Title: The Influence of Green HRM practices on Organizational Green Performance through Pro-Environmental Behaviour: Examining the Role of Organizational Citizenship Behaviour to Environment and Green Work Engagement

Introduction:

The idea of sustainability has attracted a lot of business world interest recently. Organisations are becoming more aware of how crucial it is to implement environmentally friendly practises in order to lessen the impact that their operations have on the environment. As a result, there has been an increase in interest in learning more about the elements that affect how green an organisation performs. Pro-environment behaviour and human resource management practices have stood out among these as being particularly important in determining how organisations approach and carry out their environmental activities.

According to the abilities, motivation, and opportunities (AMO) theory (Renwick et al., 2013), there is a connection between green human resource management practises (GHRMPs), green work engagement (GWE), and pro-environment behaviour (PEB). In accordance with the AMO theory, HRM is carried out through enhancing employee performance by giving them a platform through which they may take advantage of chances and become more productive and growing employee ability by inspiring them to become high-performers. According to the AMO theory, if employees receive GHRM practises like green training, are hired based on green values, and receive compensation conditionally by implementing an effective performance management system, the goal of green performance can be achieved (Anwar et al., 2020). When companies adopt these green initiatives, employees' skills are improved and they are more motivated since they are aware that their company is sufficiently helpful in offering green opportunities (Iftikar et al., 2022). These

GHRMPs offer a positive work environment that motivates people to be involved with their work and to act in a way that promotes green performance (Roscoe et al., 2019; Chen et al., 2021).

Exhibiting pro-environment behaviour involves a variety of voluntary acts, such turning off lights when not needed, refraining from using disposable cups, recycling, printing on both sides of the page, conserving water, cutting down on waste, using public transportation, etc. This type of behaviour is essential since it protects the environment and natural resources while also lowering an organization's financial costs (such as the price of energy and paper). According to Steg et al. (2014), pro-environment behaviour encourages corporate social responsibility and environmental sustainability. It also benefits the natural environment, enhances environmental quality, and lowers carbon emissions, tree-cutting, and fossil fuel use. A company's financial and non-financial green success is also largely dependent on its pro-environment behaviour (Boiral and Paillé, 2012).

Given the importance of pro-environment behaviour, earlier studies from the Western context have looked into a variety of factors that predict pro-environment behaviour in a variety of industries, such as pro-environmental attitude, normative and hedonic motives (Bissing-Olson et al., 2013), and moral norms and values (Lu et al., 2002). According to Hicklenton et al. (2019), an organization's pro-environmental climate and employees' assessments of their level of autonomy influence how pro-environmental they are. According to Robertson and Barling (2017), pro-environment behaviour among employees was favourably impacted by organisational citizenship behaviour towards the environment (OCBE). In their investigation into the effects of transformational leadership, employee motivation, contingent rewards, and top management commitment on pro-environmental behaviour, Graves et al. (2019)

discovered that these elements were important predictors of pro-environmental behaviour among Russian employees. According to Mishra (2017), senior management support and collaborative learning can help advance pro-environment behaviour. Similarly, according to Graves and Sarkis (2018), environmental principles, leadership, and employees' internal and external incentives all influence pro-environment behaviour.

Green Human Resource Management Practises (HRMPs; Anwar et al., 2020) are one of the organisational characteristics that is highly regarded by key stakeholders and plays a crucial part in fostering pro-environment behaviour. In order to improve the company's environmental performance and promote the sustainable use of organisational resources, green HRMPs are "human resource management aspects of environmental management" (Renwick et al., 2013, p.1). A relatively small amount of research has examined the effects of green HRMPs on environmental outcomes, including employee pro-environmental behaviour (Mishra, 2017), environmental performance (Mousa and Othman, 2020; Pham et al., 2020) and environmental citizenship behaviour (Anwar et al., 2020).

