

Green HRM practices and firm environmental performance: mediating role of employee green behavior.

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Abstract

Purpose The purpose of this comprehensive empirical study is to investigate the relationships between four green human resource management (GHRM) practices [green recruitment and selection (GRS), green training and development (GTD), green compensation and benefit (GCB), and green performance management (GPM)] and firm environmental performance (FEP) of 92 Bangladeshi manufacturing firms based on the Resource Based View (RBV). Additionally, the researchers examined the mediating role of employee green behavior (EGB) on the four direct relationships. **Design/methodology/approach** This research was carried out utilizing survey data obtained from 242 diverse high and mid-ranking executives, including Chief Executive Officers (CEOs), department heads and project managers. The selection of respondents was purposive. Employing a cross-sectional survey design, this study engaged a quantitative deduction approach to examine the assumed hypotheses using partial least squares structural equation modeling (PLS-SEM). Descriptive statistics were conducted using IBM SPSS (Version 29) while SmartPLS 4.1.0.3 was employed to evaluate the measurement and structural models. **Findings** The study revealed that, first of all, GRS, GTD and GPM have significant positive relationships with FEP, while GCB was found to have an insignificant relationship with FEP. Second, GRS, GTD and GPM have significant positive relationships with EGB (the mediator) while GCB has an insignificant relationship with EGB. Third, the mediator (EGB) itself has a significant affirmative relationship with FEP. Finally, concerning the mediating effects, it was observed that EGB exhibits partial mediation on the positive relationships between GRS and FEP; GTD and FEP; and GPM and FEP. However, EGB does not mediate the insignificant relationship between GCB and FEP. **Originality/value** Scholarly investigations focusing on the relationships between different GHRM practices and FEP are still inadequate. Particularly, such studies on Bangladeshi manufacturing firms are very rare despite being a rising export-oriented economy. The RBV provides a theoretical lens through which the strategic implications of aligning different GHRM practices with environmental performance can be explored. The researchers of this study

believe that this empirical study will help reduce the gap in the existing literature regarding the relationships between significant GHRM practices and FEP, and will act as a guideline for upcoming research studies.

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