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DOI:
10.1002/bse.3642

Received: 18 June 2023 | Revised: 1 November 2023 | Accepted: 7 November 2023

DOI: 10.1002/bse.3642

RESEARCH ARTICLE

Business Strategy and the Environment

WILEY

Green HRM practices, employee well-being, and sustainable work behavior: Examining the moderating role of resource commitment

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Abstract

This study examines how green human resource management (HRM) practices impact employees' subjective well-being through the mediating mechanism of employees' green behavior (EGB). We further explore the moderating role of resource commitment. Based on a sample of 249 employees and their supervisors working in small- to medium-sized enterprises (SMEs) in Ghana, we discovered that green HRM practices have a positive influence on EGB, and this connection is further reinforced by resource commitment. The analysis also reveals that EGB serves as a mediator in the relationship between green HRM practices and employees' subjective well-being. These findings suggest that green HRM practices affect employees' subjective well-being through EGB. The wider implications of these findings for theory and HRM practitioners are discussed.

KEYWORDS

Africa, employees' well-being, green HRM practices, pro-environmental behavior, sustainability

1 | INTRODUCTION

Increasing stakeholder demands for organizations to develop business models that integrate green environmental management and social responsibility have pushed many organizations to adopt pro-environmental behaviors (Afsar et al., 2016; DuBois & Dubois, 2012). Researchers have observed that green HR practices can help organizations attract support and resources to sustain their market competitiveness (Amrutha & Geetha, 2020; Bissing-Olson et al., 2012). Defined as "green human resource management (HRM) activities, which enhance positive environmental outcomes" (Kramar, 2014, p. 1075), green HRM has been found to create a positive work climate and enhance employee engagement (Hicklenton et al., 2019). For instance, extant research posits that green HRM practices can lead to employees' pro-environmental behavior and well-being (Amrutha & Geetha, 2020). However, despite the importance of green HRM on employees' well-being, there is a paucity of evidentiary support for the mechanisms regarding this relationship. For instance, although prior research has examined the relationships between green HRM and green behaviors (e.g., Ababneh, 2021; Jnaneswar, 2023) and well-being outcomes (e.g., Ahmad & Umrani, 2019; Shafaei et al., 2020), the sustainability literature stresses resource commitment as a salient firm-level boundary condition (e.g., Konadu et al., 2020; Wang et al., 2018). Surprisingly, resource commitment has not yet been fully examined as a boundary condition of the beneficial effects of green HRM. This limitation constrains our knowledge of *when* the effect of green HRM on proximal and distal outcomes is enhanced without the presence of resource commitment. While recent literature has highlighted the growing

Abbreviations: HRM, human resource management; EGB, employees' green behavior; SMEs, small- to medium-sized enterprises; CFA, confirmatory factor analysis; RMSEA, root mean square error of approximation; SRMR, standardized root mean square residual; TLI, Tucker–Lewis index; CFI, comparative fit index.

importance of green human resource management (HRM) in organizations, little research has examined the mechanisms that transmit green HRM to employees' well-being. In addition to the aforementioned gap in the literature, the issue of whether the association between green HRM practices and subjective well-being could be mediated by the level of EGB, as well as moderated by resource commitment, has also remained largely underexplored. Against this backdrop, this study seeks to examine the role of green HRM practices on employees' pro-environmental behavior and subjective well-being. This investigation was further motivated by the desire to extend theory regarding the effects of green HRM practices on individual level outcomes.

The outcomes of our study yield several theoretical contributions. First, this study builds on the behavioral HRM literature (Dumont et al., 2017; Bissing-Olson et al., 2013) by highlighting employee workplace outcomes of green HRM practices. Empirically, we provide a better understanding of the effects of green HRM on employee positive well-being. Second, this study responds to the previous research that has called for a better understanding of the HRM element of environmental management theory (Daily & Huang, 2001; Robertson & Barling, 2013). In so doing, our study adds to the employee well-being literature (Baumgärtner et al., 2015; Kuykendall & Tay, 2015) by exploring the role of green HRM on employee well-being through the green practices of employee. Third, we build on the green HRM literature (Robertson & Barling, 2013) by exploring the condition under which green HRM practices are more or less likely to be linked to employees' green behavior (EGB). A growing number of studies have focused on positive indicators of employee well-being such as job satisfaction (Baumgärtner et al., 2015), work engagement (Magee et al., 2017; Zeijen et al., 2018), and happiness at work (Oerlemans & Bakker, 2018; Robertson & Cooper, 2011). While the outcomes of these studies expand our knowledge of employee subjective well-being, the current literature fails to theorize the impact of green HRM on employee well-being. Thus, we extend the current theorizing of green HRM in the context of SMEs based in emerging markets.