However, there have been initiatives to investigate the effects of green HRM practises in a number of different sectors, including manufacturing (Mishra, 2017), hotels (Luu, 2018; Pham et al., 2019; Pham et al., 2020), and healthcare (Mousa and Othman, 2020). To the best of our knowledge, there isn't much study on how Green HRMPs affect pro-environment behaviour, particularly in the setting of the petroleum industry (Yong et al., 2019; Anwar et al., 2020). Additionally, the majority of recent research has been on specific Green HRMPs (Anwar et al., 2020), and as far as we are aware, no research has been done on Green HRMPs as a whole multidimensional construct. Here, the term "HRMPs" refers to an integrated HRM practises that have been found to have a bigger impact than standalone or individual HRMPs

(Singh et al., 2012). In addition, there are measurement problems in the existing studies on Green HRMPs (Ren et al., 2018; Tang et al., 2018). Additionally, academic research on pro-environment behaviour is still in its infancy (Robertson and Barling, 2017), and more research is still needed (Bissing-Olson et al., 2013). Furthermore, present research on pro-environmental behaviours and Green HRMPs is primarily focused on Western and Middle Eastern countries, and has to be explored in diverse contexts, such as India (Fawehinmi et al., 2020). Last but not least, it is important to comprehend the underlying mechanism, such as OCBE, green work engagement, between Green HRMPs and Pro-Environment Behaviour.

Although the connections between Green individual HRMPs and employees' PEB have been studied (Anwar et al., 2020), little focus has been placed on the psychological mechanisms by which Green HRMPs affect employees' behaviour (Graves and Sarkis, 2018). The scant research that is currently available has mostly connected Green HRMPs to organisational outcomes. For instance, according to Fawehinmi et al. (2020), environmental knowledge is one way that Green HRMPs influence employees' Green behaviour. According to Zaid et al. (2018), green supply chain management acted as a mediator between green HRMPs and sustainable performance. Studies on the relationship between Green HRMPs system and employees' PEB, as well as attitudinal outcomes such OCBE and Green work engagement, are scarce. By studying the direct effects of Green HRMP bundles on employees' OCBE, work engagement, and PEB, this study adds to the body of knowledge. Additionally, this study contributes to our understanding of the psychological process by which PEB links the Green HRMPs characteristics to organisational green performance. The social exchange theory put forward by Emerson (1976) serves as theoretical justification for the suggested paradigm in this study.

In addition to making theoretical contributions, this study aids management professionals and policymakers in developing ways that not only promote green citizenship behaviour but also enhance PEB among employees. By placing a strong emphasis on Green HRMPs, policymakers can use this study to launch green practises in the organisation. For instance, the management can educate workers about the value of PEB and green citizenship behaviours through green activities among petroleum sector personnel. PEB will be boosted by this awareness, and wasteful use of resources like paper, power, and fossil fuels will be discouraged. As a result, the management will maintain a tidy and clean working environment while also lowering the cost of resources like fossil fuels, paper, and energy.

Therefore, the study's goal is to investigate how pro-environmental conduct, as influenced by Green HRM practises, affects organisational green performance. Additionally, it aims to investigate how organisational citizenship behaviour for the environment (OCBE) and participation in green work relate to employees' pro-environmental behaviour. The goal of the study is to present a thorough knowledge of the mechanisms through which HRMPs might improve environmental outcomes and accelerate organisational green performance.

The goal of the current study is to provide a theoretical framework that connects GHRMPs, PEB, OECB, GWB, and OGP. Also it tries to examine the mediating roles of organizational citizenship behavior for the environment (OCBE), and green work engagement in the relationship between Green HRM practices and employees' Pro-Environmental Behaviour. This study intends to advance both the theoretical and practical understanding of sustainable HRM and organisational sustainability by analysing these connections. This thesis will use a quantitative techniques approach in order to accomplish these goals. For the quantitative

phase, data on green HRMPs, PEB, OCBE, GWE, and OGP will be gathered by surveying employees from diverse organisations in the Indian petroleum Industry.

