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The effect of GHRM on employee voluntary pro-environmental workplace behaviour

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Abstract

Over the past several decades, adverse human impact on the environment has created increasing demand for companies to behave in a more sustainable manner. As a result, several new organisational concepts have developed, such as greening departmental practices, including the corporate human resources functions, to address this societal demand. In connection with this, research has acknowledged the importance of employees and their green workplace behaviour. Regardless, little research has been conducted to explain how green human resource practices may specifically influence employees' pro-environmental workplace behaviour. Using primary data, this thesis tested a moderated-mediation model in which organisational intentions were expected to, depending on whether attributions about motives were inferred as genuine or self-serving, strengthen or weaken the indirect effect of green human resource management (GHRM) on pro-environmental voluntary workplace behaviour through organisational identification. As predicted, the findings showed that GHRM positively influences pro-environmental workplace behaviour via organisational identification. Though unexpected, it was also established that organisational intentions do not impact this moderated relationship in any way. The findings of the study contribute to the emerging literature on green human resource management and have implications for organisations seeking to increase environmental sustainability throughout their organisations down to the individual employee.

Keywords: green HRM, green behaviour, organisational identification, organisational intentions

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Chapter 1: Introduction

In the past, academic research and scholars have increasingly asserted the reality that our planet is faced with: climate change is not fiction and it will confront current and future societies with inherent and severe challenges (Berkhout, 2012; Linnenluecke & Griffiths, 2010; Termeer et al., 2017; Winn et al., 2011). More specifically, the Intergovernmental Panel on Climate Change of the U.N. (IPCC) presents arguments that climate change is leading to a rise in global ocean and air temperatures, the melting of snow and ice, and an increase in sea levels globally (Noyes et al., 2009). Among other contributing factors, these environmental changes can be attributed to the steadily-increasing amount of greenhouse gases (GHG) in the Earth's atmosphere, which are frequently perceived to be an immediate result of human and corporate activity (Karl & Trenberth, 2003). As a consequence of these significant concentrations, 1.5°C of global warming between 2030 and 2052 is expected if current projections will be met (IPCC, 2018). Additionally, studies have shown that global warming, which is caused by carbon dioxide, might be irreversible if no immediate action is undertaken by society at large (Solomon, Plattner, Knutti, & Friedlingstein, 2009).

Corporate stakeholders and shareholders are appealing to companies to create or include environmentally friendly activities in their operations (Gond, Igalens, Swaen, & El Akremi, 2011; Paillé, Chen, Boiral, & Jin, 2014). Amongst the reasons for this are the visible changes in weather conditions, most commonly attributed to climate change, which potentially threaten both the global economy and business environments in general (Busch, 2011). Consequently, companies have started to implement greener practices and policies in order to counter the future effects of this impactful environmental phenomenon. Within organisations, human resource management (HRM) departments especially play a pivotal role in the formulation and implementation of environmental management (Gond et al., 2011; Tang, Chen, Jiang, Paillé, & Jia, 2018). This is because HRM departments can align the different HRM functions, among

others, recruitment, selection, evaluation, and training with the environmental goals of the company (Pham, Tučková, & Chiappetta Jabbour, 2019; Renwick, Redman, & Maguire, 2012). The integration of environmental management into HRM can be referred to as green human resource management (GHRM). GHRM is envisioned to assist organisations significantly in incorporating environmentally friendly HR initiatives. In turn, these will likely lead to greater efficiencies, lower costs, better employee engagement and retention which can help organisations reduce their carbon footprints (Mandip, 2012).

Given the observation that GHRM initiatives could play a substantial role in shaping organisational green outcomes, research has started to examine these practices. Specifically, a great amount of attention has focused on environmental performance of organisations. Generally, it is found that GHRM positively influences environmental performance of companies (Guerci, Longoni, & Luzzini, 2016). Renwick, Redman, and Maguire (2013) confirmed that the greening of specific HRM functions, such as green recruitment, green performance management and compensation, as well as green training and development, have positive effects on organisations' environmental performance. As several studies have found (Boiral & Paillé, 2012; Jabbour & Santos, 2008; Paillé et al., 2014) this is particularly important due to the fact that internal competencies are essential for environmental initiatives to be effective. Nevertheless, it is likely that employees, who are the organisations' agents responsible for the implementation of organisational green policies, have significant influence on the achievement of corporate green goals (Daily, Bishop, & Govindarajulu, 2009; Dumont, Shen, & Deng, 2017; Ones & Dilchert, 2012; Ramus & Steger, 2000). Even though some research has already acknowledged the importance of employees (e.g. Dumont et al., 2017), there is still limited understanding about how GHRM influences employee behaviour in a direction consistent with green goals and beyond. GHRM does not only rely on formal expectations, but particularly on voluntary actions, making employees' cognitive and motivational processing of

GHRM and underlying intentions critical (Ren, Tang, & Jackson, 2018). Therefore, it is suggested that these issues may ultimately prevent us from correctly identifying the influence of GHRM on environmental performance through voluntary environmental actions in the workplace.

Overall, the objective of this study is to further the understanding about how employee attributions of GHRM intentions will lead to voluntary pro-environmental workplace behaviour via organisational identification. According to Schneider, Ehrhart, and Macey (2013), employees' attributions of the workplace are greatly influenced by policies and procedures, usually set by HRM departments. In addition, practices of HRM departments have been found to determine how employee behaviour is influenced (Nishii, Lepak, & Schneider, 2008). Nonetheless, the degree of engaging in voluntary pro-environmental workplace behaviour is dependent on the degree to which employees identify with their respective organisation. This is because through identification, employees tend to change their attitudes and their behaviour to align with what is in the best interest for their employer (Lee, Park, & Koo, 2015; Tian & Robertson, 2017). More specifically, when employees highly identify with their organisation, they tend to adopt the organisations (green) goals as their own and, in turn, will demonstrate pro-environmental voluntary workplace behaviour (Dumont et al., 2017). GHRM and green goals create a positive reputation for an organisation which could cause employees to identify more with their organisation and act in a consistent manner (Newman, Miao, Hofman, & Zhu, 2016). Similarly, a higher degree of identification appears to increase the willingness to contribute to corporate social responsibility (CSR) related programs (Jones, 2010; McWilliams & Siegel, 2002), which mostly tackle environmentally responsible business practices (Babiak & Trendafilova, 2010) and include green practices such as GHRM. In short, these findings suggest that there is a yet untested relationship that GHRM is likely to influence employees' voluntary pro-environmental workplace behaviour only when an employee identifies with the organisation.

In addition, employees' subjective interpretations of the organisations' intentions for implementing GHRM practices are considered. More specifically, the aim is to gain insight into how this understanding influences employees' organisational identification and thereby their willingness to engage in voluntary pro-environmental workplace behaviour. Additional empirical research is needed to understand the relationship between GHRM, organisational identification, pro-environmental voluntary workplace behaviour and attributions about the underlying motives of the organisation as this would help explain within-organisations variations due to different beliefs (Ren et al., 2018). The GHRM-Organisational identification mediating relationship is predicted to be influenced by attributions regarding organisational intentions. Depending on how employees infer about organisational intentions, they could be led to not having to give up their personal traits when organisational intentions are attributed to be in line with personal beliefs, which, as a consequence, strengthens the identification relationship (McShane & Cunningham, 2012). Research established that organisational intentions can be derived from genuine or self-serving motivations. Generally, it appears that either of these intentions influence employees due to the process of making their own attributions to observable organisational motives. Altogether, when employees infer genuine attributions about the GHRM practice implementation, they are more likely to show an increased organisational identification (McShane & Cunningham, 2012). In comparison, self-serving attributions could lead to decreased organisational identification. In brief, this research aims to broaden the understanding of the impact of employees' attributions and processes underlying the behavioural influence of GHRM by studying the moderator variable organisational intentions and mediator variable organisational identification which will be studied from the attribution theory and social identity perspectives.

The analysis for this thesis will be based on employees working for organisations of all sizes and industries globally and how they assess their voluntary pro-environmental workplace

behaviour towards the environment. This voluntary pro-environmental workplace behaviour could consist of individuals rating their voluntary participation in actions towards the environment, helping colleagues acting more environmentally friendly as well as actively attending corporate environmental events. The potential influence of GHRM practices on these behaviours will be examined by testing the direct and indirect effects of organisational identification and intentions.

Once the information has been gathered and the analytical results have been established, this research would be able to make several contributions, most notably by presenting extended understanding in the field of business and GHRM research. While there is a considerable basis of insight into other green departmental functions such as green marketing, accounting, supply chain management, this research will add to the body of knowledge regarding GHRM research which is still underdeveloped (Renwick et al., 2013). Specifically, if GHRM practices are contingent on employee identification and attributions towards organisational intentions, organisations will have influence on stimulating employee actions. Knowledge regarding the factors that influence employee voluntary pro-environmental workplace behaviour will be valuable for future research regarding how to address attributions towards intentions and identification. It will also challenge the traditional GHRM research which considers mostly the organisational level influence of GHRM. Additionally, if these relationships of attributions and identification are existent, this could help explain differences in performance levels ascribed to voluntary actions among organisations.

Furthermore, this research provides additional information concerning GHRM using an empirical analysis. Previous research was mostly conducted from a qualitative perspective (Tang et al., 2018). However, as frequently mentioned in GHRM literature, there is a significant demand for more empirical evidence from the employee level. This can be explained because organisations' environmental agendas are generally thought to be dependent on employee

behaviour that is beyond formal performance compensation, i.e. voluntary behaviour (Daily et al., 2009). Regardless, this topic still is infrequently quantitatively examined and no distinction is made between formal and voluntary actions which is crucial as many green actions might be overlooked by traditional environmental management systems (Boiral & Paillé, 2012). Hence, this research will add to the scarce research focused on examining GHRM from a quantitative perspective while separating practices which are compliance and voluntary based. Accordingly, this will open new pathways for future research in GHRM literature.

Alongside the scientific contributions, managerial implications will be provided as well. First and most importantly, increased voluntary pro-environmental workplace behaviour, when proven, could lead to overall improved performance of organisations (Guerci et al., 2016). As a result, companies should strive to improve GHRM policies and procedures and alignment of their organisational goals to include environmental sustainability. Doing so would indicate that organisations should invest in these initiatives to develop effective GHRM practices and implement these new measures throughout all levels of the organisation. Considering the long-term implications for these possible findings, employees will eventually engage in voluntary pro-environmental workplace behaviour and the organisation will benefit without continued investments. This is possible as GHRM practices, policies and environmental goals have been previously established. Therefore, organisations' initial investments will generate increased returns which would enable organisations' investments in other initiatives and projects.

Chapter 2: Literature Review

In order to improve the understanding of the theoretical concepts, the literature review will cover the underlying theoretical concepts in detail, while providing the existent body of knowledge.

2.1 Environmental Change & Green HRM

The expected impact of the changing natural environment has attracted widespread attention of scholars in the area of environmental sustainability and in society in both the political and business spheres (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Organisations have become increasingly aware that they represent powerful entities capable of demonstrating responsibility for the environment in a manner in which corporate responsibility is not only philanthropic but considered as an indispensable part of a business (Mandip, 2012). Today, green practices play an increasingly important role in organisations, and often shape the way business is done. Over the past decade, organisational functions have progressively started to incorporate green practices in their operations such as green marketing, accounting and strategy. This concept of corporate greening behaviours is identified as a shift of organisational practices towards those which are more environmentally friendly. These corporate greening behaviours are specified as “functional behaviour that is intended to be welfare promoting” (Ramus & Killmer, 2007, p. 3). Amongst the different organisational departments, HRM functions especially have a significant role in the enforcement of organisational environmental practices (Huang, Daily, & Huang, 2001; Jackson et al., 2011; Tang et al., 2018). In research, different terminology is adopted when discussing the integration of sustainability, environmental practices and HRM operational tasks. At large, the language used to describe this includes sustainable work systems, HR sustainability, sustainable management of HR departments, sustainable leadership and sustainable HRM. These are all diverging regarding the extent of integration between economical, ecological, and social goals but essentially all are emphasizing the

environmental responsibility organisations have (Kramar, 2014). In this research paper, the adoption of sustainable practices will be operationalised as green HRM (GHRM). GHRM can be defined as “the policies, practices and systems that make employees of the organisation green for the benefit of the individual, society, natural environment, and the business” (Opatha & Arulrajah, 2014, p.104).