2 | THEORETICAL BACKGROUND AND HYPOTHESES

Organizations are increasingly required to adopt green HR practices that are in tune with the demands of a new generation of environmentally conscious employees. Given that many organizations have revised their strategy by integrating environmentally friendly practices (Angel Del Brio et al., 2008), the HR function has also been modified through the integration of environmental management practices with the potential to improve EGB and well-being (Amrutha & Geetha, 2020). This growing importance of individuals' well-being has been highlighted by the United Nations Sustainable Development Goal #3 that emphasizes the need to "ensure healthy lives and promote well-being for all at all ages.[1]"

Defined as individual judgments that focus on fulfilment with "life, feelings of happiness and sadness, as well as other negative and positive emotions" (Churchill & Smyth, 2019, p. 40–54), subjective well-being of employees is critical for managers and policymakers given its role in enhancing productivity. This has prompted governments to devote public policy attention to how they can better foster conditions for national happiness, well-being, and quality of life instead of the traditional business and economic indicators including company profits and economic growth (Diener, 2000). Deprivation or lack of happiness and satisfaction within society even have the potential to affect the mental health of citizens and thus offers an additional justification for exploring this issue of subjective well-being due to the rising health-related costs.

Although employees' well-being may be influenced by many aspects, we focus on how individuals evaluate their lives (i.e., subjective well-being) (Diener, 2000; Diener et al., 1985). The evaluation of one's life takes the form of cognition when he/she makes an informed evaluative judgement about his or her life satisfaction. Our conceptualization of employee subjective well-being is consistent with the conventional well-being studies that emphasize evaluative and affective approaches (Kuykendall & Tay, 2015). We focus on "the various evaluations, positive and negative, that people make of their lives, and the affective reactions of people to their experiences" (OECD, 2013: 29). The evaluative and affective approaches of employee subjective well-being reflect the model used in HRM studies.

2.1 | Green HRM practices and EGB

Green HRM refers to the HR practices anchored in the promotion, adoption, and implementation of environmentally sustainable and green workplace practices which reflect in how the organization manages its people and utilizes their expertise (Ahmad, 2015; Renwick et al., 2013a). Organizations implementing green HRM practices can result in higher efficiency, lower costs, and a better work atmosphere for employee sustainable behavior (DuBois & Dubois, 2012). By implementing green HRM, practices such as green recruitment, green training, green performance management, green reward and compensation, green goal setting and other responsibilities are likely to spur pro-environmental behavior (Dumont et al., 2017).

In addition, by implementing eco-friendly business practices and policies, HRM professionals can transform the culture of the organization by embracing practices that help to conserve resources, energy, and minimize waste (Ahmad, 2015; Haddock-Millar et al., 2016). Organizations can also embed the ethos of green orientations in terms of their recruitment, hiring and training, and compensation policies (Ahmad, 2015). The pervasive nature of such an approach has the potential to alter the behavior in the workplace and how workers relate to the natural environment. Furthermore, organizations that design jobs and work settings that foster employees' commitment to environmentally friendly activities such as global warming, sustainable development goals, and environmental crisis are likely to improve employees' concern and motivation to engage in pro-environmental behaviors (Tseng et al., 2013). This is because employees consider their organization's HRM policies as determinant of work behaviors (Nishii et al., 2008). Thus, the incorporation of green HRM practices in

[1] https://sdgs.un.org/goals/goal3

the organization is likely to foster behaviors that resonate with the organization's green HRM policies. Moreover, previous studies have found that green HRM practices within an organization affect employee pro-environmental behavior (e.g., Bissing-Olson et al., 2013; Dumont et al., 2017). Thus, we suggest the following hypothesis:

> **Hypothesis 1.** There is a positive relationship between green HRM practices and EGB.

2.2 | The mediating role played by EGB

One of the main objectives of this study was to explore the mediating mechanism of the relationship between green HRM practices and employee subjective well-being. Given that green HRM practices have been linked to EGB in previous studies (Bissing-Olson et al., 2013; Dumont et al., 2017), we assumed that green behavior could play a mediating role in this relationship. Green employee behavior reflects employees' "willingness to engage in pro-environmental activities" (Scherbaum et al., 2008a, p. 827). It is a voluntary behavior that helps to mitigate the negative impact of one's actions on the natural environment. Ostensibly, EGB includes turning off lights when out of the office, double side printing, refraining from using disposable cups, supporting the organization's green strategy policy, commuting by bicycle, waste reduction, and developing new initiatives that protect the environment. First, lack of happiness and satisfaction brought about by environmental challenges such as global warming, environmental degradation, and poor environmental conditions can have detrimental effects on the mental health of employees (Afsar et al., 2016). By experiencing positive environmental outcomes, employees' emotions and individual judgments could focus on fulfilling life satisfaction, and the feeling of happiness. Second, green employee behavior influences the evaluation of one's life in the form of affect, that is, as the experience of unpleasant or pleasant emotions in reaction to the surroundings or the environment (Dumont et al., 2017; Stern et al., 1999). Third, previous studies have suggested that green HRM practices influence green employee behavior (Dumont et al., 2017). This is likely to translate into positive emotions such as joy, happiness, satisfaction, and well-being (Fineman, 1996). This suggests that the individual tends to be energetic, motivated, and inspired by their behaviors to preserve the environment (Robertson & Barling, 2013), and green HRM practices are a precursor that facilitates environmental consciousness and happiness among employees (Cincera & Krajhanzl, 2013). Thus, we contend that green HRM is likely to foster a better work–life balance and work atmosphere for employees to become more content with their life meaning and contributions to society. Accordingly, we suggest that

> **Hypothesis 2.** The positive relationship between green HRM practices and subjective well-being is mediated by the level of EGB.