Overall, the objective of the investigation is to increase our understanding of how Green HRMPs affect the environmental performance of organisations. The study's conclusions may be applicable to businesses looking to improve their use of human resources to improve their environmental sustainability. This study intends to shed light on the mediating functions of OCBE and green work engagement in order to offer insightful information about the ways in which HRMPs might support organisational sustainability initiatives.

Need for the Study:

The relationship between Green Human Resource Management Practises (Green HRM), Green Work Engagement (GWE), Organisational Citizenship Behaviour for the Environment (OCBE), Pro-Environmental Behaviour (PEB), and Organisational Green Performance (OGP) within the specific context of employees working in the petroleum sector of India is urgently needed as environmental sustainability becomes an increasingly important global concern.

Developing strategies to advance sustainable practises in this sector requires an understanding of how green HRM practises affect employees' pro-environmental behaviour and organisational green performance. Green HRM practises aim to raise employees' environmental knowledge and engagement through programmes including employee training, involvement in environmental decision-making, and communication about sustainability goals. It is necessary to look at how well these practises transfer into genuine pro-environmental behaviour among petroleum industry personnel, nevertheless.

Examining the part that OCBE and GWE may play as potential mediating elements in the connection between PEB, OGP, and green HRM practises is also necessary. OCBE is the term used to describe employee voluntary actions that support environmental sustainability, such as encouraging recycling or resource conservation inside the company. While GWE refers to the psychological and behavioural participation of workers in environmentally friendly work practises. Green HRM Practises may have a significant impact on workers' PEB and contribute to the overall OGP of organisations in the petroleum sector through both OCBE and GWE as important mechanisms.

The study can offer insight on the effectiveness of green HRM practises in encouraging PEB and fostering OGP in India's petroleum sector by examining these links. The results can give organisations in this industry useful information on how to create and put into practise HRM strategies that support a culture of sustainability, increase employee involvement in green initiatives, and ultimately boost the environmental performance of the industry. By analysing these constructs in a particular industrial setting, the study can also fill a research need in the Indian petroleum industry and add to the body of knowledge on Green HRM, GWE, OCBE, PEB, and OGP.

2. Review of literature

2.1. Green Work Engagement (GWE)

The definition of GWE in the literature has been offered by a number of authors. Green work engagement is described by Fang et al. (2019) as the psychological and behavioural involvement of employees in environmentally sustainable work practises, placing special emphasis on these individuals' commitment, drive, and active participation in initiatives

meant to advance environmental sustainability within the company. Employee involvement in green work practises is referred to as "green work engagement" by Renwick et al., (2013). This involvement includes the employees' willingness to actively support ecologically friendly actions and activities. According to Rutherford and Parks (2015), green work engagement is a type of employee engagement that is explicitly geared towards enhancing organisational sustainability through engaged engagement in environmentally friendly practises. These definitions emphasise the significance of workers' psychological and behavioural connections to environmentally friendly work practises, highlighting their dedication and active participation in promoting sustainability inside the organisation.

2.2. Pro-Environmental behaviours

In the literature, PEB has been conceptualised and defined in a number of ways. For example, Steg and Vlek (2009) define PEB as a behaviour that is employed to safeguard the environment and lessen environmental harm, whereas Yuriev et al. (2018) see it as an activity taken by a person or group to encourage the sustainable use of natural resources. Another interpretation of PEB is that it is "behaviour that consciously seeks to minimise the negative impact of one's actions on the natural and built environment" (Kollmuss & Agyeman, 2002, p. 240). Actually, according to Bissing-Olson et al. (2013), PEB reflects employees' motivation and initiative to complete a task related to their jobs in a way that benefits the environment. Hence, based on the premise of these studies, we conceptualize PEB as employees' voluntary action to engage in environmentally friendly behaviour. In light of this, we define PEB as employees' voluntary behaviour to engage in environmentally friendly practises.