More broadly, GHRM fulfils two major functions: GHRM is responsible for 1) environmentally friendly HR practices, and 2) to preserve knowledge capital (Dutta, 2012). GHRM practices can be divided in the following categories; recruitment, performance and appraisal management, training and personnel development, employee relations and reward systems (Ahmad, 2015; Renwick, Redman, & Maguire, 2008). For example, green recruitment practices could involve video recruiting, such as the use of online and video interviews with the goal to reduce GHG emissions from traveling. Green rewards could include providing workplace and lifestyle benefits ranging from carbon credit compensations to free bicycles (Rani & Mishra, 2014). Another example is the encouragement of employees to reduce waste and promote recycling. This is shown in practice by, respectively, working on documents electronically and re-using scrap paper (Norton, Zacher, Parker, & Ashkanasy, 2017). These practices have several positive impacts on organisations such as cost reduction in terms of less expenditures, liabilities and insurance costs and non-monetary benefits such as an enhanced company reputation (Ramus & Killmer, 2007). In the past, the majority of employees in the workforce were not aware of their role in the perseverance and care of the environment. Yet, the current workforce (i.e. millennials), show greater attention to environmental consciousness in organisations when they choose employers (Deshwal, 2015). As a result, an organisation that has green practices integrated into their functions and stimulates employees’ green behaviour are more likely to attract future employees. According to Rani and Mishra (2014) skilful workers are more motivated to achieve self-actualisation when working for an organisation, which ultimately leads

to organisational commitment. They continue to reason that GHRM can assist in the creation of commitment by implementing and establishing green values and practices increasing the likelihood of self-actualization (Rani & Mishra, 2014). Hence, it is deemed to be likely that GHRM will play a bigger role in organisations.

However, in order for an organisation to create and benefit from the intended consequences of implementing GHRM practices, just like any innovative process, the success is dependent on an indispensable group in the organisation: the actual human resources (Boselie, Paauwe, & Jansen, 2001; Paauwe & Boselie, 2003; Sudin, 2011). In other words, the organisations' success and performance of implementing green practices is essentially based on employees, their behaviour, attributions and abilities. Nevertheless, many companies encounter difficulties when trying to encourage pro-environmental behaviour from their employees (Muster & Schrader, 2011). Regarding this topic, Muster and Schrader (2011) highlight the frequent inconsistency between environmental policies and intended behavioural patterns stimulated in organisations which has inhibited the "full potential" of GHRM in both theory and practice. Dumont et al. (2017) further advance on the scarcity of understanding correlations between GHRM and employee workplace green behaviour. Nonetheless, the importance of GHRM is becoming more established as the consequences of environmental change are unquestionable and organisations are expected to carry the responsibility (Winn et al., 2011).

2.2 Pro-environmental Workplace Behaviour

In general, green workplace behaviour can be best described as "scalable actions and behaviours that employees engage in that are linked with and contribute to or detract from environmental sustainability" (Ones & Dilchert, 2012, p. 452). A major distinction literature makes with respect to organisational behaviour is between in-role or role-prescribed behaviours and extra-role or voluntary behaviours (Ramus & Killmer, 2007). To specify, in-role green

behaviours are required, formally rewarded tasks for a given job. In comparison, extra-role behaviours are discretionary behaviours that are neither required nor formally rewarded (Ramus & Killmer, 2007; Vandewalle, Van Dyne, & Kostova, 1995). Overall, whether behaviour is classified as in-role or extra-role is dependent on the organisations' expectations towards its employees (Paillé & Boiral, 2013). Moreover, behaviours in an organisation are dependent on employees' motivation. In the case of in-role behaviour this motivation is controlled and in the case of extra-role behaviour it is autonomous (Priyankara, Luo, Saeed, Nubuor, & Jayasuriya, 2018). In general, there is common understanding that organisations should not neglect the importance of employee behaviour, given that employees serve as the face of the organisation to the outside world and can directly influence an organisation's reputation (McShane & Cunningham, 2012) and because employees' behaviour also influences the overall organisational effectiveness and ultimately, financial performance (Koys, 2001; Rupp, Shao, Thornton, & Skarlicki, 2013).

Within the scope of in-role behaviour, different ways of working as well as the development of sustainable products and processes might be formally required (Norton, Parker, Zacher, & Ashkanasy, 2015). For example, employees could be required to ensure that toxic waste is not poured into local water systems or that hazardous material is disposed of in accordance with organisational policies and government regulations. It is evident, that this in-role pro-environmental behaviour forms part of formal job duties and is not voluntary (Dumont et al., 2017). In-role pro-environmental behaviour is also applicable for other kinds of employment even if environmentally friendly behaviour is not required but simply because of the nature of the job. This might lead to employees being required to attend mandatory environmental workshops, adhere to enforced environmental policies and execute certain environmentally friendly behaviours at work. For example, these required behaviours might

include printing double-sided instead of single-sided, recycling, switching the light off when leaving work for oneself or on behalf of others (Ciocirlan, 2017).

The other type of pro-environmental workplace behaviour is extra-role or voluntary employee behaviour. Voluntary pro-environmental workplace behaviour can be defined as “green behaviour involving personal initiative that exceeds organisational expectations” (Norton et al., 2015, p. 105). Research highlights that voluntary pro-environmental workplace behaviour is not part of employees’ job descriptions but that these kinds of behaviours can still be associated with their jobs (Lülfes & Hahn, 2013). One way that these behaviours become apparent during daily behaviours is, for example, to simply make suggestions for improving environmental actions (Paillé & Boiral, 2013). Ramus and Killmer (2007) identified that many organisations have not yet established job profiles that include required green behaviour for the vast part of staff members. As a result, most of the workplace behaviour displayed to be extra-role, voluntary behaviour (Ramus and Killmer, 2007). To estimate; a study of the main types of environmental behaviours by Ones and Dilchert (2012, p. 456) suggests that “not all employee green behaviours are discretionary” and that only “13-29% of employee green behaviours are required as part of job duties”. As a consequence, and because of this prevailing majority of discretionary actions at the workplace, environmental behaviour is considered as organisational citizenship behaviours for the environment (OCBEs). This has also been established by other researchers such as Boiral, Paillé, and Raineri (2015). Hence, extra-role and voluntary pro-environmental workplace behaviours play a significant role in the organisational context.

Studies found that voluntary workplace behaviour, in general, contributes to improved overall work efficacy, performance and organisational effectiveness (Koys, 2001; Organ, Podsakoff, & MacKenzie, 2006; Rupp et al., 2013). In line with these findings, Boiral (2009) argues that voluntary pro-environmental workplace behaviour contributes to a more effective environmental performance of the organisation. From the employees’ perspective, they engage

in this behaviour because they want to positively influence the environment. Yet, when examining the advantages of pro-environmental voluntary workplace behaviours from an organisational perspective, these behaviours could be encouraged with the aim to leverage associated economic benefits. On the one hand, these economic benefits can result from an improved financial performance (Albertini, 2013) such as cost reductions through, for example, improved energy consumption because employees switch lights off when leaving work (Kim, Kim, Han, Jackson, & Ployhart, 2017). A less visible but important impact are cost savings on the otherwise necessary introduction of a formal environmental system and culture in the company. Through voluntary pro-environmental workplace behaviour these costs can be avoided (Boiral, 2009). On the other hand, voluntary pro-environmental workplace behaviour also establishes invisible assets. For example, this can entail the development of organisational citizenship from which the corporation ultimately benefits such as improved and/or greater corporate knowledge as well as customer satisfaction (Gardberg & Fombrun, 2006). Another example for organisational benefits is the increased attractiveness of the organisation as an employer as well as the improvement in working climate that is affecting employee motivation (Boiral, 2009).

Considering these findings, it seems reasonable that companies are encouraged to facilitate employee voluntary pro-environmental workplace behaviour. One effective way to establish and promote this type of behaviour is through the development and implementation of GHRM. In their research Ren, Tang and Jackson confirmed that “GHRM also operates as an end to promote employee attitudinal and behavioural changes” (2018, p. 777). Certain literature also identified which GHRM practices could influence voluntary pro-environmental workplace behaviour (Kim et al., 2017; Luu, 2019). To illustrate, green training has the potential to embed green-related values, knowledge as well as green skills in employees (Luu, 2019). This is achieved through employees’ participation in these training programs in which they first become

aware about the importance of and the need for doing good for the environment (Govindarajulu & Daily, 2004). The developed knowledge and skills give employees the means to purposefully engage in voluntary pro-environmental workplace behaviour (Zibarras & Coan, 2015). Green leadership also seems to affect employee's voluntary pro-environmental workplace behaviour. In particular, Kim et al. (2017) found that leadership styles favouring green behaviour, particularly when leadership exercises voluntary pro-environmental workplace behaviour, yields more voluntary pro-environmental workplace behaviour in employees.

Research has attempted to establish the relationship between some GHRM practices (e.g. green training and green leadership) and voluntary pro-environmental workplace behaviour. Nevertheless, it remains largely unknown how GHRM essentially and effectively creates the desired voluntary pro-environmental workplace behaviour (Boiral & Paillé, 2012; Tian & Robertson, 2017). Many scholars have proposed different frameworks (Organ & Near, 1983; Podaskoff, Podaskoff, Mackenzie, Maynes, & Spoelma, 2014; Renwick, 2018) how and under which conditions GHRM practices stimulate and create voluntary pro-environmental workplace behaviour. In spite of this, there still appears to be relatively little understanding about which factors encourage voluntary pro-environmental workplace behaviour. However, there does appear to be a general understanding in research that the effectiveness of GHRM is largely dependent on the voluntary behaviour of organisations' own employees (Ren et al., 2018) and that this behaviour is important to the organisation because of, for instance, financial performance and invisible assets. For this reason, more conditions on how and when GHRM leads to voluntary pro-environmental workplace behaviour should be explored (Dumont et al., 2017) since, overall, pro-environmental workplace behaviour is perceived as an essential part in the quest to green organisations.

2.3 Organisational Identification

The HRM function allows organisations to attain a good position in the competitive landscape and a superior performance (Newman et al., 2016). Nonetheless, how exactly HRM departments steer the behaviour of employees, who are creating these benefits, is unclear (Newman et al., 2016). In other words, the understanding through which processes GHRM practices lead to voluntary pro-environmental workplace behaviour is uncertain because practices do not always directly lead to behaviour in line with organisational expectations and to greener or voluntary behaviour (Dumont et al., 2017). This is despite the apparent organisational significance of not only required but also voluntary pro-environmental workplace behaviour (Ramus & Killmer, 2007; Lülfs & Hahn, 2013). However, whether an employee is willing to engage in voluntary pro-environmental workplace behaviour appears to be largely dependent on whether the employee identifies with the organisation (Bell & Menguc, 2002). Organisational identification, adopting Ashforth and Mael's (1989, p. 34) definition, can be described as “the perception of oneness with and belongingness to the organisation by the organisation's members”. According to Kreiner and Ashforth (2004), the inquisitiveness in organisational identification has increased as it has been put forward as a novel and significant factor in organisational behaviour research (for reviews, see Ashforth, Harrison, & Corley, 2008; Ashforth, Schinoff, & Brickson, 2018).