2.3 | Moderating role of resource commitment

We suggest that resource commitment may influence the relation between green HRM practices and subjective well-being, as mediated by EGB. An organization's level of resource commitment reflects the allocation of "tangible and intangible entities available to the firm that enable it to produce efficiently and/or effectively a market offering that has value for some market segment(s)" (Hunt, 2000, p.85). It has been established that employees are the cornerstone of sustainable competitive advantage (Barney, 1991; Wright et al., 1994). This suggests that firms that are able to match and allocate strategic resources to green HRM practices are likely to improve employee subjective well-being through employee behavior.

Moreover, research has shown that resource commitment is significantly related to employee citizenship behavior (Bergeron, 2007; Nielsen et al., 2012). Given that resource commitment is related to employee behaviors, we can assume that green HRM practices are likely to yield greater employee well-being via green behavior when resource commitment is greater. We suggest that greater resource commitment is likely to increase the effect of green HRM practices on EGB. This is because resource advantage theory suggests that a firm's utilization of resources to achieve competitive advantage is likely to engender EGBs (Hunt & Morgan, 1996; Li, 2014). Thus, we suggest that the allocation of resources is important for organizations to implement green HRM practices to enhance employee well-being through green employee behavior.

> **Hypothesis 3.** The indirect relationship between green HRM practices and employees' level of subjective well-being (via EGB) will be moderated by resource commitment, such that the relationship is stronger (i.e., more positive) when the level of resource commitment is high.

3 | RESEARCH METHOD

3.1 | Study context, sample, and data collection

Data were collected from employees and their supervisors in for-profit SMEs based in Ghana. Our sampling frame was developed from Ghana's Company Register. We randomly selected 80 organizations and contacted their human resource departments via phone to seek their employees' participation. Out of the 80, we received approval from 66 organizations. We then applied the following sample criteria and selected 48 organizations for the study: (1) firms employing no more than 250 employees, (2) manufacturers of physical products, and (3) firms with no foreign affiliation. Our main focus was on indigenous SMEs in the manufacturing sector of the economy.

We collected data in two waves. In the first wave (Wave 1), we used a hand-delivered questionnaire to assess green HRM

practices, resource commitment to green HRM activities, EGB, and the control variables. The questionnaire was designed so that employees provided answers to green HRM practices and resource commitment questions, while supervisors of each employee responded to the EGB-related questions. Accordingly, we sent out 720 surveys to the 48 selected companies. The questionnaires were administered by visiting the head offices of the 48 selected companies. Fifteen (15) employees and their supervisors in each company were asked to complete the questionnaire. In return, we received 288 complete responses, of which 11 were discarded due to missing values. Thus, in Wave 1, we obtained 277 complete responses.

In the second survey (Wave 2), we contacted 277 employees 3 months after Wave 1 to elicit responses on subjective well-being. Because the employees who completed the first survey provided their contact details on the survey instrument, we were able to match and contact them for the second survey. The second survey took place to attenuate the possibility of common method variance influencing our results (Chang et al., 2010). The second wave of the survey was also administered in person, and then 265 complete responses were received. The 12 employees who did not participate in Wave 2 were no longer with their respective organizations. After discounting missing values, we obtained a total of 249 responses, representing a 34.58% response rate.

Of the 249 respondents, 55.2% were men and 45.8% were women with a mean age of 34.4 years. On average, the employees have been working with their respective organizations for 4.33 years. Of the 249 employees, 57.0% held a high school certificate, 12.9% held a college certificate, 29.3% held bachelor's degrees, and 0.8% held postgraduate degrees. Non-response bias was assessed by utilizing the extrapolation method (Armstrong & Overton, 1977) and compared respondents and non-respondents. We did not find any significant differences between the two groups. This suggests that the respondents do not differ significantly, and the non-response bias did not impact this study.

3.2 | Measures

All the multi-item measures were measured using a 7-point Likert scale with anchors ranging from (1) *strongly disagree* to (7) *strongly agree*. The individual items for the multi-item constructs, along with the values of the construct reliabilities and average variances extracted, are provided in Table 1.

3.2.1 | Green HRM practices

We utilized five items from Dumont et al. (2017) to measure green HRM practices. Employees provided answers to questions relating to their firms' green HRM activities.

3.2.2 | Resource commitment

Four items from Li (2014) were used to measure a firm's resource commitment to green HRM practices. Supervisors were asked to respond to the series of questions that capture the extent to which their firms allocate resources to green HRM practices.

3.2.3 | Employee green behavior (EGB)

We used five items from previous studies (Bissing-Olson et al., 2013; Kaiser et al., 2007) to measure EGB. These items were rated by the employee's supervisor. Participants indicated how their employees engage in the behaviors described in each item.

3.2.4 | Employees' subjective well-being

We measured this variable with five-item Satisfaction with Life Scale (Diener et al., 1985). A recent study has found this scale robust in capturing subjective well-being (Baron et al., 2016).

3.2.5 | Control variables

Four control variables were used to account for their influence on the research model. These are gender, employee age, education, and tenure. These variables were controlled for because previous studies have been found to impact subjective well-being (Baron et al., 2016; Hmieleski & Sheppard, 2019). Gender was coded as female = 0, male = 1. Employees' age was measured as the number of years since the employee was born. Education was captured as 1 = high school, 2 = bachelor's degree, and 3 = postgraduate degree. Employee tenure is measured as the number of years in which the employee has been employed in his or her current position.