2.3. Green Human Resource Management Practices (Green HRMPs)

HRMPs are intended to excite, inspire, and help people grow while ensuring that the organization's HRM plan is effectively carried out. Alternatively, "environment-friendly HR activities that contribute to improved efficiencies, cost reduction, and superior environmental performance" are referred to as "green HRMPs" (Haldorai et al., 2022, p. 3). In addition, Green HRMPs seek to develop environmental knowledge (Fawehinmi et al., 2020), improve employees' environmental citizenship behaviour and commitment (Pham et al., 2020), improve environmental performance (Haldorai et al., 2022), and promote Green values, knowledge and skills related to Green activities (Amrutha and Geetha, 2020; Fawehinmi et al., 2020). According to Amrutha and Geetha (2020), green HRMPs include hiring and educating new employees, rewarding them, getting them involved, and evaluating their performance. According to Bowen et al. (2018) and Tang et al. (2018), finding green employees requires identifying and hiring candidates that share those values and are supportive of environmental causes. According to Tang et al. (2018) and Amrutha and Geetha (2020), green training aims to improve employees' propensity to protect the environment as well as their awareness, knowledge, and proficiency in green activities. According to the organization's evaluation of its employees' performance in going green, green rewards can be both monetary and non-monetary (Jabbour, 2011). Green employee involvement, on the other hand, refers to organisational practises that encourage and empower employees to participate in Green activities (Amrutha and Geetha, 2020), whereas Green performance appraisal practises monitor and provide feedback on employees' Green performance (Jabbour, 2011; Zibarras and Coan, 2015). According to Jabbour (2011) and Zibarras and Coan (2015), these performance practises are essential since they not only keep track of employees' performance but also serve as a check on how well the organisation is doing in achieving its targeted pro-environmental aims and objectives.

Despite the fact that Green HRMPs have been the subject of research for many years, their measurement continues to draw criticism. For instance, earlier research (Jabbour, 2011; Zibarras and Coan, 2015; Dumont et al., 2017; Mishra, 2017; Anwar et al., 2020) has concentrated on individual Green HRMP (e.g., Green training, Green rewards and remuneration, etc.). However, according to general HRM research, the HRMPs system is superior to individual HRMPs in terms of effectiveness (Singh et al., 2012). For example, supplying employees with all three of these practises may have a greater impact on employee performance than simply hiring and selecting good people without giving them with training (Wall and Wood, 2005). Furthermore, Tang et al. (2018) contend that individual Green HRMPs (such as Green training, rewards, and remuneration, etc.) constitute the dimensions of Green HRMPs and that Green HRMPs should be thought of as a multi-dimensional higher-order construct. They added that Green HRMPs' multi-dimensional structure offers a more thorough conceptual comprehension than the former. Surprisingly, Tang et al.'s (2018) measurements of Green HRMPs have not been validated by a single study. As a result, this work uses and treats bundles of Green HRMPs as a higher-order multi-dimensional construct, predicated on Tang et al.'s (2018) conception and operationalization.

2.4. Organization citizenship behaviors towards the environment (OCBE)

According to Daily et al. (2009), "discretionary acts by employees within the organization not rewarded or required that are directed toward environmental improvement" are OCBE. Even though it shares some similarities with organisational citizenship behaviour (OCB), organisational citizenship-based engagement (OCBE) refers to employees' voluntary efforts that are not "explicitly recognized by the formal reward system and contribute to more effective environmental management by the organization" (Boiral & Paillé, 2012). OCBE depicts employees' readiness to work with their organisation for the good of the environment,

in contrast to OCB, which focuses on employees' voluntary efforts for the benefit of the organisation. For instance, OCB examples may include speaking well about the company, being on time, and being supportive of coworkers. In contrast, the OCBE examples contain actions (such as turning off the light) that reduce the impact that an organization's operations have on the environment. OCB is hence organization-centered, whereas OCBE is environment-focused. OCB and OCBE should be measured independently because they are both unique concepts, according to Lamm et al. (2013), who also offered empirical support for this claim.