Overall, identification is a process which creates “behavioural attachment to an individual, object, group, or organisation because of identification with the attitudes, values, or goals of the model; that is, some of the attributes, motives, or characteristics of the model are accepted by the individual and become incorporated into the cognitive response set of the individual” (O'Reilly & Chatman, 1986, p. 492-493). The interaction between employee behaviour and the organisation, operationalised in organisational identification, has a strong empirical basis in research as it is considered to be novel and particularly focused on the so-called

intertwinement process of the employee and organisational identity (Cole & Bruch, 2006). In this regard, identification with an organisation is not static, but variable, meaning that the intensity of identification can differ per employee (Galvin, Lange, & Ashforth, 2015). Differences in identification depend significantly on employee perception and the attributions of the organisation. More specifically, identification fluctuates with the employee's view on whether the organisation pays attention to their well-being and health, with the increasing likelihood that employees will emotionally invest in establishing attachment and identification with the organisation (Edwards & Peccei, 2010; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Additionally, when identification with an organisation is high employees absorb the leader's values and objectives as their own (Vondey, 2010). In contrast, Vondey, (2010) further states that in the case of low identification employees tend to express themselves in a self-interested manner.

Continuing on this topic, despite the positive effects of goal assimilation, positive steering of employee behaviour and value adoption, identification could result in negative consequences. Negative effects of identification have only received scholarly attention in recent decades (Scott, 2007). To illustrate, a negative effect that can emerge is organisational overidentification. Following Kreiner and Ashforth's (2004) reasoning, overidentification is apparent when an employee fails to uphold an individual identity but instead completely associates himself/herself with the organisational identity. Eventually, this leads to employees being less critical and less inclined to identify wrong-doings or points of improvement about their organisation (Kreiner & Ashforth, 2004). Alternatively, an employee is also able to become disidentified with an organisation. This occurs under different circumstances including when the employee views the organisation as dissimilar, perceives little connection between their own and the organisations' values, the reputation of the organisation is not beneficial to them and when the organisational identity is seen as jeopardizing their own (Zagenczyk, Gibney, Few, & Scott, 2011).

Disidentification then results in other employee behaviours such as cynicism, scepticism and irony (Costas & Fleming, 2009). Recent research stresses the need to consider disidentification and identification as two different constructs. To elaborate, identification is concerned with establishing relations between the employee and the organisation more frequently in a positive manner while disidentification is aimed at explaining disarranging relations between the organisation and employees (Kreiner & Ashforth, 2004). Therefore, it can be suggested that the extent of organisational identification, as a separate construct, may be influenced through organisational GHRM practices and their effect on the organisational practices.

Evidently, organisational identification has a significant impact on employee behaviour as it leads employees to adopt organisational objectives as his/her own. As a consequence, employee motivation increases to work in line with organisational goals (Van Dick, Grojean, Christ, & Wieseke, 2006). Moreover, there is a positive relationship between organisational identification and employee behaviour in the area of performance, green behaviour, and intention to stay as well as a negative relationship with employee turnover (Kreiner & Ashforth, 2004; Riketta, 2005). Regarding behaviour, in-role performance is directly determined by factors not within the employee's sphere of control and, therefore, advantageous performance related to impacts of organisational identification should be considered only for extra-role, voluntary workplace behaviour (Van Dick et al., 2006). Riketta's (2005) research on organisational identification further advances this point by presenting empirical support for the correlation between organisational identification and extra-role behaviour. This is reasoned by that organisational identification measures hinge on the causes of extra-role behaviours. In turn, this leads to the assumption that organisational identification has a direct impact on an employee's voluntary pro-environmental workplace behaviour.

When relating the previous literature to voluntary pro-environmental workplace behaviour in specific, despite the limited attention by research up to this date, scholars voice an

influence of organisational identification on green behaviour which is following a similar manner. Most frequently, organisational identification and employee behaviours are explained and justified by different theories; the social exchange, social identity and attribution theory. These theories rationalize how the different procedures an organisation has implemented lead to increased voluntary workplace behaviour (Newman et al., 2016). In brief, the social identity theory holds that practices which stimulate employees to partake in pro-environmental behaviour and in turn are recognized by organisations, have a positive effect on organisational identification and eventually beneficial environmental workplace results (Dumont et al., 2017). This relationship is supported by Jones (2010) who provides evidence for the positive mediating effect of organisational identification to volunteerism programs which are most commonly directed at green practices. The significant influence on organisational behaviour has also been explained through the effects of organisational reputation. This is because practices that are related to addressing green practices, create an external image that is advantageous for the organisation which in turn causes employees to identify more with their organisation (Carroll & Shabana, 2010). Moreover, Newman et al. (2016) present that GHRM practices, that are beneficial for employees, lead to identification with the organisation by creating and enhancing the bond with their organisation. Additionally, practices aimed to be advantageous for external parties lead to employee identification through the induced attributions of working for an organisation with a renowned reputation. Hence, to better understand how GHRM contributes to voluntary pro-environmental workplace behaviour, organisational identification appears to be a construct that greatly needs to be considered and examined in order to establish social and psychological processes through which employee behaviour is influenced.

2.4 Organisational Intentions

Organisational identification plays an important role in the relationship between GHRM and voluntary pro-environmental workplace behaviour. Nevertheless, there seem to be certain conditions influencing the described relationship that could potentially strengthen or weaken it. The degree of organisational identification created by GHRM appears to vary due to employees' evaluations and attributions of the authenticity of the organisation's socially responsible initiatives (Beckman, Colwell, & Cunningham, 2009), such as GHRM practices. Generally, these responsible initiatives include environmental actions and are incorporated in an organisation's core operations and strategy (Du, Bhattacharya, & Sen, 2015). However, the underlying intentions and motives oftentimes differ. Organisational intentions can broadly be defined as the underlying reasons why companies engage in CSR and environmentally friendly activities and what drives organisation's motivation (Paulraj, 2009). The organisation's stakeholders such as regulators, customers, as well as internal stakeholders such as employees, can interpret these intentions differently (Hameed, Riaz, Arain, & Farooq, 2016). Not only can every group of stakeholder come to different interpretations about organisational intentions, internal stakeholders hold power to influence external stakeholder's interpretations because they are the actors implementing responsible initiatives on a daily basis and are needed to achieve organisational goals (Collier & Esteban, 2007; McShane & Cunningham, 2012).

In recent years, the amount of organisations implementing environmental and social responsibility in their initiatives has increased (McShane & Cunningham, 2012). This is mainly because business operations cause so-called negative externalities. These externalities are business risks defined as "the costs of business activity that fall upon society as opposed to those that fall upon businesses themselves" (Collier & Esteban, 2007, p. 19). For example, these entail environmental pollution, (Chen, Hung, & Wang, 2018) which, in turn, has caused society to be more considerate about the impact organisations have (Collier & Esteban, 2007). As a result, the

pressures from society have increased and organisations now have to deal with them and prevent them from happening (De Jong & Van Der Meer, 2017). Nevertheless, the implementation of responsible actions is usually not in line with the organisation's original business activities of a profit-centred nature (McShane & Cunningham, 2012). Consequently, suspicion among stakeholders regularly arises questioning the intentions why companies go green and implement green corporate behaviours (Bansall & Roth, 2000). This, in turn, shapes behaviour accordingly (Paillé, Boiral, & Chen, 2013). Therefore, organisational intention is an important concept worth exploring.

Research found that organisation's motives can fall under two general distinctions of organisational intentions (Graafland & Mazereeuw-Van Der Duijn Schouten, 2012). Firstly, the intention can be driven intrinsically which is determined when companies exhibit a genuine intention to act friendly towards the environment. Oftentimes, this is shown through the development and integration of organisational codes of conduct (Somers, 2001), management systems for the environment (Kitazawa & Sarkis, 2000) as well as in their corporate structures and cultures (Harris & Crane, 2002; Tudor, Barr, & Gilg, 2008). Literature goes even further and divides genuine motivation into ethical and altruistic motives (Graafland & Mazereeuw-Van Der Duijn Schouten, 2012). Firstly, when organisations have an ethical intention, it means that they engage in socially responsible actions because they have a deep believe that it is their moral duty and that they carry a responsibility towards others (De Jong & Van Der Meer, 2017; Ven Van De & Graafland, 2006). This type of intention is often classified as other-focused, unselfish and public-serving and its development and implementation are highly dependent on senior leadership, especially CEOs, and on middle managers (De Jong & Van Der Meer, 2017; Graafland & Mazereeuw-Van Der Duijn Schouten, 2012; Schaefer, Terlutter, & Diehl, 2019). When companies have a genuine, ethical motivation they show a high consideration for the environment and their ethics dictate them to do what is right (Bansall & Roth, 2000). The second

motive dimension is altruistic and includes organisational values and norms (Graafland & Mazereeuw-Van Der Duijn Schouten, 2012). When an organisation's intention is altruistic, they have the desire to help others because they value the welfare of society and exhibit a desire to help others (Graafland & Mazereeuw-Van Der Duijn Schouten, 2012). In order to achieve this, it is essential that responsible corporate initiatives are implemented because of "core, enduring, and central organisational values and beliefs" (Schaefer et al., 2019, p. 129).

The second overall motivation for organisations to act responsibly can be extrinsic-driven or self-serving (Graafland & Mazereeuw-Van Der Duijn Schouten, 2012). This means that the motives are based on pressure from society and satisfying external stakeholders (De Jong & Van Der Meer, 2017). In the past, these pressures have increasingly led to a surge in participation in environmental initiatives by organisations because of the heightened societal attention paid to organisational actions (McShane & Cunningham, 2012). When the intention is self-serving, this type of activity serves the ultimate goal to gain financial advantages or other corporate benefits (De Jong & Van Der Meer, 2017). For example, these goals may include revenue increases, improved market value, regulatory compliance, enhanced organisational reputation, improved product quality, a positive impact on societal stakeholders, and more connection with consumers (Bansall & Roth, 2000). Moreover, this intention is generally associated with engagement for selfish, organisation-serving reasons (Schaefer et al., 2019). As a response to various outside pressures, in the past, organisations have also been tempted to circumvent regulations and stakeholder demand. Due to this type of behaviour, terms such as "corporate greenwashing" or "window dressing" developed. Window dressing is relevant when organisations harmed the environment and try to cover it up (Connors, Anderson-Macdonald, & Thomson, 2017). As for greenwashing, Greenpeace defines it as "the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service" (Seele & Gatti, 2017, p. 241). The goal behind greenwashing is to positively influence negative

public opinions and to change how the organisation is viewed in the public (Laufer, 2003). As a consequence, organisations' actions today are often associated with this act of deception when engaging in environmental initiatives and stakeholders draw the conclusion that organisations do not truly care about the environment (Nyilasy, Gangadharbatla, & Paladino, 2012). In short, self-serving, economic-based intention paired with the concept of greenwashing has a negative impact on external and internal stakeholders' attributions and, ultimately, influences an organisations overall performance.

Yet for both, genuine and self-serving motivation, organisational motives are subject to assessments of each individual and their interpretations of organisational intentions. It has been established, that organisations are judged in a similar way as people are judged (Davies, Chun, da Silva, & Roper, 2003) and that through this employees evaluate an organisation's morality and ability (Bauman & Skitka, 2012). When connecting this to sustainability, it means that individuals have suspicions when interpreting sustainability measures implemented by their employers (Lange & Washburn, 2018). Especially employees evaluate their employers authenticity of sustainability measures (Fryzel & Seppala, 2016). However, these interpretations can diverge from the actual motive the organisation has depending on the causal attributions made by employees (Vlachos, Epitropaki, Panagopoulos, & Rapp, 2013). The reason for this is because employees are exposed to daily practices and have more access to a company's history, culture and values and can make their own evaluations (Story & Neves, 2015). In other terms, even though a company might have a genuine motivation, employees might attribute that their actions are self-serving and vice versa. As a result, these attributions influence the behaviour towards the organisation significantly (Story & Neves, 2015).