3.3 | Assessment of common method bias

Although the predictor and criterion variables were time-lagged by collecting multi-wave data, common method bias could not be completely ruled out in our dataset. Accordingly, we followed established procedural and statistical remedies (see Podsakoff et al., 2003). Procedurally, we used the following remedies: (1) assured our participants of confidentiality and anonymity, (2) included negative worded items, and (3) employed rubrics to create temporal psychological separation for the pattern of response between two constructs. Second, we followed the statistical procedures advanced in prior research (e.g., Bozionelos & Simmering, 2022; Moss et al., 2020) by performing a series of nested confirmatory factor analysis (CFA) models. We then

TABLE 1 Summary of some key empirical research on green human resource management.

Author(s)	Theory used	Empirical setting (sample and method)	Driver(s)	Mediator(s)	Moderator(s)	Outcome(s)	Key empirical findings
Dumont et al. (2017)	Supplies-values fit	390 Chinese employees in a subsidiary firm of an Australian manufacturing MNE in the food industry.	Green HRM	Psych. green climate	Individual green values	Extra-role green behavior In-role green behavior	Green HRM directly and indirectly psych. green climate impact in-role green behavior but only indirectly influence extra-role green behavior. Individual green values moderated the effect of psych. green climate on extra-role green behavior.
Ahmad and Umrani (2019)	Atheoretical	177 health-care workers in Pakistani public hospitals	Ethical leadership	Green HRM Psych. Safety	n/a	Job satisfaction	Green HRM and psychological safety fully mediated the EL and job satisfaction linkage.
Shafaei et al. (2020)	Atheoretical	Study 1: 206 Malaysian hotels.	Organizational environmental culture	Green HRM	n/a	Environmental performance	Environmental performance was fostered via organizational environmental culture and green HRM. This study provides the drivers and the outcomes of green HRM.
	Job characteristics model	Study 2: 506 employees from multiple sectors.	Green HRM	Meaningful work	n/a	Job satisfaction	Green HRM is directly and indirectly through meaningful work related to job satisfaction.
Yong et al. (2020)	Resource-based view	112 large Malaysian firms in manufacturing sector.	Green HRM practices	n/a	n/a	Sustainability	The result shows that of the seven green HRM practices, only green recruitment and green training have positive effect on sustainability.
Ababneh (2021)	Person-organization fit	376 hotel employers from Jordan.	Green HRM	Employee engagement	Conscientiousness Positive affect Proactivity	Employee green behavior	Employee engagement partially mediate green HRM and EGB while personality traits (i.e., consciousness and positive affect) moderates the green HRM–employee engagement relationship.

(Continues)

TABLE 1 (Continued)

Author(s)	Theory used	Empirical setting (sample and method)	Driver(s)	Mediator(s)	Moderator(s)	Outcome(s)	Key empirical findings
Wen et al. (2022)	AMO theory	320 manufacturing SMEs in Pakistan	Green HRM practices	CSR	Environmental sustainability	n/a	Green HRM practices have positive effect on CSR and ES. Also, green HRM practices were found to partially influence ES through CSR.
Wang et al. (2023)	AMO model organizational knowledge creation and diffusion	339 Chinese hi-tech firms	Green HRM subsystems • Skill-enhancing • Motivation-enhancing • Opportunity-enhancing	Green knowledge creation and diffusion • Socialization • Externalization • Combination • Internalization	n/a	Green operational performance • Design • Purchasing • Production process	Skill- and motivation-enhancing green HRM affected all four facets of the green knowledge creation and diffusion, whereas opportunity-enhancing affected only green combination and internalization. About green operational performance, green design was affected by all four-knowledge process, whereas green production was affected by all except green internalization. For green production process, only green combination and externalization was significant.
Jnaneswar (2023)	Social exchange theory Social identity theory	297 employees from the Indian manufacturing sector	Green HRM	Psychological green climate Green commitment	n/a	Green behavior	First, green HRM was positively associated with employees' green behavior. Next, both psychological green climate and employee green commitment mediated the green HRM and green behavior relationship.

compared our hypothesized four-factor model in each of the multi-item constructs (i.e., green HRM practice, resource commitment, EGB, and subjective well-being). The results of the CFA show that all the measures loaded well onto their respective latent constructs. In addition, a Harman one-factor model revealed that all the multi-item constructs were loaded onto a single factor with the following result ($\Delta\chi^2 = 497.401$; $\Delta df = 6$, $p < 0.001$). The four-factor model ($\chi^2(df) = 202.280(146)$, $\chi^2/df = 1.385$; non-normed fit index [NNFI] = 0.964; comparative fit index [CFI] = 0.969; root mean square error of approximation [RMSEA] = 0.039) outperformed the Harman single-factor model ($\chi^2(df) = 699.681(152)$, $\chi^2/df = 4.603$; NNFI = 0.760; CFI = 0.786; RMSEA = 0.121) with the significant difference in χ^2 and degrees of freedom (df) depicting that CMB does not pose any serious threat to our data. These results show that common method bias does not sufficiently describe our data. Thus, we estimated our structural model using the maximum likelihood (ML) and covariance matrix method in LISREL 8.80 (Joreskog & Sorbom, 2006).

