2019a) with 6% growth in the CO₂ emissions annually. Manufacturing firms are also reported as one of the industries in creating waste and pollution which is harming the life on earth (Zailani et al., 2012). Moreover, Ren et al. (2018) highlighted the importance of Asia region in terms of most polluted and having environmental challenges at large scale. Hence, this is the first study according to the researchers to answer an important question, to what extent employees perceive GHRM practices in shaping their work attitudes. Despite to the available literature, studies have ignored the important aspect of relationship between perceived GHRM practices and

employees' attitudinal outcomes. Strategic human resource management highlighted the two aspects such as HRM tends to have positive effect on employee's performance (Muñoz-Pascual et al., 2017) and negative effects such as burnout, exhaustion, physical well-being (Van De Voorde et al., 2012).

In this context, this current work offers an original perspective on the relationship between GHRM, employee engagement, POS, job performance, and turnover intentions. Its relevance can be justified as (i) No study, to the best of our knowledge, has so far explored the relationships herein considered; (ii) The existing empirical studies has examined GHRM at the organizational level but very few studies have been investigated at the individual level; (iii) Despite the growing interest in studying GHRM, few studies have examined its impact on positive employees' attitudes and behaviour (Ansari et al., 2020) in reducing employee turnover, particularly in Asia and (iv) No study has provided empirical evidence on the theoretical framework herein presented. The sample of employees in the manufacturing firms used in this study can contribute to overcoming the lack of studied on GHRM.

Literature Review

Literature on Green Human Resource Management (GHRM) affirmed the positive relationship between employee's performance under the umbrella of pro-environmental behaviour and GHRM (Ojo and Raman, 2019). For instance, Yusliza et al. (2017) argued that empowered employees are motivated and enthusiastic to complete the tasks. Past studies have also provided evidence that GHRM is positively associated with job performance (Ojo and Raman, 2019), employees' green recovery performance (Luu, 2018) and green behaviours of employees (Dumont et al., 2017). This study therefore hypothesizes under the SET that if organizations tend to implement GHRM practices effectively then in reciprocation employees will perform better and their engagement level will increase.

H1: Green human resource management has a positive effect on employee engagement.

Engagement is a motivational variable which predicts the job performance (Kim and Koo, 2017; Saks, 2006). These studies argued that the engaged employees feel belongingness with their organizations, and they involve themselves in the organizational activities. Hence this study hypothesized in such a way that when employees are affectively engaged, they show their belongingness and involve themselves in the organizational activities. Therefore, this study hypothesized that:

H2: Employee engagement has a positive effect on job performance.

Voluntary turnover or turnover intention has been studied thoroughly (Memon et al., 2016) because of its consequences such as cost associated with employee's recruitment and training (Albrecht and Marty, 2020) as well as organizational effectiveness and success (Han et al., 2016). Literature on the relationship between employee engagement and turnover intention also shows significant results (e.g.,

Albrecht and Marty, 2020; Memon et al., 2016; Rutishauser and Sender, 2019). Based on the previous literature evidence, this study hypothesize that highly engaged employees have fewer turnover intentions as compared to the highly engaged employees. Hence, the hypothesis is:

H3: Employee engagement has a negative effect on turnover intention.

A study of moderating role of perceived organizational support has been conducted by Alfes et al. (2013b) and Cheng et al., (2018). Alfes et al. (2013b) recommended that POS can utilize as moderator between engagement and OCB towards the organization as well as turnover intentions. Numerous studies have also provided the evidence of moderating role of POS between employee attitudes and behaviours (Cheng et al., 2018). Hence, this study argued that the engaged employees have the positive perceptions and with high perceived POS are like to payback organization with their high job performance. If they perceive low POS, then they have strong turnover intentions and put their energy at different organization. Therefore, this study hypothesizes that:

H4: Perceived organizational support will moderate the relationship between employee engagement and job performance such that the positive relationship will be stronger when perceived organizational support is high.

H5: Perceived organizational support will moderate the relationship between employee engagement and turnover intention such that the negative relationship will be stronger when perceived organizational support is low.