Generally, organisations have various reasons to be inclined to focus on incorporating environmental initiatives. When relating organisational intentions to GHRM, organisational identification and voluntary pro-environmental workplace behaviour, most frequently, research

has employed the attribution theory to draw conclusions on how employees assess intentions and how they respond to them. This theory has been applied because it allows organisations to understand how to “design initiatives that are likely to generate perceptions of genuine motives among employees” (Vlachos, Panagopoulos, Bachrach, & Morgeson, 2017, p. 1125). In general, attributions of employees are deemed not to be based on objective facts (Klein & Dawar, 2004). On the contrary, these attributions are mere inferences that are concluded about certain matters or behaviours that have been witnessed by oneself (Klein & Dawar, 2004). When relating the attribution process to organisational intentions, for one, it is suggested that when employees attribute that organisational intentions to invoke green actions are self-serving, it may have negative outcomes on employees (McShane & Cunningham, 2012). Additionally, it was found that when organisations are genuine about their environmental intentions it might result in positive outcomes such as increased identification, pride and commitment (Peloza & Hassay, 2006). Conforming with this, Saeed et al. (2019) found that organisations that have GHRM practices usually not only consider economic factors but go further and also consider environmental factors in their decision-making. Consequently, it is inferred that these organisations value the environment and their organisational intention is determined to be intrinsic. Moreover, this study established that employees draw their own conclusions on how they perceive and make attributions to organisational practices and policies (Saeed et al., 2019). When the implementation of GHRM practices and other corporate intentions are perceived as positive, employees attribute to their organisation that they value the environment and acknowledge the impact the organisation has on it. As a result, it is likely to strengthen the relationship between GHRM and employees’ organisational identification (Glavas & Godwin, 2013).

Important to note is that employees are also exposed to and impacted by others drawing conclusions about them as a person based on the organisation they work for (Dutton, Dukerich,

& Harquail, 1994). For example, if others have a positive image about employees' organisations, they feel a sense of pride which leads to stronger organisational identification (Collier & Esteban, 2007). Additionally, employees' perception of organisational image can be influenced on how outsiders view the organisation (Kim, Lee, Lee, & Kim, 2010). Therefore, organisational intentions become important for employees because they will be judged on their character for working for an organisation. When organisational intentions to implement green practices is attributed to be self-serving, it could potentially harm employees' concept of themselves (McShane & Cunningham, 2012). As a result, it can be assumed that self-serving attributions about organisational intention could potentially weaken the relationship between responsible practices and organisational identification.

However, how strong the influence of organisational intentions is on this relationship, also depends on the organisations own pro-environmental attitude (Bissing-Olson, Iyer, Fielding, & Zacher, 2013). In regard to authentic intention, it was found that employees will be able to witness this authenticity through various implemented actions in an organisation's daily operations (Saeed et al., 2019). These daily operations are, for instance, but not limited to green employee trainings, green leadership and a supportive culture for sustainability (Renwick et al., 2012). In turn, these communicate to employees that the commitment goes beyond achieving financial and extrinsic means (Renwick et al., 2013) as the organisation exhibits a desire to meet elevated ethical standards (Spiggle, Nguyen, & Caravella, 2012). As such, it can be argued that this communicates a genuine organisational intention. This information and communication is crucial as employees are an integral part of the organisation and have more information about green practices than any other stakeholder group which assists the employee in creating a better conclusion about the authenticity of their company's green intentions (Schaefer et al., 2019). Thus, the dedication to demonstrating authentic intention through communication and information will lead to employees with a green attitude to perceive that their own values and

beliefs as supported by their organisation (McShane & Cunningham, 2012). As a result, it can be suggested that when employees' values and beliefs are witnessed in employers' authentic actions such as establishing GHRM practices, it will result in the employee feeling more connected to their organisation which, in turn, will strengthen their identification with the organisation.

It is important to consider employees whose values and beliefs are not aligned with the organisation's genuine intention to act sustainably. Evidently, within this organisational context, employees working at a company with green values and motives are constantly exposed to these, either through daily practices, trainings to act more environmentally friendly or rewards and recognitions, despite not resonating with these practice (Dumont et al., 2017). So even though the employee might not act environmentally friendly initially, the influence of these measures might lead to him/her embracing and identifying with this concept in their professional life. For one, this can be incentivised because of the financial benefits the company assigns to environmentally friendly behaviour, or due to positive reputational perceptions of people around employees (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). Indeed, Muster and Schrader (2011) hold that when GHRM practices are holistic, meaning it views the employee as being influenced by both personal and working life, both employees with green and non-green attitude are reached. Therefore, sustainable initiatives and the consequential externalities have a positive impact on overall employees' identification over time (Kim, Lee, Lee, & Kim, 2010). As most literature does not differentiate between various personalities and personal behaviours, it can be suggested that organisational intentions have an influence on the relationship between GHRM and organisational identification, both for green and non-green employees.

Chapter 3: Hypothesis Development

Research in the area of GHRM has most commonly been examined from a behavioural perspective (Dubois & Dubois, 2012; Jackson & Seo, 2010; Ren et al., 2018). The theories proposed to help understand and explain employee behaviour include the Ability-Motivation-Opportunity (AMO) theory (Renwick et al., 2013), social information processing perspective (Mischel & Shoda, 1995), role behaviour theory (Schuler & Jackson, 1987), stakeholder theory (Wehrmeyer, 1996), social identity theory (Ashforth & Mael, 1989) and attribution theory (Vlachos et al., 2017). Regardless of the theory applied, there appears to be insufficient understanding about the manner in which GHRM exactly leads to voluntary pro-environmental employee workplace behaviour. Therefore, to extend the knowledge base and to narrow the gap the social identity theory is relied on. The social identity theory elaborates on the relationship between organisations and employees. The main idea is that people experience satisfaction when they are able to attach themselves to groups that have positive reputational images since the belonging helps to reinforce their self-concept with regards to their association with the group (Ashforth & Mael, 1989; Kim, Kim, Choi, & Phetvaroon, 2019). Regarding GHRM practices, the theory maintains that practices that stimulate employees to take part in voluntary pro-environmental workplace behaviour and are recognized by organisations have a positive effect on organisational identification and eventually stimulate beneficial environmental workplace results (Shen, Dumont, & Deng, 2018). In addition, the attribution theory is relied on to clarify the consequences of employee attributions about the organisation in the workplace. In brief, this theory helps to understand the process of employees' perception of intentionality of an organisation's initiatives, as green practices can be perceived as self-serving and genuine (Vlachos et al., 2017). In the remainder, it will be examined how GHRM might lead to employee voluntary pro-environmental workplace behaviour through organisational identification and how

attributions about organisational intentions influence this relationship. Below, Figure 1 illustrates the proposed model.

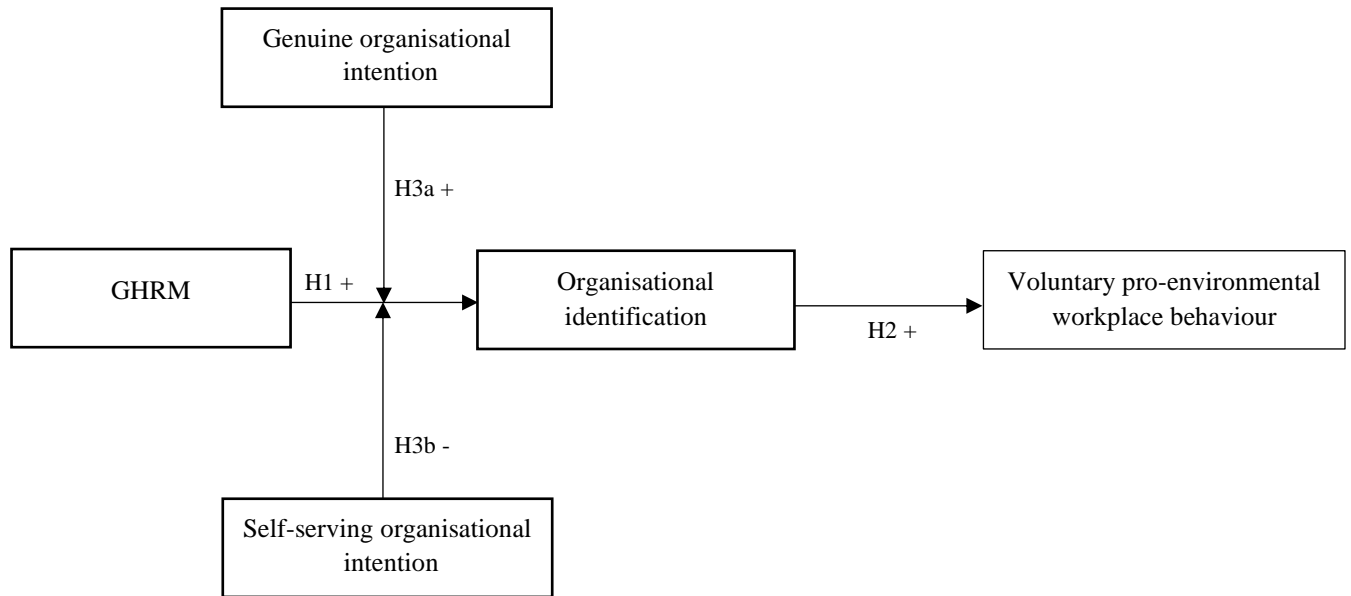


Figure 1: Conceptual model

3.1 GHRM and Organisational Identification

GHRM includes all initiatives aimed at greening the employees in the organisation to, ultimately, create positive consequences for individuals, society, environment, and the business itself (Opatha & Arulrajah, 2014). Over the last decade, more organisations have started to implement and assign importance towards greening organisational functions such as HRM due to both internal and external demands (Florida, Atlas, & Cline, 2001). However, whether GHRM practices will be (effectively) performed is largely dependent on the organisation's employees. Particularly, for an employee to act upon GHRM initiatives seems to be a function of employees' identification with the organisation (Bell & Menguc, 2002). According to Santhosh and Baral (2015), GHRM can stimulate organisational identification by building an atmosphere of better employee engagement through causal attributions about green practices. Additionally, Ghosh

(2018) holds that the internal image caused by these causal attributions helps to predict employees' deep organisational identification. In line with the social identity theory, employees' identification with an organisation is stronger when the organisation holds a good reputation because the feeling of being a part of such an organisation enhances employees self-esteem (Dutton et al., 1994). Benkhoff (1997) further suggests that an individual's social identity is an important part of his or her self-concept. Self-concept drives an individual's inherent need to belong to groups and organisations which are socially responsible as well as to organisations that are positively valued and publicly reputable (Shen et al., 2018). Therefore, GHRM assists in the integration of employee participation in green activities which distributes positive externalities to stakeholders, most likely generating a positive reputation. Hence, increasing the dedication to GHRM and implementing numerous initiatives that assist in developing positive environmental conscious reputation and enforce a positive self-concept, will lead to an increased identification with the organisation.