3.4 | Measurement model estimation

We used CFA to establish the validity and reliability of our multi-item constructs. Following prior research (Bagozzi & Yi, 2012; Hair et al., 2019), we utilized five heuristic fit indices including the chi-square (χ^2), goodness-of-fit test, RMSEA, standardized root mean square residual (SRMR), Tucker–Lewis index (TLI), and CFI to evaluate the fit of our hypothesized model. Thus, the four-factor CFA model revealed an excellent fit to our data: $\chi^2[N = 249, df = 146] = 202.28$; TLI = 0.96; CFI = 0.97; RMSEA = 0.04; SRMR = 0.04). In line with previous research, the alpha values and composite reliability scores for each of the multi-item constructs exceeded the cut-off point of 0.70 (Nunally, 1978) and 0.60 (Hair et al., 2019), respectively. To establish the uniqueness of our multi-item constructs, we followed Zhang et al. (2012) and performed several nested CFA models. Furthermore, we compared the fit of our hypothesized four-factor model, which included green HRM practices, resource commitment, EGB, and subjective well-being with two alternative models, and observed that our hypothesized model fitted the data better than the three-factor model (i.e., green HRM practices combined with resource commitment ($\Delta\chi^2 = 154.393$, $\Delta df = 3$, $p < 0.001$) and two-factor model where green HRM practices, resource commitment, and EGB combined ($\Delta\chi^2 = 154.393$, $\Delta df = 3$, $p < 0.001$) (Zhang et al., 2012). The result as shown in Table 2 supports the uniqueness and distinctiveness of the four constructs and thus indicates good discriminant validity. Table 3 presents the means, standard deviations, and inter-construct correlations. Age was significantly negatively correlated with green HRM practices ($r = 0.11$, $p < 0.10$) and EGB ($r = -0.13$, $p < 0.05$). Furthermore, green HRM practices were positively related to resource commitment, EGB, and subjective well-being. Similarly, resource commitment was positively related with EGB and subjective well-being.

TABLE 2 Constructs, measurement items, and reliability and validity tests.

Details of the multi-item constructs	Loadings (t-values)
Green HRM practices (Dumont et al., 2017): $\alpha = 0.781$; $CR = 0.781$; $AVE = 0.680$	
1. My company sets green goals for its employees.	0.51[a]
2. My company provides employees with green training to promote green values.	0.59 (6.57)
3. My company provides employees with green training to develop employees' knowledge and skills required for green management.	0.70 (7.18)
4. My company considers employees' workplace green behavior in performance appraisals.	0.73 (7.30)
5. My company relates employees' workplace green behaviors to rewards and compensation.	0.67 (7.02)
Employee green behavior (Bissing-Olson et al., 2013; Kaiser et al., 2007): $\alpha = 0.860$; $CR = 0.862$; $AVE = 0.557$	
1. This employee completes assigned duties in environmentally friendly ways.	0.67[a]
2. This employee always fulfils responsibilities specified in his/her job description in environmentally friendly ways.	0.77 (10.53)
3. This employee performs tasks that are expected of him in environmentally friendly ways.	0.83 (11.18)
4. This employee makes suggestions and brings new ideas about environmentally friendly practices to environmental committees.	0.74 (10.25)
5. This employee shares knowledge about the environment with co-workers.	0.71 (9.84)
Resource commitment to green HRM (Li, 2014): $\alpha = 0.837$; $CR = 0.841$; $AVE = 0.571$	
1. My firm has insufficient financial resource to invest on green HRM practices (*r*).	0.67[a]
2. My firm has sufficient management resource to invest on green HRM practices.	0.74 (9.98)
3. My firm has insufficient investment in software establishment (e.g., introduction of technology and HR training) for green HRM practices (*r*).	0.84 (10.97)
4. My firm has sufficient investment in hardware establishment (e.g., equipment and green material purchasing) for green HRM practices.	0.76 (10.22)
Employees' subjective well-being (Diener et al., 1985): $\alpha = 0.823$; $CR = 0.827$; $AVE = 0.660$	
1. In most ways my life is close to my ideal	0.61[a]
2. The conditions of my life are excellent	0.79 (9.44)
3. I am satisfied with my life.	0.74 (9.06)
4. So far, I have gotten the important things I want in life.	0.70 (8.69)
5. If I could live my life over, I would change almost nothing.	0.66 (8.33)

Fit indices: $\chi^2(df) = 202.280(146)$; $p < 0.01$; RMSEA = 0.039; SRMR = 0.044; TLI = 0.964; CFI = 0.969; GFI = 0.921. *df*, degrees of freedom; HRM, human resource management; RMSEA, root mean square error of approximation; SRMR, standardized root means square residual; TLI, Tucker–Lewis index.
[a]Fixed to the value of 1.00.

TABLE 3 Common method bias test for study.