In addition, past studies have provided the evidence of mediating role of employee engagement in different settings (Guan and Frenkel, 2018; Kim and Koo, 2017; Memon et al., 2016; Memon et al., 2018). Hence, if GHRM practices are perceived as an encouraging source by the employees and such climate triggers their attitude which is used as employee engagement tend to adopt employees' attitudes and behaviours. Therefore, based on the variation in the attitudes of employees it is hypothesized that:

H6: Employee engagement will mediate the relationship between perceived green human resource management and job performance.

H7: Employee engagement will mediate the relationship between perceived green human resource management and turnover intention.

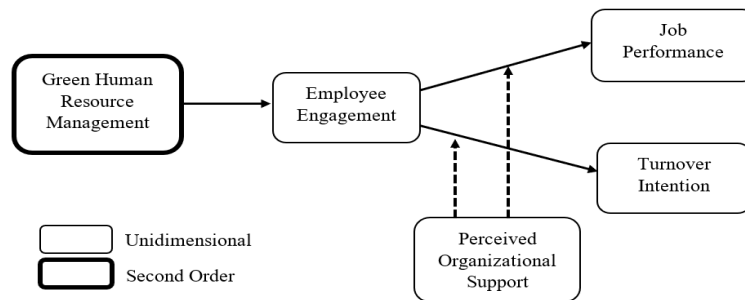


Figure 1: The Research Framework

Methodology

The data were collected through a self-administered survey from employees who worked in the manufacturing industry. Survey was distributed to 250 respondents. The total of 202 usable questionnaires was received and represented 81% response rate. A questionnaire using a five-point Likert scale was used to gather data for each construct of the research model. For all measures, a 5-point Likert scales with anchors ranging from (1) strongly disagree to (5) strongly agree were used. The questionnaire was designed based on a multiple item measurement scale adapted from previous research namely Williams and Anderson (1991), Thatcher et al. (2002), Jabbour (2011), Saks (2006), and Eisenberger et al. (1986).

Regarding analyse the data, we used SmartPLS-3 (Ringle et al., 2015). SmartPLS is a second-generation structural equation modelling tool that is particularly very useful for mediation analysis (Hair et al., 2020). Since data was collected using a single source, we first tested the issue of Common Method Bias by following the suggestions of Kock and Lynn (2012) by testing the full collinearity. In this method all the variables will be regressed against a common variable and if the VIF \leq 3.3 then there is no bias from the single source data. The analysis yielded VIF less than 3.3 thus single source bias is not a serious issue with our data.

Results

Measurement Model

We followed the recent paper by Hair et al. (2020) and we first assessed the convergent validity by looking at the loadings, average variance extracted (AVE) and composite reliability (CR) with the cut off values of \geq 0.5 for AVE and \geq 0.7 for CR although the loadings are suggested to be more than 0.7 but if the AVE's are already higher than 0.5 then loadings which are between 0.5 and 0.7 are also acceptable (Ramayah et al., 2018). As shown in Table 2, the AVE were all higher than 0.5, the CR higher than 0.7 and most of the loadings were greater than 0.7 except for item POS1 and POS4. As we modelled GHRM as a second order Type II (reflective-reflective) we further assessed the AVE and the CR of the second order factor which was represented by Job Position, Recruitment, Selection, Training, Performance Assessment and Rewards. As can be seen in Table 1a, 1b, the AVE was greater than 0.5 and the CR was greater than 0.7 confirming validity and reliability of the second order construct of GHRM.

Table 1a. The result of construct validity and reliability for first order

Construct	Item	Loadings	CR	AVE
Employee Engagement	EE1	0.797	0.950	0.702
	EE2	0.823		
	EE3	0.861		
	EE4	0.882		
	EE5	0.818		

	EE6	0.831		
	EE7	0.842		
	EE8	0.848		
Job Position	JOP1	0.930	0.911	0.671
	JOP2	0.961		
	JOP3	0.929		
In-role Performance	JP1	0.818	0.958	0.883
	JP2	0.847		
	JP3	0.853		
	JP4	0.797		
	JP5	0.779		
Performance Assessment	PA1	0.942	0.942	0.844
	PA2	0.949		
	PA3	0.863		
POS	POS1	0.676	0.860	0.509
	POS2	0.762		
	POS3	0.719		
	POS4	0.575		
	POS5	0.728		
	POS7	0.800		
Reward	REW1	0.905	0.942	0.891
	REW2	0.879		
Recruitment	REC1	0.943	0.886	0.796
	REC2	0.945		
Selection	SEL1	0.957	0.957	0.917
	SEL2	0.958		
Training	TR1	0.913	0.950	0.864
	TR2	0.946		
	TR3	0.930		
Turnover Intention	TI1	0.955	0.973	0.922
	TI2	0.964		
	TI3	0.962		