In general, identification is not static but fluctuates in strength due to new experiences (Bartel, 2001). Organisational identification is expected to be stronger when an organisation distinctively positions itself, for example, in the area of the environmental sustainability. According to Bartel (2001) this can be explained because employees attach value to individualism with the goal to accentuate their own distinctiveness. Therefore, individuals identify more strongly with organisations that have unique characteristics relative to other formal groups. Furthermore, identification is also greatly dependent on employees' attributions about the organisation. Attributions can vary with the view of the organisation's demonstration of involvement in employees' well-being and health with the likelihood that employees will emotionally invest in establishing attachment and show stronger identification when this is recognized (Edwards & Peccei, 2010; Eisenberger et al., 2001). More so, GHRM is one of the vital factors that influence employees' interpretations since, as proven by Schneider, Ehrhart,

and Macey (2013), these are constructed by policies and procedures set by HRM departments. Moreover, according to Kim et al., (2010), employee-company identification is cognitive and concerns the degree of overlap between employees' self-concept and his or her judgement of the company. Consequentially, if employees view that the company has similar values (e.g. being a good citizen) and employees see themselves as part of the organisation, it can be assumed that when the organisation implements GHRM practices or increases their dedication to them, it is also likely that organisational identification increases.

Various individual GHRM practices are found to support the process of organisational identification. For instance, rewards appear to play a crucial role in motivating employees and highlight their significant performance in environmental management (Danish & Usman, 2010; Jabbar & Abid, 2014). Shen and Benson (2016) reinforce this proposition by providing evidence that the implementation of GHRM practices which facilitate and reward employee involvement in green practices and enhances their attributions and that this has a positive influence on work behaviour through enhanced organisational identification (Newman et al., 2016). Besides rewards, recruitment practices can support effective environmental management by making sure that new entrants are familiar with an organisation's environmental culture and are capable of upholding its environmental values (Ahmad, 2015). Essentially, this serves as basis for employee identification with organisations by creating a shared ideology in which individual values are in line with that of the organisation. In turn, this results in a strengthened organisational identification and meaning of work, as well as associate behaviour (Dumont et al., 2017). From this, Dumont et al. (2017), maintain that the stronger an individual connects with an organisation, through aligned values and identification, the greater the likelihood that the employee is committed to achieving organisational goals and objectives (Cohen & Liu, 2011). Ultimately, the organisation's use of GHRM practices lead to employees considering organisational values and interest as their own and to integrate them into their self-concept. In the end, this stimulates

identification as well (Dutton et al., 1994; Newman et al., 2016). Overall, individual GHRM initiatives thus result in greater employee identification which enforces organisational sustainability (Nijhawan, 2014). Based on the aforementioned considerations, it is predicted that

H1: GHRM will be positively related to organisational identification of employees in an organisation.

3.2 Organisational Identification & Employee Behaviour

According to social identity theory (Turker, 2009), an antecedent for employee workplace behaviour is organisational identification. More specifically, social identity theory provides basis for the argument that GHRM initiatives, which create positive externalities, increases organisational identification among employees and, in turn, incentivises them to engage in voluntary pro-environmental workplace behaviour allowing organisations the ability to achieve their goals due to positive organisational reflection and self-concept (Newman et al., 2016). In addition, Ashforth and Mael (1989) state that organisational identification directly and positively influences employee workplace attitudes and behaviours that enhance self-identity. The significant influence organisational identification has is also reasoned by reputational effects as practices related to addressing green practices establishes an external image advantageous for the organisation which causes employees to identify with their organisation and behave in line with the organisation's reputation (Carroll & Shabana, 2010). Moreover, this proposition appears to be well-established amongst researchers (Bell & Menguc, 2002; Carmeli, Gilat, & Waldman, 2007; Chen & Chang, 2013; Dumont et al., 2017). Increased identification helps corporations to have more environmentally sustainable business practices (Jabbar & Abid, 2014). Hence, the higher the identification the more likely it is that employees will engage in environmental behaviour. However, within this context, research has established that effects of organisational

identification should not be considered for in-role behaviour because in-role performance is conditional on factors that employees cannot directly influence. Therefore, effects of organisational identification should only be considered for extra-role, voluntary workplace behaviour (Van Dick et al., 2006).

Considering the relationship of organisational identification on voluntary workplace pro-environmental behaviour, Jones (2010) validates the mediating effect of organisational identification to participating in green volunteering programs, a type of voluntary workplace pro-environmental behaviour, reasoned by the effect of unification of personal and organisational goals. Riketta (2005) also provides empirical support for the correlation between organisational identification and voluntary workplace pro-environmental behaviours and goes even further by stating that this behaviour is at the core of most definitions and measures of organisational identification. Additionally, in the study of Dutton and Dukerich (1991) employees engaging more in voluntary behaviour toward the organisation were characterised by having a higher organisational identification. Continuing on this topic, volunteering attitudes and behaviours are expressed through loyalty due to organisational identification because not only does the process lead employees to advance organisational goals internally, it also causes expressing organisational identification to people outside of the organisation (Jones, 2010). Moreover, research from Tuffrey (2003) also shows that employees who experienced pride due to their organisation's community involvement were more inclined to voluntarily recommend their company to potential employees likely having similar values. Interestingly, strong organisational identification has been shown to increase pro-social behaviours, here understood as positive voluntary (potential green) behaviour benefitting the organisation, especially in profit-oriented organisations (Mael & Ashforth, 1992). The pro-social behaviour is evident as over time employees begin to view themselves as integral to the collective which they identify with which weakens the fear of exploitation and increased trust and empathy for the collective

(Kramer, 1993), making it easier to engage in pro-social behaviour (Tidwell, 2005). Conforming to this, O'Reilly and Chatman (1986) found that corporate and student communities which demonstrate significant levels of organisational identification expressed in pro-social behaviours aimed at promoting and contributing to the objective of the larger group. Hence, organisational identification appears to be a construct highly influencing employee specific behaviour. Based on the above-mentioned arguments it is proposed that

H2: Organisational identification will mediate the relationship between GHRM and voluntary pro-environmental workplace behaviour.

3.3 GHRM, Organisational Identification & Organisational Intentions

The relationship that GHRM leads to voluntary pro-environmental workplace behaviour through organisational identification is seemingly influenced by subjective employee interpretations of the authenticity of organisational ecological practices i.e. organisational intentions. Generally, employees induce attributions of the organisations' intentions which is believed to be a factor heavily influencing how employees respond to GHRM practices (Ren et al., 2018). GHRM is expected to lead employees to identify with the respective organisation and, in turn, create the adoption of the organisations goals as their own (Vondey, 2010). However, depending on how employees interpret or attribute, according to the attribution theory, about the organisation's intentions, this could either strengthen or weaken the GHRM-Organisational identification relationship. This is because when the organisation's intentions are subjectively attributed to be in line with employees' personal beliefs this allows them to maintain their own beliefs (McShane & Cunningham, 2012). Additionally, employees tend to construct the attribution of authenticity based on outsider's opinions as well as external and internal signs of information (Kim et al., 2010; Tajfel, Turner, Austin, & Worchel, 1979). In particular, practices concerning the environment influence stakeholders' evaluations, beliefs and behavioural

intentions severely (Alhouti, Johnson, & Holloway, 2016). Consequently, when others admire the company this leads to an increase in an individual's self-esteem and self-enhancement, making group-membership rewarding. Consequently, the influence of practices creating an advantageous perception by external audiences in stimulating identification is heightened (Kim et al., 2010). Moreover, according to Turban and Greening (1997), the actions taken by organisations demonstrating social values and corporate images affect how the organisation is viewed by existing and potential employees. Thus, it is implicitly displayed what it would be like to work for this organisation. Therefore, demonstrating genuine concern for the environment through information will also influence the possibility of GHRM practices to hire employees with green values, thereupon also impacting the future level of identification.

Besides the influence of individual attributions and outsiders influence on these subjective attributions of the organisation on self-image, employees are impacted by the judgement of outsiders on themselves as a deduction of company image (Dutton et al., 1994). According to McShane and Cunningham (2012), when an organisation's intention to implement green activities is attributed to be self-serving, it could potentially harm employees' concept of themselves due to the intertwining of self-concept with the organisation. This concerns both employees encompassing original green values and those who do not. This is because GHRM practices are perceived to be influential on any employee when following a holistic view, meaning that the employee is considered in the total of roles (e.g. worker, consumer, activist) they have in different life spheres helping to properly align organisational values with employee values (Muster & Schrader, 2011). Authenticity plays an important role in employees' interpretation about whether a program towards green practices is well-received (McShane & Cunningham, 2012). Consequently, self-serving motives could have a disadvantageous effect on the entire organisation (McShane & Cunningham, 2012). This is because GHRM practices which are not attributed to be genuine and helpful, and hence, be attributed to be self-serving, will not

be efficient and inhibit or even decrease identification and adoption (Shen & Benson, 2016). As a result, it can be assumed that attributions toward self-serving organisational intention could potentially weaken the relationship between responsible practices and all employees their organisational identification. For these reasons, predicted is that

H3a: Genuine organisational intention will moderate the relationship between GHRM and Organisation identification such that the relationship is stronger when the intention is higher.

H3b: Self-serving organisational intention will moderate the relationship between GHRM and Organisational identification such that the relationship is weaker when the intention is higher.

Chapter 4: Methodology

4.1 Data Collection and Sample

The proposed model and the hypothesis were tested by collecting primary data through an online questionnaire provided by Qualtrics. The questionnaire was developed based on an extensive literature review and was distributed to and collected directly from the authors' professional networks. Access to the questionnaire was either sent through direct outreach to individuals via e-mail, various messenger services as well as through direct messaging on the professional social media platform LinkedIn. Secondly, the questionnaire was also sent to individuals that were part of selected groups on either text messaging services or social media apps. To ensure validity of the data, only data was collected from participants who have work experience. In total, 209 respondents completed the survey. 17 data sets showed missing data for construct variables, which, in order to be able to get meaningful results of the analysis, were deleted. Accordingly, 192 responses were usable. The majority of respondents either had a Bachelor's degree (41%) or Master's degree (40%) and the average age was 30.06 years old.

4.2 Measures

All items, except for the control variables, were measured based on a five-point Likert-Scale ranging from 1 (completely disagree) to 5 (completely agree). The full scales for each of the variables can be found in Appendix A.

4.2.1 Independent Variable

Green Human Resource Management (GHRM) ($\alpha=.90$) was measured through using the six item scale developed by Dumont et al. (2017). The items included the following: **1.** My company sets green goals for its employees. **2.** My company provides employees with green training to promote green values.

4.2.2 Moderating Variable

Organisational Intentions were measured through the adapted scale by Hericher, Vlachos, and Swaen (2019) based on Donia, Ronen, Tetrault, Sirsly and Bonaccio (2017). Participants were asked to rate how strongly they feel their company engages in environmental practices. The scale included items measuring in two categories. Firstly, it considered *Genuine organisational intention* ($\alpha=.88$), among others included **1.** Because it cares about what happens to the community in which it operates (both domestic and internationally, if operating globally).; **2.** Because it wants to help solve problems in the community. Secondly, *Self-serving organisational intention* ($\alpha=.86$) was measured with the following examples: **1.** To avoid looking bad in front of others.; **2.** To look good relative to its competitors.

4.2.3 Mediating Variable

Organisational Identification ($\alpha=.81$) was measured by participants rating organisational identification based on an adaptation of the six item scale developed by Mael and Ashforth (1992). Some examples of these items included: **1.** When someone criticizes my organisation, it feels like a personal insult.; **2.** I am very interested in what others think about my organisation.; **3.** When I talk about this organisation, I usually say ‘we’ rather than ‘they’.

4.2.4 Dependent Variable

Voluntary pro-environmental workplace behaviour was measured by using the scale developed by Boira Paillé (2012) ($\alpha=.92$). The scale had 13 items which covering eco-initiatives, eco-civic engagement and eco-helping and included: **1.** In my work, I weigh the consequences of my actions before doing something that could affect the environment.; **2.** I stay informed about my company’s environmental initiatives.; **3.** I encourage my colleagues to express their ideas and opinions on environmental issues.