Measurement models	χ^2	*df*	χ^2/df	$\Delta\chi^2(\Delta df)$[a]	NNFI	CFI	RMSEA	AIC
Hypothesized four-factor model	202.280	146	1.385	–	0.964	0.969	0.039	290.280
Three-factor model	356.673	149	2.394	154.393(3)***	0.905	0.917	0.075	438.673
Two-factor model	584.636	151	3.872	382.356(5)***	0.811	0.833	0.108	662.636
One-factor model (Harman test)	699.681	152	4.603	497.401(6)***	0.760	0.786	0.121	775.681

Note: $N = 249$.

df, degrees of freedom; CFI, comparative fit index; NNFI, non-normed fit index; RMSEA, root mean square error of approximation; SRMR, standardized root means square residual.

[a]Compared to the four-factor model. Three-factor model: Independent and moderator variables were combined to one factor. Two-factor model: independent, mediator, and moderator variables were combined into one factor. One factor model: all variables were combined into one factor.

***$p < 0.001$.

4 | HYPOTHESIS TESTING

The results of the PROCESS macro can be found in Table 4. As predicted in Hypothesis 1, green HRM was strongly and positively related to EGB ($\beta = 0.39$, $p < 0.001$), implying Hypothesis 1 is supported. Hypothesis 2 postulated that EGB intervenes in the positive association between green HRM and subjective well-being ($\beta = 0.23$, 95% CI: [0.15, 0.32]). Hypothesis 2 is supported by the bootstrap analysis because the confidence interval did not contain zero. In Hypothesis 3a, we argued that the relationship between green HRM and EGB is bounded by resource commitment, such that the positive association is stronger when resource commitment is higher rather than lower. As anticipated, resource commitment moderated the positive effect of green HRM on EGB ($\beta = 0.19$, $p < 0.01$), supporting Hypothesis 3a. Following past research (Aiken & West, 1991; Dawson, 2014), we plotted the two-way interaction effect. The graph in Figure 1 helped us to probe the two levels of resource commitment. Figure 1 indicates that the effect of green HRM practices on EGB is strengthened at +1 SD and weakened at −1 SD of resource commitment. This made us examine the conditional indirect effect of green HRM on subjective well-being via EGB with Model 7 of Hayes (2013) PROCESS at high (+1 SD) and low (−1 SD) levels of resource commitment. We utilized the 95% bias-corrected bootstrap confidence interval with 10,000 resamples. As shown in Table 4, we found evidence of conditional indirect effect at +1 SD levels of resource commitment (CI ranging from 0.14 to 0.31). On the contrary, the 95% BC CI for resource commitment at −1 SD included zero (CI ranging from −0.02 to 0.15). Further, the index of moderated mediation was positive and significant (CI ranging from 0.02 to 0.13), and the confidence interval did not contain zero ($\beta = 0.07$, 95% BC CI: [0.02, 0.13]). Put together, these results support Hypothesis 3b.

5 | ROBUSTNESS CHECK WITH SPLIT SAMPLE ANALYSIS

We verified the robustness of our hypothesized model by splitting our sample into subsamples across the moderator (i.e., resource commitment): low ($n = 113$, $M = 3.79$; $SD = 0.68$) and high ($n = 136$, $M = 5.54$; $SD = 0.64$). As shown in Table 5, green HRM practices was positive and significantly associated with EGB for high resource commitment ($\beta = 0.65$, $p < 0.001$) rather than low resource commitment ($\beta = 0.15$, $p > 0.05$). Similarly, green HRM practices had a significant and positive relationship with subjective well-being under high resource commitment ($\beta = 0.36$, $p < 0.001$) but not for the low resource commitment ($\beta = 0.20$, $p > 0.05$), supporting our conditional indirect effect at higher levels of resource commitment. Hence, we conclude that the results of our split sample analysis support our initial findings (see Table 6).

6 | DISCUSSION AND IMPLICATIONS

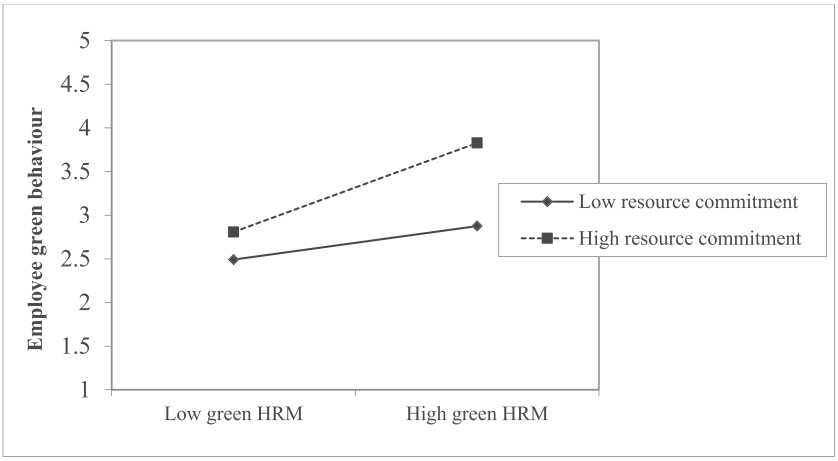
There is a growing interest in the role of HRM in environmental management by academics and practitioners (Dumont et al., 2017; Renwick et al., 2013a; Tian & Robertson, 2019). Given the positive influence of employees' environmental behaviors on environmental management by organizations, it is critical for researchers to investigate these behaviors across different settings. While the current body of research has started to identify the antecedents to workplace environmental behaviors, it is vitally important to pay attention to processes and mechanisms through which these antecedents influence employees' well-being and under which conditions green HRM practices are pronounced or weakened (Dumont et al., 2017; Tian & Robertson, 2019). Our study empirically explores employees' well-being outcomes of green HRM through employee workplace environmental behavior in the context of SMEs based in Ghana. The SMEs are underexplored in the wider literature on HRM and its role in sustainability. Thus, our study adds important insights to this body of research by investigating how and when green HRM affects employees' pro-environmental behavior and their well-being. Data gathered from employees and their supervisors working for SMEs in Ghana supported all the hypotheses specified in this study. Particularly, adding to previous research on the effect of green HRM (Dumont et al., 2017) and employees' pro-environmental behaviors (Scherbaum et al., 2008a) on employees' behaviors and outcomes (Bissing-Olson et al., 2013; Tian & Robertson, 2019), we found that green HRM practices help employees to exhibit pro-environmental