Table 1b. The result of construct validity and reliability for second order

Variable	Construct	Loadings	CR	AVE
Green Human Resource Management (GHRM)	Job Position	0.789	0.887	0.568
	Recruitment	0.800		
	Selection	0.727		
	Training	0.775		
	Performance Assessment	0.746		
	Reward	0.680		

HTMT ratios were used to assess the discriminant validity as suggested by Franke and Sarstedt (2019). We also developed the table for reporting following the guidelines given by Becker et al. (2019) as shown in Table 2. All the HTMT ratios were lower than the 0.85 criterion as such we can conclude that the measures used in our study are distinct.

Table 2. The result of discriminant validity testing (HTMT)

Construct	1	2	3	4	5	6	7	8	9	10
1. Employee Engagement										
2. In-role Performance	0.524									
3. Job Position	0.496	0.388								
4. POS	0.410	0.489	0.230							
5. Performance Assessment	0.285	0.155	0.636	0.215						
6. Recruitment	0.375	0.223	0.640	0.159	0.626					
7. Rewards	0.339	0.120	0.680	0.277	0.874	0.730				
8. Selection	0.398	0.212	0.620	0.223	0.758	0.776	0.798			
9. Training	0.353	0.137	0.630	0.219	0.773	0.743	0.816	0.774		
10. Turnover Intention	-	-	-	-	-	-	-	-	-	-
	0.390	0.150	0.100	0.490	0.040	0.090	0.030	0.070	0.07	

Structural Model

We ran a bootstrap with 5,000 resamples to generate the standard errors, t-values, p-values, and the bootstrapped confidence intervals (Hair et al., 2020). GHRM explained 17.2% ($R^2 = 0.172$, $Q^2 = 0.116$) of the variance in Employee Engagement. Employee Engagement explained 40.5% ($R^2 = 0.405$, $Q^2 = 0.157$) of the variance in Job Performance and Employee Engagement explained 27.7% ($R^2 = 0.277$, $Q^2 = 0.245$) of the variance in Turnover Intention. GHRM ($\beta = 0.414$, $p < 0.01$) was positively related to Employee Engagement while Employee Engagement was also positively ($\beta = 0.357$, $p < 0.01$) related to Job Performance but was negatively ($\beta = -0.236$, $p < 0.01$) related to Turnover Intention. This gives support for H1, H2 and H3.

Table 3. The results of hypotheses testing

No.	Path analysis	Std Beta	Std Error	t-stat	p-value	BCI LL	BCI UL	f ²
H1	GHRM → Engagement	0.414	0.066	6.257	0.001	0.295	0.515	0.207

H2	Engagement → Job Performance	0.357	0.066	5.421	0.001	0.240	0.456	0.18
H3	Engagement → Turnover	-0.24	0.08	2.957	0.002	-0.370	-0.110	0.065
H4	Engagement*POS → Job Performance	0.309	0.066	4.677	0.001	0.174	0.421	0.169
H5	Engagement*POS → Turnover	-0.182	0.054	3.356	0.001	-0.085	0.261	0.051
H6	GHRM → Engagement → Job Performance	0.149	0.038	3.893	0.001	0.081	0.229	
H7	GHRM → Engagement → Turnover Intention	-0.1	0.034	2.851	0.004	-0.180	-0.04	

Next, to test the moderating effect we used the orthogonalization method (Chin et al., 2003; Henseler and Chin, 2010). The interaction of Engagement*Support ($\beta = 0.309$, $p < 0.01$) on Job Performance and Engagement*Support ($\beta = -0.451$, $p < 0.01$) on Turnover Intention were both significant at the $p < 0.01$ level. Thus, study supports the H4 and H5. Further to that we also plotted the interaction to see how the moderator changed the strength of the relationship between the independent and the dependent variables. The interaction plots are presented in Figure 2 and 3. As can be seen from Figure 2, the positive relationship between Employee Engagement and Job Performance was stronger when POS was high compared to when it is low. The direction of effect was as hypothesized in H4. This goes to show the importance of Organizational Support in enhancing the relationship between engagement and job performance.