4.2.5 Control Variables

The first control variable included in the study was Value Orientation, more specifically *Biospheric values* ($\alpha=.92$). This was chosen because research in environmental literature has started to distinctively distinguish biospheric values as they are an important and consistent predictor for pro-environmental workplace behaviour. Additionally, people with strong biospheric values are more likely to engage in pro-environmental workplace behaviour (de Groot & Steg, 2008; Ruepert et al., 2016). As a measurement, participants were asked to rate items on a scale developed and tested by de Groot and Steg (2008) which is based on the commonly cited research by Schwartz (1992). In line with Schwartz (1992), participants rated the importance of each value item “as a guiding principle in their life” on a scale ranging from -1 (opposed to my values), 0 (not important) to 7 (extremely important). Examples of the items are: **1.** Preventing pollution: protecting natural resources; **2.** Respecting the earth: harmony with other species. According to Schwartz, participants were asked to vary the scores and to rate only few values as extremely important.

The second control variable was *Level of education*. This variable is considered because more educated people show a higher probability of engaging in pro-environmental workplace behaviour because they commonly acquire more knowledge about harm through education (Scott & Willits, 1994). Additionally, previous research has pointed out that education is one of the key factors to understand elevated environmental concerns and behaviour (Zilahy & Huisingh, 2009; Zsóka, Szerényi, Széchy, & Kocsis, 2013). This control variable measured the following examples: “less than high school,” “bachelor's degree,” “master's degree,” and “doctoral degree”. They were coded from “1” to “6” in corresponding order and are based on the scale from Zhou, Fan, and Son (2019).

In addition to the variables mentioned above, the survey also measured for gender, as previous research indicates that links exist between demographic characteristics and pro-environmental workplace behaviour (Lamm, Tosti-Kharas, & Williams, 2013).

Descriptive statistics and Cronbach's alphas for all variables are summarized in Table 1.

Table 1: Descriptive statistics, Cronbach's Alphas, and Zero-Order Correlations for the variables of the study

Variable	<i>M</i>	<i>SD</i>	<i>α</i>	1.	2.	3.	4.	5.	6.	7.	8.
1. GHRM	2.56	.90	.90	-							
2. Organisational identification	3.72	.67	.81	.24**	-						
3. Genuine organisational intention	3.24	.82	.81	.52**	.29**	-					
4. Self-serving organisational intention	3.42	.78	.86	.02	-.09	.20**	-				
5. Voluntary pro-environmental workplace behaviour	3.26	.80	.92	.47**	.26**	.52**	.02	-			
6. Biospheric values ^a	6.93	1.61	.92	.14	.06	.27**	.04	.55**	-		
7. Level of education ^b	4.15	1.07	-	.01	.06	.13	-.07	.21**	.18*	-	
8. Gender ^c	1.57	.50	-	.03	-.09	.12	.08	.25**	.18*	.16*	-

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$.

^a1 = (-1) Opposed to my values. 2 = (0) Not important. 3 = (1), 4 = (2), 5 = (3) Important, 6 = (4), 7 = (5), 8 = (6) Very Important, 9 = (7) Extremely important.

^b1 = Less than high school, 2 = Technical secondary school or high school, 3 = Two-year college, 4 = Bachelor's degree, 5 = Master's degree, 6 = Doctoral degree.

^c1 = male, 2 = female

Chapter 5: Analysis & Results

5.1 Confirmatory Factor Analysis

The statistical program Stata (StataCorp, 2019) was used to perform a confirmatory factor analysis (CFA), based on the maximum-likelihood method for estimating the parameters, to assess the fit of the collected data to the model. In order to interpret the results, χ^2 was used, which according to current standards, entails a better fit when χ^2 is lower. To refine the analysis, the comparative-fit-index (CFI) and root mean square error of approximation (RMSEA) were also employed. In general, researchers recommend different values for CFI, whereas Medsker, Williams and Holahan (1994) recommend a value greater than .90. For RMSEA, values have been established that should lie between .05 and .08 (Browne & Cudeck, 1992).

The results indicate that the five-factor model fits the data well ($\chi^2[485] = 896.46$, comparative fit index [CFI] = .88, Turker-Lewis index [TLI] = .87, and root mean square error of approximation [RMSEA] = .066 [.06; .07]). Even though CFI is below the recommended value of .90, the result is acceptable given the size of the sample (N = 192). In order to ensure that the hypothesized model yields the better fit, it was compared to several competing models. Table 2 shows that the five-factor model indeed had a better fit than the alternative models. To conclude, these results underline that hypothesized model is a better fit than the alternatives.

Table 2: Fit indices for alternative measurement models

Competing models	χ^2	df	$\Delta\chi^2/\Delta df$	CFI	TLI	RMSEA
One factor ^a	2357.43	495	1613.45/33***	.46	.42	.14 [.13;.15]
Two factors ^b	1796.82	463	1910.39/33***	.59	.56	.12 [.12;.13]
Three factors ^c	1701.53	492	2269.35/36***	.65	.62	.11 [.11;.12]
Four factors ^d	1400.16	489	2570.72/39***	.74	.71	.10 [.09;.11]
Five factors ^e	896.46	485	3074.32/43***	.88	.87	.066 [.06;.07]

Notes: *** $p < .001$

^aEvery factor loading on one factor.

^bGHRM, genuine intention, self-serving intention, organisational identification loading on one factor. Voluntary pro-environmental workplace behaviour items on its factor.

^cGHRM, genuine intention and self-serving intention loading on one factor. Every other item loading on its factor.

^dSelf-serving and genuine intentions loading on one factor, every other item loading on its factor.

^eHypothesized model.

5.2 Common Method Variance

Before testing the hypotheses and because the data was collected using self-reported measures, it was acknowledged that this method could have led to inflated scores as well as a response bias in the data. Therefore, the model was re-estimated using the single method factor technique to control for all sources of bias (Podsakoff, MacKenzie, & Podsakoff, 2012). A principal component analysis was conducted that was unrotated through restricting all factors to one. This single factor analysis explained only 26.06% of the total variance. As this is below the recommended 50% variance, it is suggested that common method bias is not present in the data set.

5.3 Hypothesis Testing

The method employed to analyse the data is the Ordinary Least Squares (OLS) regression. To test the proposed hypotheses with the OLS regression certain requirements need to hold. For this reason, preliminary tests were performed to determine whether the data set is in line with these assumptions. These tests, as visible in Appendix B, seem too support the assumptions

behind using OLS-analysis. The main reason why the data is scrutinized using the OLS-analysis is its reputation for being an unbiased estimator and widely used in the scientific area (Verbeek, 2017). More specifically, one advantage of this method is that it is precise since it minimizes variances (Gauss-Markov assumptions), and that it is rather easy to interpret (Verbeek, 2017). Altogether, the OLS-analysis will present the most reliable results based on the data and for this rationale is employed as the main analysis method used. Regarding the specific type of SPSS-model, the PROCESS-macro (Hayes, 2018) is used. PROCESS is an observed-variable modelling tool that is based on the OLS regression (Hayes, Montoya, & Rockwood, 2017). The PROCESS modelling tool helps understand what variables are serving which roles in the model and estimates all the path coefficients including standard errors, *p*-values, confidence intervals, and various other statistics (Hayes et al., 2017). As this macro also allows to test for moderated mediation according to a bootstrapping method, the analysis are conducted with a 95% confidence interval of the indirect effects with 5,000 bootstrap samples (Hayes, 2018).

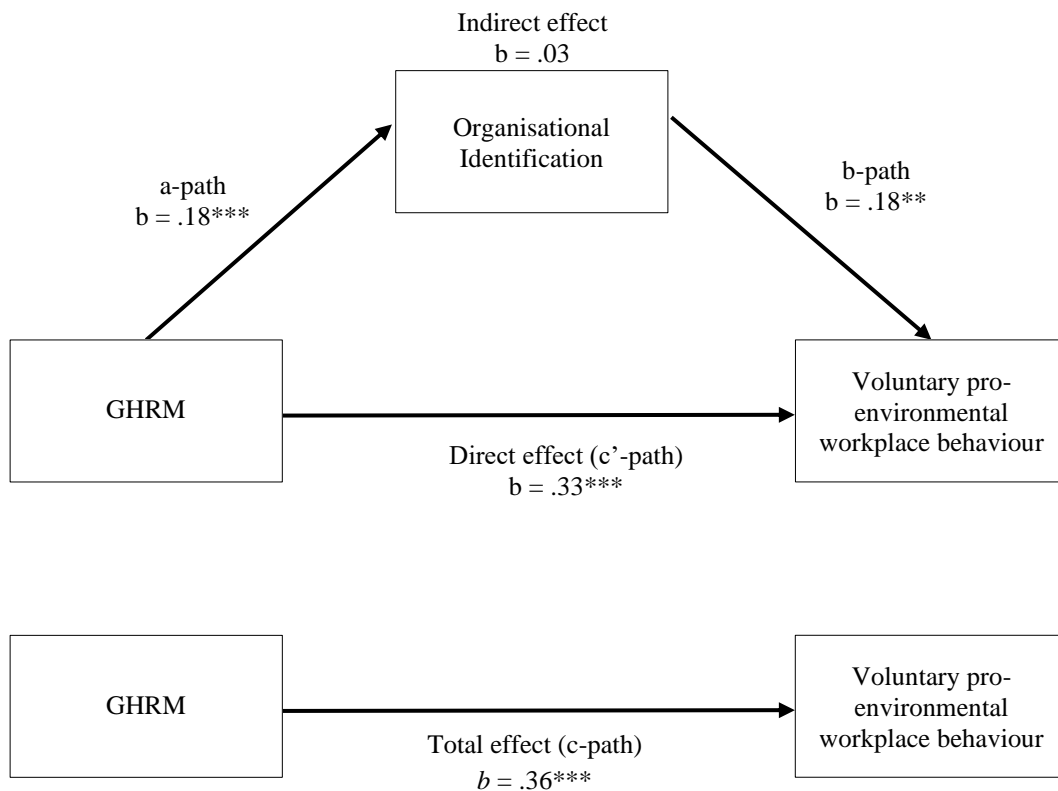
5.3.1 Simple mediation analysis

Simple mediation analysis was used to estimate and test hypotheses about the paths of casual influence from *GHRM* to *Voluntary pro-environmental workplace behaviour* through the proposed mediator *Organisational identification*. In order to calculate the direct and indirect effect of this simple mediation, Model 4 of the PROCESS macro (Hayes, 2018), with its most recent version 3.5, was used by including the covariables as co-variates in the model. The results consist of the association between *GHRM* and *Voluntary pro-environmental workplace behaviour* (c-path), the effect of *GHRM* on *Organisational identification* (a-path), the effect of *Organisational identification* on *Voluntary pro-environmental workplace behaviour* and the association between *GHRM* and *Voluntary pro-environmental workplace behaviour* through *Organisational identification* (c'-path).

As shown in Table 4 the results indicate that Hypothesis 1 is supported and that *GHRM* is positively related to *Organisational identification* (a-path) ($b = .18, p < .001, 95\%$ bootstrap CI = [.07; .28]). Secondly, Hypothesis 2 predicted that the mediator, *Organisational identification* is positively related to *Voluntary pro-environmental workplace behaviour* (b-path) and the results confirm this hypothesis as well ($b = .18, p < .01, 95\%$ bootstrap CI = [.06; .31]). In order to establish whether Organisational identification mediates the relationship between *GHRM* and *Voluntary pro-environmental workplace behaviour*, the results of this mediation analysis showed partial mediation as the indirect effect of *GHRM* on *Voluntary pro-environmental workplace behaviour* through *Organisational identification* was significant as the 95% CI did not include 0 ($b = .03, 95\%$ bootstrap CI = [.01; .087]).