TABLE 4 Descriptive statistics and intercorrelation among key constructs.

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Green HRM practices	4.82	0.84	1.00							
2. Resource commitment	4.75	1.09	0.51***	1.00						
3. Employee green behavior	4.75	0.94	0.58***	0.52***	1.00					
4. Subjective well-being	4.85	0.86	0.56***	0.56***	0.59***	1.00				
5. Employee age	34.42	9.78	−0.11*	−0.07	−0.13**	−0.05	1.00			
6. Gender	–	–	0.05	0.02	−0.05	−0.06	−0.05	1.00		
7. Education	1.74	0.91	0.04	0.01	0.00	−0.06	−0.25***	0.04	1.00	
8. Tenure	4.33	3.70	−0.02	0.01	0.05	−0.03	0.04	0.00	0.07	1.00

Note: $N = 249$.
*$p < 0.10$.**$p < 0.05$.***$p < 0.01$.

FIGURE 1 Two-way interaction between green HRM and resource commitment.



behaviors, and this relationship is improved when resource commitment is greater within the organization. We also found that the impact of green HRM practices on employees' well-being is mediated by employees' pro-environmental behaviors. These findings have both theoretical and practical implications in several ways.

6.1 | Theoretical contributions

The study contributes to the HRM literature (i.e., workplace pro-environmental behavior) in several ways. First, we deviate from much of the current literature on green HRM, which has tended to focus on large firms and developed economies with stable institutional conditions. Using data from 249 employees and their supervisors of SMEs in Ghana, this study illuminates the mechanisms through which employees' pro-environmental behavior influences employees' well-being in the context of SMEs operating in emerging markets.

In addition, despite the growing importance of green HRM practices by organizations (Dumont et al., 2017), our understanding of the mechanisms through which green HRM practices affect employee well-being is limited. In this study, we explore the role of EGB as a mediating mechanism in the relationship between green HRM practices and employees' well-being. This is considered an important contribution because previous studies on green HRM (Cherian & Jacob, 2012; Dumont et al., 2017) have not explicitly explored the mechanism of employee workplace outcomes of green HRM. Thus, we add to the HRM literature regarding employee workplace consequences of green HRM through employees' pro-environmental behavior. Moreover, we extend the HRM literature by providing empirical evidence of the moderating effect of resource commitment on the green HRM practices pro-EGB relationship. This finding is important as it offers a nuanced understanding of the conditions in which green HRM practices are more pronounced in spurring employee pro-environmental behavior in organizations. Our contribution to the HRM literature provides a new perspective on the green HRM–employee environmental behavior relationship by showing that resource commitment is a critical boundary condition of this linkage.

Furthermore, we add to the employee well-being literature (Bakker & Oerlemans, 2011; Baron et al., 2016) by showing that pro-environmental attitudes foster employee well-being. Previous research has yielded limited and conflicting results on the most effective mechanism for fostering employees' engagement in achieving competitiveness and collaborative work atmospheres and firm performance. We take a step forward in demonstrating the importance of pro-environmental behavior which can be an important enabler of employees' well-being Thus, we contribute to HRM and

TABLE 5 Mediation and moderated mediation model.

	Employee green behavior				Subjective well-being			
	b	(SE)	LLCI	ULCI	b	(SE)	LLCI	ULCI
Intercept	4.96***	0.22	4.52	5.40	3.24***	0.40	2.45	4.04
Control paths								
Gender	−0.13	0.09	−0.31	0.05	−0.09	0.08	−0.25	0.08
Age	−0.01	0.00	−0.02	0.00	0.02	0.00	−0.01	0.01
Education level	−0.03	0.06	−0.14	0.09	−0.06	0.05	−016	0.04
Tenure	0.02	0.02	−0.02	0.05	−0.01	0.01	−0.03	0.02
Direct effect path								
Green HRM practices	0.39***	0.07	0.25	0.53	0.35***	0.06	0.24	0.46
Employee green behavior					0.36***	0.07	0.23	0.50
Interaction effect path								
Resource commitment	0.27***	0.05	0.17	0.36				
GHRM × resource commitment	0.19**	0.07	0.05	0.33				
R^2	0.44				0.43			
					b	*(se)*	LLCI	ULCI
Mediation effect path								
Green HRM practices → green behavior → subjective well-being					0.23	0.04	0.15	0.32
Moderated mediation effect path								
Green HRM practices → green behavior → subjective well-being								
High resource commitment (+1 SD)					0.22	0.05	0.14	0.31
Low resource commitment (−1 SD)					0.07	0.04	−0.02	0.15
Moderated mediation index					0.07	0.03	0.02	0.13

Note: $n = 249$. Unstandardized beta coefficients are reported. SE = standard error. Bootstrap sample = 10,000. HRM, human resource management; LL, lower limit; UP, upper limit; CI, confidence interval.
*$p < 0.05$.**$p < 0.01$.***$p < 0.001$.