OCBE has been described as a multi-dimensional construct made up of eco-helping, eco-civic participation, and eco-initiative behaviours (Boiral and Paillé, 2012). Eco-initiatives are actions (such recycling or pollution avoidance) that a company may do to better its performance in relation to environmental challenges. According to Boiral and Paillé (2012) and Terrier et al. (2016), eco-civic engagement is the term used to describe employees who voluntarily participate in already established environmentally favourable activities. The opposite is true for eco-helping behaviour, which is demonstrated by staff members "voluntarily assisting colleagues to better integrate environmental concerns in the workplace" (Boiral & Paillé, 2012). Despite the fact that each OCBE dimension is equally important for achieving key goals, they have not all gotten the same amount of attention in the research (Terrier et al., 2016). For example, the majority of studies have concentrated on the OCBE's eco-initiative component (Hanna et al., 2000; Zientara et al., 2019), while the OCBE's eco-civic participation and eco-helping components have received little attention (Boiral and Paillé, 2012). By conceptualising and assessing OCBE as a multi-dimensional construct, this study fills up this knowledge gap.

2.5. Organizational Green Performance (OGP)

The degree to which an organisation successfully incorporates environmental issues into its operations, goods, and services to meet sustainability goals is defined by Przychodzen et al., (2016) as organisational green performance. They stress that it requires a comprehensive strategy that takes into account environmental performance in fields including waste management, energy efficiency, pollution prevention, and product eco-design. Organisational green performance, according to Renwick et al., (2013), is the capacity of the organisation to meet environmental goals and targets while preserving its competitiveness and revenues. They highlight the significance of striking a balance between economic viability and environmental sustainability. These definitions emphasise the all-encompassing nature of organisational green performance, taking into account the organization's overall performance and market competitiveness while integrating environmental issues into various organisational operations.

3. Hypotheses development

3.1. Relationship among Green HRMPs, GWE, OCBE, PEB and OGP.

In this study, we anticipate that Green HRMPs will have favourable impacts on GWE, OCBE, PEB, and OGP. We use the social exchange theory (SET) by Emerson (1976) and the ability-motivation-opportunity (AMO) hypothesis by Appelbaum et al. (2000) to explain these effects. According to the SET, employees feel obligated to give back to their organisations when they perceive assistance and rewards in the form of HRMPs (Kuvaas, 2008; Kooij and Boon, 2018). These good work outcomes include higher OCB, job engagement, and organisational commitment. From an environmental standpoint, employees will return the organization's support and benefits in the form of PEB and OCBE when Green HRMPs are implemented (Anwar et al., 2020; Pham et al., 2020). According to the AMO

theory, HRMPs improve people's skills, drive to work, and opportunities to achieve, which has an impact on both individual performance and OCB (Anwar et al., 2020; Appelbaum et al., 2000). Individual abilities are improved by a variety of practises, such as employee acquisition, training, and development, which guarantee that a person has the necessary knowledge and abilities to complete the task (Huselid, 1995; Anwar et al., 2020), whereas motivation-related practises, such as performance evaluation, compensation, and rewards, inspire and encourage people to engage in a particular behaviour. Final point: According to Appelbaum et al. (2000), opportunity-related practises (such as involvement and knowledge sharing) boost individual participation in organisational activities. Accordingly, from an environmental standpoint and in line with AMO theory, Green HRMPs boost people's abilities, motivation, and involvement in environmental activities, which leads to outcomes like OCBE (Pinzone et al., 2016; Anwar et al., 2020), organisation commitment to the environment, environmental performance (Pham et al., 2020), and employees' Green behaviour (Fawehinmi et al., 2020).

The combination of social exchange theory and AMO theories thus suggests a likely connection between Green HRMPs, GWE, OCBE, PEB, and OGP. On the interactions between Green HRMPs and PEB, however, there is little empirical evidence. Few researches on the connection between Green HRMPs and environment-related outcomes are available, although not specifically concentrating on PEB. For instance, Green HRMPs had a considerable and favourable impact on employees' environmental understanding, according to Fawehinmi et al.'s (2020) cross-sectional study of Malaysian employees. The impact of green training and incentives on employees' commitment to the environment was established by Pham et al. (2019) in an empirical research of hotel staff in Vietnam. Furthermore, Saeed et al.'s (2019) research showed a favourable correlation between Green HRMPs and Green

behaviour among workers in the pharmaceutical, chemical, and food industries. Similar to this, Ragas et al. (2017) found a favourable correlation between green HRMPs and employees' performance and green living. Similar to this, Dumont et al. (2017) studied workers in a Chinese manufacturing company and discovered that Green HRMPs had a favourable impact on both their in-role and extra-role performance. In light of the aforementioned theoretical justifications and actual data, we therefore the study propose that:

H1: Green HRMPs will positively impact PEB.