For completeness, further investigation was done to identify the c'-path and the c-path. Generally, when the c'-path is smaller than the c-path, partial mediation is confirmed. The results in Table 4 show that there is a direct and significant link for the c'-path between *GHRM* and *Voluntary pro-environmental workplace behaviour* ($b = .33, p < .01, 95\%$ bootstrap CI = [.24; .43]). The total effect was also established to be significant ($b = .36, p < .01, 95\%$ bootstrap CI = [.27; .45]). The direct effect (c'-path) is smaller than the total effect (c-path). Thus, a mediating effect of *Organisational identification* on the relationship between *GHRM* and *Voluntary pro-environmental workplace behaviour* was confirmed again.

Figure 2: Statistical model for mediation analysis showing total, direct and indirect effects



5.3.2 Simple Moderation Analysis

Simple moderation analysis was used to estimate and test hypotheses about the paths of influence from *GHRM* on *Organisational identification* through the proposed moderators *Genuine organisational intention* and *self-serving organisational intention*. In order to calculate the effects of the two simple moderations, Model 2 in PROCESS (Hayes, 2018) was used. The analysis shows that there is no significant link between *Genuine organisational intention* to *Organisational identification* ($b = .23, ns, 95\%$ bootstrap CI include 0 = $[-.11; .56]$). The same is true for *Self-serving organisational intention* to *Organisational identification* ($b = -.05, ns, 95\%$ bootstrap CI include 0 = $[-.39; .30]$). Additionally, the interaction effects for both *Genuine* ($b = -.01, ns, 95\%$ bootstrap CI include 0 = $[-.14; .13]$) and *Self-serving organisational intention* ($b = -.03, ns, 95\%$ bootstrap CI include 0 = $[-.15; .10]$) and

Organisational identification are non-significant. As a result, simple mediation cannot be confirmed, and Hypothesis 3a and 3b are rejected.

5.3.3 Moderated Mediation Analysis

As a next step in the analysis, a moderated mediation analysis was conducted to develop results for the hypothesized model. Even though the simple moderation analysis was found to be not significant in the previous step this will allow a comparison between the models. As for the moderated mediation, which predicts that attributions regarding *Genuine* as well as *Self-serving organisational intention* will moderate the mediated relationship between *GHRM* and *Voluntary pro-environmental workplace behaviour* and that the influence is either positive or negative on this relationship. The results in Table 4 show that the interaction effect between *Genuine organisational intention* and *Organisational identification* is not significant ($b = -.01$, *ns*, 95% bootstrap CI include 0 = [-.14; .13]) for this model as well. Furthermore, the analysis showed that the interactions between *Self-serving organisational intention* is non-significant as well ($b = -.03$, *ns*, 95% bootstrap CI include 0 = [-.15; .10]). This analysis concludes the same results as in the previous analysis, namely that there is no moderated mediation in the model.

Further, the extent to which the level of organisational intentions conditionally influenced the overall mediation effect of organisational identification was analysed. The analysis documents evidence that there are no statistically significant conditional indirect effects of *GHRM* on *Voluntary pro-environmental workplace behaviour* at any level of *Organisational identification*, as the bootstrapped CI all include 0. An overview of the lower and upper confidence intervals, evidencing this, as well as indices for moderated medication can be found in Appendix C, Table 5 and Table 6. To sum up, the analyses allowed to arrive at the conclusions shown in Table 3.

Table 3: Summary of hypothesis tests

Hypothesis		Outcome
H1	GHRM is positively related to organisational identification of employees in an organisation.	Hypothesis supported
H2	Organisational identification is positively related to voluntary pro-environmental workplace behaviour.	Hypothesis supported
H3a	Genuine organisational intention will moderate the relationship between GHRM and Organisation identification such that the relationship is stronger when the intention is higher.	Hypothesis rejected
H3b	Self-serving organisational intention will moderate the relationship between GHRM and Organisational identification such that the relationship is weaker when the intention is higher.	Hypothesis rejected

Table 4: Regression results on Organisational identification and Voluntary pro-environmental workplace behaviour (here abbreviated as Voluntary behaviour)

	Organisational Identification				Voluntary behaviour	
	Model 1	Model 2	Model 3	Model 5	Model 6	Model 7
	<i>B (SE)</i>	<i>B (SE)</i>	<i>B (SE)</i>	<i>B (SE)</i>	<i>B (SE)</i>	<i>B (SE)</i>
Constant	3.24*** (.29)	3.12*** (.57)	3.07 (.61)	3.14*** (.69)	.12 (.26)	-.46 (.33)
<i>Control</i>						
Biospheric values	.02 (.03)	-.00 (.03)	.01 (.03)	-.00 (.03)	.22*** (.03)	.22*** (.03)
Gender	-.15 (.10)	-.17 (.10)	-.14 (.10)	-.16 (.10)	.22 (.09)	.25* (.09)
Level of education	.04 (.05)	.03 (.04)	.04 (.05)	.02 (.04)	.08 (.04)	.07 (.04)
<i>Independent variable</i>						
GHRM	.18*** (.05)	.06 (.24)	.34 (.21)	.19 (.28)	.36*** (.05)	.33*** (.05)
<i>Moderator</i>						
Genuine intention	-	.17 (.16)		.23 (.17)	-	-
Self-serving intention	-	-	.06 (.17)	-.05 (.18)	-	-
<i>Interaction</i>						
GHRM x Genuine intention	-	.01 (.07)		-.01 (.07)	-	-
GHRM x Self-serving intention	-	-	-.05 (.17)	-.03 (.06)	-	-
<i>Mediator</i>						
Organisational identification	-	-	-	-	-	.18* (.06)
R^2	.07	.11	.08	.13	.49	.51
ΔR^2	-	.04	.01	.06	-	.02
F	3.67*	3.80	2.80	3.35*	45.37	39.32***
ΔF	3.68	3.77	2.11	3.23	45.36***	39.21

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$

Chapter 6: Discussion & Conclusion

6.1 Key Findings and Theoretical Implications

The objective of this study was to develop an understanding how GHRM translates into pro-environmental voluntary workplace behaviour through organisational identification and whether genuine and self-serving organisational intentions influence this relationship. Currently, the effect of GHRM on employee behaviour is still in the early stages of scientific development. However, in recent years this field has increasingly gained scholarly attention aimed at understanding how employees respond to green incentives from their organisation. Despite the body of knowledge already established, little attention has been paid to the influence of attributional processes of employees on their behaviour essentially influencing employees' identification and understanding of organisational motives (Ren et al., 2018). In other words, the absence of the employee factor operationalised in voluntary environmental actions, accounted for in environmental performance, has prevented us from correctly identifying the influence of GHRM. Hence, the purpose of this study was to uncover how identification and attributions towards intentions influence green employee behaviour, voluntary behaviour in particular, occurring because of organisations implementing GHRM practices.

Specifically, positive relationships between GHRM and organisational identification (hypothesis 1) and between organisational identification and voluntary pro-environmental workplace behaviour (hypothesis 2) were predicted. The former relationship (GHRM-Organisational identification) was hypothesized to be stronger when organisational intention is attributed to be genuine by employees (hypothesis 3a) and weaker when attributed to be self-serving (hypothesis 3b). The empirical results show support for the proposition that GHRM leads to voluntary pro-environmental workplace behaviour through the mediating effect of organisational identification. Additionally, in this study no statistical support was found for the hypotheses that genuine organisational intention positively moderates the effect of GHRM on

organisational identification. When the moderator was analysed for effects of self-serving intention, this did not result in effects either. From all of these results several inferences can be made for literature and will be discussed in the remainder.

A growing body of research has provided support for the positive relationship between organisational green initiatives and employee organisational citizenship behaviour as well as voluntary pro-environmental workplace behaviour. However, the underlying processes and boundary conditions for this relationship are underexplored. Therefore, by providing empirical support for the relationship of GHRM to voluntary pro-environmental workplace behaviour through organisational identification, this thesis extends the knowledge base of GHRM and its effect. Thereby, it contributes to theory building by expanding the framework of GHRM. In previous studies organisational identification has been proposed to be related to GHRM (Bell & Menguc, 2002) through the intertwining process of employees and organisational image which leads to a higher degree of employees' organisational identification. Based on this literature, we proposed that organisational identification is influenced by the employees' attributional processing of GHRM which also influences voluntary pro-environmental workplace behaviour. This is reasoned through the social identity theory which holds that individuals' self-esteem is tied to organisational membership and as a result, they tend to identify with reputable organisations to enhance their self-concept (Chaudhary, 2019; Dumont et al., 2017). Consequently, the implementation of GHRM initiatives can reflect on the organisations positive position and commitment towards the environment. In turn, it can enhance the societal reputation of the organisation which makes the employee identify more with it and engage in organisationally desirable performance behaviours.

By examining GHRM as a predictor of pro-environmental voluntary behaviour, this also adds to the understanding of antecedents of employee green behaviours including the role of organisational identification. Hence, contributions are made to organisational behaviour

literature and behavioural HRM. In the key area of business research numerous scholars have already made suggestions about the significant influence of HRM departments and GHRM, via rewarding, recruiting and training, on employee behaviour and organisational performance (Nishii et al., 2008; Renwick et al., 2013). Especially green practices are believed to have a positive effect on employee performance (Renwick et al., 2013), which is strengthened by organisational identification (Bell & Menguc, 2002). Therefore, implementing GHRM allows organisations to raise employee identification and in turn will lead to employees aligning their behaviour more closely with the organisations' goals (Cohen & Liu, 2011). Since employees essentially are the drivers of performance and the organisations' goals are directly related to environmental performance. GHRM will help identify processes for improving organisations' green performance. Moreover, the conceptual clarification of organisational identification will help to stimulate non-required behaviour benefitting organisations (Mael & Ashforth, 1992). In short, organisational identification among employees incentivises them to engage in voluntary workplace behaviour allowing organisations the ability to achieve their goals ascribed to positive organisational reflection and self-concept (Newman et al., 2016).

Furthermore, the boundary effect of organisational intentions was analysed which was presumed to enhance the GHRM-Organisational identification relationship on the condition that the employees infer that it is genuine and decrease when self-serving. It is often assumed that the authenticity of organisational intention allows personal beliefs to be maintained (McShane & Cunningham, 2012) as well as allowing for increased self-esteem and positive self-reflection (Dutton et al., 1994; Kim et al., 2010) and positively influencing the possibility of hiring employees with similar green values (Turban & Greening, 1997) which all strengthen the identification process with the organisation and are inhibited when motives are self-serving. Nevertheless, no concrete results were found to confirm these presumptions.

In the context of GHRM, researchers have also investigated the need for organisations to not appear inauthentic in their environmental practices (McShane & Cunningham, 2012). However, there is still an insufficient amount of research focusing on employee attribution of company goals. Rather, the focus has been on customers' perception which is explained because they essentially buy the organisation's products and influence employee perception indirectly. Therefore, the employee perspective is frequently overlooked, in spite of employees having a more accurate view on the true reasons for the company goals. This exists as a result of external stakeholders' limited information about organisations' CSR initiatives, while employees are exposed to more information and are embedded in a dense internal social network, which enables them to relate it to the organisation's history and internal company culture (McShane & Cunningham, 2012; Rowley, 1997). Further, not only are employees more aware of an organisation's practices because of exposure to internal organisational communication, they also have to apply these green practices (Story & Neves, 2015). However, even employees might not understand intentions correctly and may infer different attributions. This can be explained because individuals make different attributions based on information they have available to them in order to make causal explanations for GHRM practices (Fiske & Taylor, 1991). Also, employees place individual importance on green practices given their role which reduces the effort to get to know the GHRM incentives, and the process of attributing the reason behind it. For instance, frontline employees might not be equally aware about all green practices opposed to senior managers or executives due to lack of access to information and having a limited overall view of all the green practices implemented by their company which could span international borders, for example, GHRM initiatives in other countries. The limited understanding and attributions made, therefore, might inhibit the effect of organisational intentions on the GHRM-Organisational identification relationship.