TABLE 6 Summary of PROCESS results (split sample analysis).

	Dependent variables: Employee green behavior (Models 1 and 3); subjective well-being (Models 2 and 4)			
	Low resource commitment ($n = 113$)		High resource commitment ($n = 136$)	
	Model 1	Model 2	Model 3	Model 4
Control paths				
Respondent gender	−0.05(0.12)	−0.09(0.14)	−0.20(0.14)	−0.08(0.10)
Respondent age	−0.01(0.01)	−0.00(0.01)	−0.01(0.01)	0.00(0.01)
Respondent tenure	−0.00(0.02)	−0.02(0.02)	0.02(0.02)	−0.01(0.01)
Educational attainment	−0.00(0.07)	−0.09(0.08)	−0.08(0.07)	−0.05(0.06)
Direct paths				
Green HRM	0.15(0.10)	0.20(0.76)	0.65(0.08)***	0.36(0.07)***
Employee green behavior		0.24(0.11)*		0.34(0.07)***
R^2	0.05	0.09	0.35	0.48

Note: $n = 243$. Robust standard errors in parentheses. HRM, human resource management.
*$p < 0.05$.**$p < 0.01$.***$p < 0.001$.

organizational behavior research (Robertson & Barling, 2013) by shedding new light on cultivating workplace pro-environmental behaviors among workers in a developing economy.

6.2 | Practical contributions

The findings have significant implications for managers in promoting pro-environmental behaviors and employees' well-being. The findings show that when green HRM practices increase, employees' pro-environmental behaviors intensify. Thus, the findings indicate a need for organizations to develop a green strategy with the aim of improving employees' environmental behaviors and improving organizational performance. For example, managers could ensure effective communication of their green HRM practices to their employees through newsletters, training programs, and/or mission statements. Effectively communicating the organization's green strategy to employees can potentially motivate employees to enhance their pro-environmental behaviors.

Further, given the importance of green initiatives (Danso et al., 2022; Lartey et al., 2020) and employee outcomes, our findings show that organizations' green HRM practices foster employees' well-being through their pro-environmental behavior. Thus, organizations should work towards leveraging green HRM practices as potentially fruitful avenues to improve employees' well-being. For example, HR managers could integrate environmental issues in job design, and organizations' recruitment criteria should include environmental concerns. Given that the integration of environmental practices improves employees' well-being, candidates during interviews could explore the organization's environmental readiness and commitment. In addition, employees could also explore their specific green targets, goals, and responsibilities. With the integration of green HRM practices in the performance evaluation system, employees' stand to benefit from their expectations through the provision of regular feedback to achieve their target.

7 | LIMITATIONS AND FUTURE RESEARCH DIRECTION

Like all survey research, this study is not without some caveats. First, even though we used a multi-wave data collection strategy with multiple respondents to collect our data, we cannot completely rule out the endogeneity-related issues. This is because we cannot make any causal claim with respect to the relationship between green HRM practices and resource commitment since both constructs were sourced from the same participants at the same time point. However, we have confidence in our findings given the multiple respondents and multiple data points we used. Second, our sample was less than 50% of the target population. Even though 249 is a good enough sample size to provide sufficient statistical power, our sample size may have influenced to some extent the results of the study. We, therefore, call for future research to replicate our model with a larger sample size with a three multiple wave or longitudinal dataset across different settings. Further, data for this study come from one sector in the SME context in Ghana. While this controls for cross-sector effects that may potentially mask the hypothesized relationship, it in turn limits the generalizability of our findings in, beyond, and across other sectors in Ghana. Accordingly, we suggest that future research should test our conceptual model in other sectors in and outside Ghana. Finally, we focused on subjective well-being as an outcome variable which is often loosely defined in the extant literature. We recommend further research to examine other potent outcomes of green HRM practices on both hedonic and eudaimonic well-being indicators (Ryan & Deci, 2001; Sonnentag, 2015) or the happiness, health, and relationship well-being conceptualization (Grant et al., 2007). Future studies could also pay attention to the role of leadership styles and HRM practices on employees' psychological safety as well as presenteeism. Such studies could potentially link these variables with employees' job security and productivity in manufacturing and service sectors.

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How to cite this article: Gyensare, M. A., Adomako, S., & Amankwah-Amoah, J. (2023). Green HRM practices, employee well-being, and sustainable work behavior: Examining the moderating role of resource commitment. *Business Strategy and the Environment*, 1–13. https://doi.org/10.1002/bse.3642