Additionally, researchers have examined how Green HRMPs affect OCBE (Luu, 2019; Niyomdecha and Yahya, 2019; Anwar et al., 2020). However, the majority of the existing research (Pham et al., 2018; Luu, 2019; Anwar et al., 2020) has concentrated on specific Green HRMPs and has disregarded the multiple dimensions of Green HRMPs proposed by Tang et al. (2018). Furthermore, prior research on Green HRMPs has only addressed measurement and conceptualization difficulties (Larson et al., 2015; Tang et al., 2018). By investigating the impact of Green HRMPs (measured as a multifaceted construct) on OCBE, this work contributes fresh insights. This study proposes that:

H2: Green HRMPs will positively impact OCBE.

3.2. Relationship between OCBE and PEB

Environment-related outcomes have been found to be significantly influenced by OCBE, which reflects employees' free-will actions that are not rewarded by the organisation. Paillé et al. (2014), investigation of manufacturing firm revealed a significant positive impact of OCBE on the environmental performance. According to a study conducted by academics, OCBE improves employees' environmental performance, according to Anwar et al. (2020). According to Boiral et al. (2015), OCBE boosts environmental performance by promoting

employees' self-directed eco-helping behaviours, involvement in environmental initiatives, and participation in environmental activities. Additionally, employees are more likely to take part in PEB when their opinion towards OCBE is positive (Lülfs and Hahn, 2013). Given these results, it seems sense to hypothesise that someone who displays stronger environmental citizenship behaviour is more likely to engage in environmentally friendly activities. Therefore, it is suggested that:

H3: OCBE relates positively to Pro-Environmental Behaviour.

3.3. OCBE as a mediator

Research on the underlying psychological mechanism that accounts for the associations between Green HRMPs and employees' Green attitudes and behaviours is still evasive (Graves and Sarkis, 2018), despite prior literature supporting the notion that Green HRMPs foster pro-environmental Green behaviour and environmental performance. Additionally, according to recent research on HRM, HRMPs do not directly influence employee behaviour; rather, their influence is transferred through a variety of mediating mechanisms (Boxall et al., 2016). In light of this, researchers like Luu (2019), Saeed et al. (2019) and Anwar et al. (2020), advocated for more research on green HRMPs as well as the psychological mechanism that might underlie the process by which green HRMPs are connected to environmental outcomes.

For the following reasons, we anticipate that OCBE will act as an intermediary between Green HRMPs and PEB in this investigation. The first is that OCBE has been recognised in earlier research as an essential prerequisite to outcomes like environmental performance (Daily et al., 2009; Boiral et al., 2015; Anwar et al., 2020), PEB (Lülfs and Hahn, 2013). Second, Green individual HRMPs have been found to have resulted in OCBE (Pham et al.,

2018; Luu, 2019; Niyomdecha and Yahya, 2019). In addition, OCBE has been documented as a consequence of Green individual HRMPs (Pham et al., 2018; Niyomdecha and Yahya, 2019). The possible role of OCBE as a mediator between GHRMPs and environmental consequences has been confirmed by several investigations. For instance, Anwar et al. (2020) showed that the manifestation of OCBE translates the influence of GHRMPs (e.g., recruitment, training, and remuneration) into increased environmental performance. According to Paillé et al. (2014), OCBE acted as a mediator in the interaction between environmental performance and strategic HRM. The impact of GHRMPs on employees' PEB may therefore be translated psychologically through OCBE. To provide the Green HRM with fresh perspective, we anticipate that:

H4: OCBE mediates the relationship between Green HRMPs and PEB.