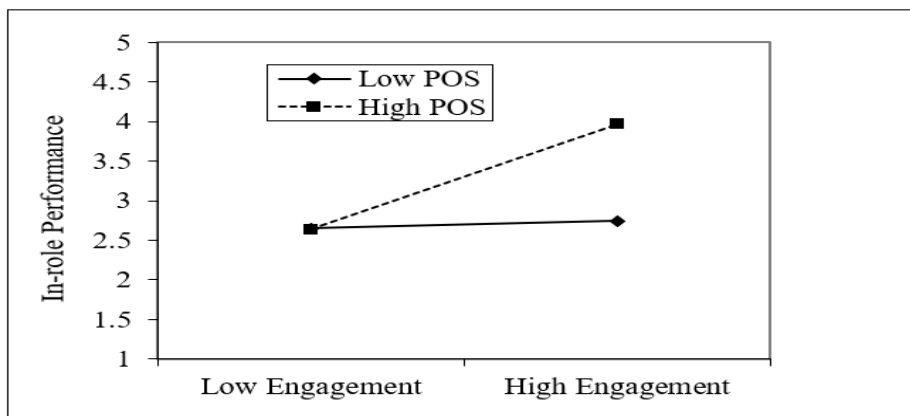


Figure 2: The result of moderating effect of POS in the relationship between Employee Engagement and Job Performance

We next looked at the H5 which is presented in Figure 3, the negative relationship between Employee Engagement and Turnover Intention was stronger when POS was low compared to when it is high. The direction of effect was as hypothesized in H5. This goes to show the importance of Organizational Support in reducing the negative effect of engagement on turnover intention.

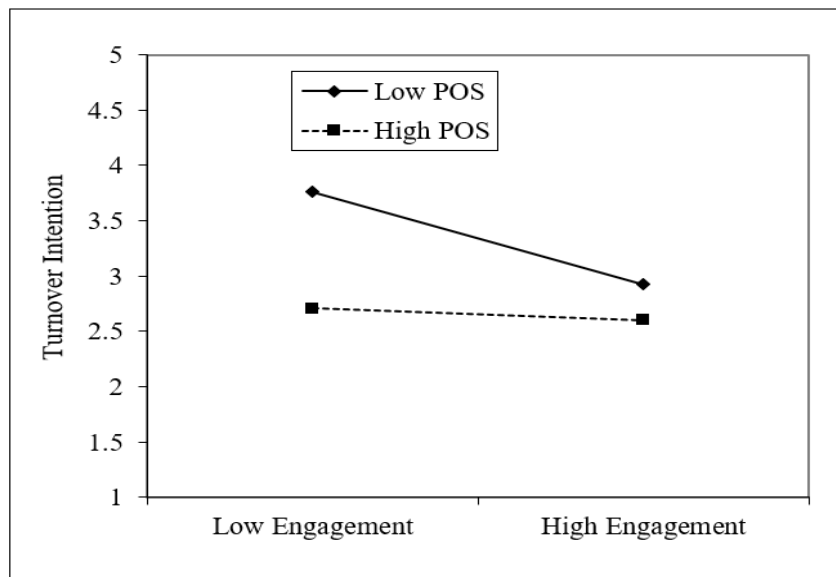


Figure 3: The result of moderating effect of POS in the relationship between Employee Engagement and Turnover Intention

The final analysis was to test the mediating effect of Employee Engagement. We used the Preacher and Hayes (2004; 2008) bootstrapping the indirect effect method. The mediation effect of GHRM → Engagement → Job Performance ($\beta = 0.149$, $p < 0.01$) and GHRM → Engagement → Turnover Intention ($\beta = -0.098$, $p < 0.01$) were both significant with the bias corrected confidence intervals not straddling a zero. Previous literature by Shmueli et al. (2016) and the recent literature by Shmueli et al. (2019) have suggested that for a predictive modelling analysis authors should report PLS-Predict which is a holdout sample which estimates predictive power by assessing the root mean squared error (RMSE) and mean absolute error (MAE). The assessment will first start with the Latent variable (LV) prediction errors whereby the Q^2 should be greater than 0, before proceeding with the measurement variable (MV) prediction errors. If the distribution is not symmetrical then the suggestion is to use MAE whereas if the distribution is symmetrical then the suggestion is to use RMSE. We checked the distribution and found it to be not symmetrical as such we have assessed the MAE values. First, we looked the Q^2 for

the LV and found the values for Job Performance ($Q^2 = 0.199$) and Turnover Intention ($Q^2 = 0.167$) which were greater than 0. Next, we assessed the MV, as all the errors generated by PLS were smaller than the errors generated by the LM method, thus we can conclude that our model has strong predictive power (Shmueli et al., 2019).