3.4. Green HRMPs and green work engagement

The idea that GHRMPs will have a favourable effect on green work engagement has been supported by a number of studies. According to Renwick et al., (2013), green HRM practises include employee involvement, communication, and training about environmental sustainability can encourage employees to engage in environmentally friendly work practises. They contend that these procedures foster a sense of collective purpose and environmental awareness among employees, increasing their interest in sustainability activities. According to Paillé et al., (2014), HRM strategies that support employee involvement in environmental efforts, including as training, being empowered, and performance evaluation, have a beneficial impact on employees' commitment to environmental performance. Similar to this, Lamm and Tosti-Kharas (2018) highlighted the importance of HRM practises, including as training and communication, in promoting ethical research and innovation, demonstrating a favourable association between GHRMPs and participation in sustainability-related activities.

All of these studies provide credence to the idea that GHRMPs encourage employees to actively engage in the organization's environmental sustainability efforts by giving them the encouragement, resources, and support they need.

H5: GHRMPs will positively impact green work engagement.

3.5. Green Work Engagement and Pro-Environment Behaviour

According to Tirno et al., (2023), participation in GWE has a favourable impact on both individual and organisational pro-environmental behaviours. They hypothesised that highly environmentally conscious employees were more likely to display behaviour that support environmental objectives, such as reducing waste, conserving energy, and taking part in environmental campaigns. Tsymbaliuk et al., (2022) observed that employees' pro-environmental attitudes in manufacturing organisations were favourably impacted by their engagement in green work. They emphasised the fact that highly environmentally conscious workers were more likely to actively engage in activities that support environmental sustainability, which include recycling, conserving resources, and promoting green practises. These results collectively lend support to the hypothesis that GWE is positively correlated with pro-environmental behaviour, showing that staff members who actively engage in environmentally friendly work practises are more likely to display behaviours that support the preservation and sustainability of the environment.

H6: Green Work Engagement will positively impact Pro-Environment Behaviour.

3.6. Green Work Engagement as a mediator

There is a body of research that supports the idea that GWE mediates the link between green HRM practises and pro-environment behaviour. Green work involvement was found to mediate the link between sustainable leadership and pro-environmental conduct by Tirno et

al., (2023). Employee engagement at work is improved, which then results in more pro-environmental conduct, according to their theory, when employees sense significant support for environmental projects through green HRM practises. Renwick et al., (2013) discovered a similar association between HRM and individual and organisational outcomes, including pro-environmental behaviour, through employee engagement with green work practises. They pointed out that green HRM practises mediate the relationship between HRM practises and pro-environmental behaviour by creating a supportive work environment that encourages employees to engage in sustainable activities. The importance of involving employees through sustainable HRM practises to encourage environmentally friendly behaviour within organisations is highlighted by these studies, which offer empirical evidence in support of the following hypothesis:

H7: Green work engagement mediates the relationship between Green HRM Practices and Pro-Environment Behaviour.

3.7. Pro-Environmental Behaviour and Organizational Green Performance

Numerous researches provide credence to the concept that PEB is positively correlated with organisational green performance. They made the argument that staff members who practise green behaviour help the organisation achieve better environmental results. Furthermore, Cheng et al., (2022) discovered a favourable correlation between employees' PEB and the organization's overall environmental performance. They made the argument that employees who actively practise environmentally friendly behaviour, such as reducing trash or conserving energy, have a positive impact on the environmental performance of the company. The PEB of employees has a favourable effect on the organization's environmental reputation and image, according to a different study by Suganthi, (2019). All of these results lend credence to the idea that PEB is positively correlated with organisational green performance,

indicating that staff members' participation in green activities enhances environmental outcomes and the organization's overall sustainability performance. Thus the study proposes the following hypothesis:

H8: Pro-Environment Behaviour will positively impact Organizational Green Performance.

Using the literature cited above as a basis, the following, a theoretical framework is being proposed.

4. Theoretical Framework