Discussion

The objective of this study was to examine the effect of perceived GHRM on job performance and turnover intention. Consistent with the previous studies (e.g., Alfes et al., 2013a, b; Memon et al., 2020) that examine the effect of perceived HRM practices on employee engagement. Our research result also is in line with the previous studies that found the positive link between perceived GHRM and in-role green behaviour and extra-role green behaviour (Dumont et. al., 2017) and individual organizational citizenship behaviour for the environment (Luu, 2018). In line with the stated hypothesis and supporting prior research (Kim & Kim, 2020; Kim and Koo., 2017), engagement was positively associated with performance. Employee engagement helps in enhancing the efforts put toward accomplishing the tasks by employee and may consequently will develop a better culture of motivation, commitment, and involvement at work that encourage them to perform better at the workplace.

Third, there was a negative significant influence of employee engagement on turnover intention. The finding with respect to the relationship between engagement and turnover intention consistent the findings of Memon et al., (2018, 2020). A possible explanation for the finding is that engaged employees will be more likely to feel emotionally connected to their organization and less likely to turnover. This finding has implication for organizations to look at implementing a range of job level training and development programs aimed at embedding processes and systems to support employees' psychological connection more effectively to their work and, is worth testing in future studies. Next, the findings advance our understanding that POS mitigates the negative consequences of employee engagement such that high levels of POS increased job performance and lower intention to leave for those highly engaged employees. This is important implications for the employee engagement literature, which has not fully delineated the working conditions and support under which engagement leads to positive or negative behaviours.

As such, we suggest that future research will benefit from further integrating the POS construct into different models of employee engagement and employee attitudes and behaviours. To name only a few, our findings are in line with previous studies which show that POS moderates the relationship between engagement and job satisfaction (Cote et al., In Press) and workplace ostracism and work-to-family conflict (Choi, 2020). Generally, this study along with Alfes et al. (2013b), provides empirical support that employee engagement mediated the relationship between HRM practices and organizational citizenship behaviour and

turnover intentions. Highly engaged employees act as emotionally and cognitive attachment between GHRM practices and employee behaviours. We, therefore, encourage future studies to incorporate employee engagement as a mediating mechanism through which GHRM practices influence individual and organizational outcome variables. Previous studies have examined employee engagement as mediating variable in the relationship between high performance work practices and POS with HRM practices and employees' satisfaction (Memon et al., 2020), job crafting and job performance (Shin et al., 2020), and person-organization fit and turnover intention (Memon et al. 2018)

The results of the current study have several practical implications. First, our results indicates that organizations need to be aware that, in addition to consistently maintain the implementation of GHRM, the wider organizational climate and support is critical to establishing a positive green environment in which employees are willing to translate their engagement into higher levels of job performance and lower turnover intentions. Although employees who have positive perceptions of the GHRM practices in their organization demonstrate higher levels of engagement, the extent they feel supported as well as the quality of the relationship with their manager eventually influences the extent to which they enact higher job performance and want to continuously remain with the employer.

It is, therefore, not sufficiently to merely engage people in their work; employees also need a positive support with their manager and co-workers as well as their organizations to maximize the benefits of employee engagement. Since Malaysia is reported as the more energy consuming and natural resource (Yusliza et al., 2020) and employees are considered as the important contributor in reduction of CO2 emissions (Jabbour, 2013; Yong et al., 2019b). Similar results also found by Chaudhary (2019); the study concluded that adoption of GHRM practices in the organizations generate a positive place to work. Therefore, the organizations need to implement GHRM that are the significant predictor of engaged employees as they seek support from the organization which forces them to remain as well as increases their performance.

Conclusion

The present study has contributed to the on-going debate of GHRM in influencing non-green behaviours of employees. Perception of GHRM enhances the employee's job performance and reduces the turnover intention. Further, POS moderate the relationship in such a way that employees of manufacturing industry in Malaysia perceive that organization is aiding for their wellbeing and supporting them in achieving their tasks through the green policies. Thus, reciprocity is generated, and they remain loyal with the organization. GHRM is a helping hand for organization in terms of policies and practices which enhances the employee's engagement level. The two outcome variables (job performance and turnover intention) are also found important outcome of GHRM and employee engagement.

Therefore, the current structural model could be beneficial for any firms in adopting GHRM practices which in return can save cost and enhances the individual performance. Future studies are recommended to empirically test the each GHRM practice to identify strong predictors for attitudinal and behavioural outcomes. Besides, GHRM can be tested with various individual level green constructs such as environmental knowledge and concern, green mindfulness, green self-efficacy, green values, green climate, green competency, green top management support, and sustainability. In addition, future studies are recommended to introduce other moderating variables, for example leader member exchange, trust in management, and top management cognitive attitudes, beliefs, knowledge.

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POSTRZEGANE ZIELONE ZARZĄDZANIE ZASOBAMI LUDZKIMI WŚRÓD PRACOWNIKÓW FIRM PRODUKCYJNYCH

Streszczenie: Niniejsze badanie ma na celu zbadanie związku między postrzeganym zielonym zarządzaniem zasobami ludzkimi (GHRM), zaangażowaniem pracowników, wydajnością pracy, postrzeganym wsparciem organizacyjnym (POS) i intencją rotacji. Niniejsze badanie zostało zaprojektowane przy użyciu podejścia ilościowego za pomocą kwestionariusza do samodzielnego wypełnienia. W sumie 202 pracowników wzięło udział w badaniu i zebrało je za pomocą procedury pobierania próbek w kształcie kuli śnieżnej. Dane przeanalizowano przy użyciu modelowania równań strukturalnych metodą najmniejszych kwadratów i wspomaganą SmartPLS-3. Opierając się na teorii wymiany społecznej, wyniki ujawniły, że wpływ postrzeganego GHRM na obie zmienne wynikowe jest mediowany przez zaangażowanie pracowników. Po drugie, postrzegany GHRM jest istotnym predyktorem zaangażowania pracowników. Co więcej, POS jest znaczącym moderatorem między zaangażowaniem pracowników a obiema zmiennymi wynikowymi. Wyniki tego badania wskazują, że przemysł wytwórczy musi zwracać większą uwagę na praktyki GHRM, ponieważ pracownicy traktują je jako wzajemny proces, który pomaga organizacjom w zwiększaniu poziomu zaangażowania pracowników i zmniejszaniu wskaźnika dobrowolnej rotacji. Ogólnie rzecz biorąc, badanie pomaga interesariuszom zrozumieć znaczenie wsparcia społecznego organizacji we wdrażaniu praktyk GHRM i sposobu, w jaki kształtuje ono zachowanie pracowników.

Słowa kluczowe: zielone zarządzanie zasobami ludzkimi, zaangażowanie pracowników, zamiar rotacji, wydajność pracy, postrzegane wsparcie organizacyjne

员工在企业中的绿色人力资源管理意识

摘要:本研究旨在检验绿色人力资源管理(GHRM), 员工敬业度, 工作绩效, 组织支持(POS)和离职意向之间的关系。本研究通过自行管理的问卷采用定量方法进行设计。通过使用雪球采样程序, 共有202名员工参加了该活动并进行了收集。通过使用偏最小二乘结构方程建模并辅助SmartPLS-

3对数据进行了分析。根据社会交换理论, 研究结果表明, 感知到的GHRM对两个结果变量的影响是由员工敬业度介导的。其次, GHRM是员工敬业度的重要预测指标。此外, 发现POS是员工敬业度和两个结果变量之间的重要调节者。这项研究的结果表明, 制造业必须更加重视GHRM做法, 因为员工将其视为对等过程, 这有助于组织提高员工的敬业度并降低自愿离职率。总体而言, 该研究可帮助利益相关者了解组织在实施GHRM做法方面的社会支持的重要性以及它如何影响员工的行为。

关键词:绿色人力资源管理, 员工敬业度, 离职意向, 工作绩效, 组织支持感