Even when employees might understand the motives they might still not make significant attributions to conclude whether intentions are genuine or self-serving. In the paper of Story and Neves (2015), it is presented that both attributions of green practices, intrinsic (similar to genuine) and extrinsic (similar to self-serving), are only effective when combined which then can positively influence extra-role or voluntary performance of employees. More specifically, employees put in extra effort because of an organisation's green practices, on the condition that employees attribute that the green practices are both genuine and strategic for their organisation (Story & Neves, 2015). This can be explained through the employees' desire for their employer to act in a way that is ethical without disregarding the organisation's financial best interest (Story & Neves, 2015). Thereby, evidence suggests that even if the organisation has self-serving motives, the main determining factor for employees is that the organisation also has other motives which are more focused on the greater good. Having at least a few genuine intentions leads to the demonstration of pro-environmental behaviour (Glavas, 2016). Hence, employees appear not to attribute importance to having self-serving motives as long as there are genuine intentions too. The paper of Chau and Rahman (2011) shows that the lack of concern about organisational intentions and behaviour are rooted in society belief. This factor determines the expectations society has towards the organisation and in a society in which they are characterized by pro-market beliefs including private property, competition and profit maximisation, self-serving motives of an organisation might not be attributed negatively by employees who are members of this society (Chau & Rahman 2011).

Interestingly, it can also be the case that the motives are not exclusively self-serving or genuine. For one, the inherent tendency of individuals to be suspicious about green intentions increases the likelihood that employees construct several attributions which causes underlying motive construction to be complex (Story & Neves, 2015). Further, research of Pistoni, Songini, and Perrone (2016) provides examples that motives essentially are an inherent combination of

legitimacy, adaptability and moral reasons. This is further reinforced by Brunner, Ullrich, and De Oliveira (2019), stating that green incentives are both genuine and self-serving and therefore, no true distinction by employees can be made. Important to note is that green intentions of practices are frequently not viewed as an autonomous decision but rather a behaviour which is enforced because of external and internal pressures which diffuse the distinction between genuine and self-serving incentives even more (Pistono et al., 2016). The different reasons explained above may have contributed to the inconclusive results regarding the confirmation of the moderating relationship of organisational intentions between GHRM and organisational identification and illustrates that a more deliberate effort in order to understand under which circumstances employees identify and create the necessary behaviour is needed.

6.2 Practical Implications

The empirical evidence that GHRM can influence voluntary pro-environmental workplace behaviour of employees through organisational identification provides further support for the necessity to implement green practices in HRM while also highlighting its benefits. Therefore, it is suggested that organisation's green initiatives should be integrated into traditional departments as well as organisational strategy in order to stimulate environmental performance (McShane & Cunningham, 2012). Especially because this will not only lead employees to identify more with the organisation but also act in a way not formally required (McShane & Cunningham, 2012). For this reason, when organisational managers aim to stimulate pro-environmental performance, they should also do so at an employee level as they will benefit from voluntary pro-environmental workplace behaviour from implementing GHRM practices. While managers should integrate these green practices in the HR strategy they should also continuously monitor employee perceptions of the organisation's GHRM

efforts as these will intensify identification and proven behaviour. This can also help the organisation to respond faster to any misperceived and ineffective GHRM practices. Most importantly, these GHRM practices should not be implemented in the form of strict regulations that bind (expectations of) all employee behaviours, even the voluntary ones. This is because once they are formally required this may inhibit positive effects.

Implications can also relate to policy makers within the organisation responsible for HRM practices. By understanding how and knowing that GHRM can contribute to attaining organisational environmental goals, this will assist policy makers to increase the likelihood of the creation of persuasive green initiatives in HRM departments. This highlights the importance of a carefully planned integration of GHRM practices. Furthermore, this implies that organisations would be inclined to provide employees with, for example, green training that will enable the development of green skills while promoting the seriousness of green goals and behaviour by also rewarding employee green performance. As a result, employees will be encouraged to engage in voluntary pro-environmental workplace behaviour as well. Furthermore, to ensure full effectiveness of GHRM practices, these practices should be communicated effectively towards employees, to essentially create and increase awareness of these practices as only then they will increase the level of employees' identification. Researchers reinforce the view of the importance of communication on green activities as it is necessary for stakeholders including employee for the creation of understanding and act in a way similar with the intended organisational goals (Scott & Lane, 2000).

6.3 Limitations and Future Research

The research in this paper is characterized by few limitations. This offers the possibility for improvements in future research. First of all, the sample size resulting from the distributed survey is slightly narrow, despite the amount being enough to test relationships. The overall

data collection totalled to 209. After removing the incomplete responses, a total of 192 remained to analyse. Subsequently, in order to make the sample more representative to the whole population and improve the statistical power, future research could focus on attaining and targeting a larger group of respondents. Moreover, the survey was collected on a one-time basis. By using a longitudinal survey, future research could track changes in employees' voluntary pro-environmental workplace behaviour over time. Longitudinal studies involve the tracking of the same people and therefore would allow to determine whether identification increases over time, which in turn could influence the likelihood of voluntary pro-environmental workplace behaviour and determine whether significant events (e.g. mis-implemented green practices) reduces this.

Secondly, the attained results do not distinguish between organisations in different types of industries. Neither does it differentiate between different levels of employees. While this does not influence the accuracy of this research, future research could focus on these differences to review whether the relationship is stronger in polluting industries, where employees might identify more strongly when the pro-environmental change is enforced by the organisation. Additionally, employees with different job levels (higher level managers versus frontline employees) might have different resources to rely on for identification and voluntary behaviours. To exemplify, higher-level managers may demonstrate higher personal goal ownership, increased green know-how, flexibility and autonomy, while frontline employees might have more spare time to demonstrate voluntary pro-environmental workplace behaviour. In other words, the study brings the need for additional research for factors moderating the identification-voluntary pro-environmental workplace behaviour relationship.

Last but not least, the 5-point Likert scale is overall one of the most commonly used scales in research. Nevertheless, because of the reason that the data was collected through respondents answering a survey based on this scale, this also may have led to some reliability and validity

problems. More detailed, the limitation of this scale includes the tendency for respondents to select the mid-point, extreme responding, and the social desirability bias (e.g. rating yourself higher on green practices because others might think of it as good social behaviour). The data quality tends to be limited in self-administered questionnaires because these are particularly vulnerable to the mentioned biases (Bowling, 2005). Consequently, future research is encouraged to use different methods in order to re-confirm the relationship, and limit biases by using different scales or different data collection methods.

6.4 Conclusion

The literature on organisational sustainability and employee behaviour has yet to arrive at a complete understanding of how green practices lead to pro-environmental workplace behaviour. Research in the field of GHRM has foremost disregarded the underlying process how GHRM initiatives lead to pro-environmental workplace behaviour. Particularly behaviours that are not formally rewarded such as voluntary pro-environmental workplace behaviour. Moreover, it is found that GHRM increases the environmental performance of companies (Guerci et al., 2016) through green performance management and compensation, and green training and development (Renwick et al., 2013). In spite of this belief, employees, who essentially allow organisational environmental performance, and their attributions are not always accounted for in most research. The objective of this paper was to address this gap in research by examining the effect of GHRM on voluntary pro-environmental workplace behaviour through the mediating factor organisational identification and the moderating effect of organisational intentions. In this empirical research, based on 192 employees in different industry sectors, evidence is found for the expected positive mediating effect of organisational identification. This most importantly implies that organisations, by integrating and increasingly investing in GHRM practices, will create the benefit of voluntary behaviour which additionally

raises environmental performance. The gained insight on the behaviour of employees helps to understand how organisational identification can be gained in order to make employees create a positive self-concept and adopt the organisations goals as their own and be willing to demonstrate associated behaviour. Furthermore, no significant support for the moderating effect of organisational intentions was found. Nonetheless, the study highlights the need for more deliberate effort in understanding GHRM and related factors to establish a more representative model to comprehend under which conditions GHRM results in identification and pro-environmental workplace behaviour.

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Appendices

Appendix A: Scales and implemented survey

Scale for GHRM

1. Please indicate the extent to which you agree or disagree with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My company sets green goals for its employees	1	2	3	4	5
My company provides employees with green training to promote green values	1	2	3	4	5
My company provides employees with green training to develop employees' knowledge and skills required for green management	1	2	3	4	5
My company considers employees' workplace green behaviour in performance appraisals	1	2	3	4	5
My company relates employees' workplace green behaviours to rewards and compensation	1	2	3	4	5
My company considers employees' workplace green behaviours in promotion	1	2	3	4	5

Scale for Organisational identification

2. Please indicate the extent to which you agree or disagree with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
When someone criticizes my organisation, it feels like a personal insult	1	2	3	4	5
I am very interested in what others think about my organisation	1	2	3	4	5
When I talk about this organisation, I usually say 'we' rather than 'they'	1	2	3	4	5
This organisation's successes are my successes	1	2	3	4	5
When someone praises this organisation, it feels like a personal compliment	1	2	3	4	5
If a story in the media criticized this organisation, I would feel embarrassed	1	2	3	4	5

Scale for Genuine organisational intention

3. Please indicate the extent to which you think your employer engages in environmental practices (e.g. pollution reduction, resources/energy saving, biodiversity protection, etc.)?	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Because it cares about what happens to the community in which it operates (both domestic and internationally, if operating globally)	1	2	3	4	5
Because it wants to help solve problems in the community	1	2	3	4	5
Because it has a genuine interest in the welfare of the natural environment affected by its practices	1	2	3	4	5
Because it values a role of interacting with the community (environmental NGOs, etc.)	1	2	3	4	5
Because it takes on the needs of the community and external stakeholders as its own	1	2	3	4	5

Scale for Self-serving organisational intention

4. Please indicate the extent to which you think your employer engages in environmental practices (e.g. pollution reduction, resources/energy saving, biodiversity protection, etc.)?	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
To avoid looking bad in front of others	1	2	3	4	5
To look good relative to its competitors	1	2	3	4	5
To look better than its competitors	1	2	3	4	5
To avoid criticism from the media and/or external actors it does business/interacts with	1	2	3	4	5
To appear to be an ethical organisation	1	2	3	4	5
To impress its employees as caring for those outside the organisation	1	2	3	4	5

Scale for Pro-environmental voluntary workplace behaviour

5. Please indicate the extent to which you agree or disagree with the following statements:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
In my work, I weigh the consequences of my actions before doing something that could affect the environment	1	2	3	4	5
I voluntarily carry out environmental actions and initiatives in my daily work activities	1	2	3	4	5
I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility	1	2	3	4	5
I actively participate in environmental events organized in and/or by my company	1	2	3	4	5
I stay informed about my company's environmental initiatives	1	2	3	4	5
I undertake environmental actions that contribute positively to the image of my organisation	1	2	3	4	5
I actively participate in environmental events organized in and/or by my company	1	2	3	4	5
I stay informed about my company's environmental initiatives	1	2	3	4	5
I undertake environmental actions that contribute positively to the image of my organisation	1	2	3	4	5
I volunteer for projects, endeavours, or events that address environmental issues in my organisation	1	2	3	4	5
I spontaneously give my time to help my colleagues take the environment into account in everything they do at work	1	2	3	4	5
I encourage my colleagues to adopt more environmentally conscious behaviours	1	2	3	4	5
I encourage my colleagues to express their ideas and opinions on environmental issues	1	2	3	4	5

Scale for Biospheric values:

8. Please rate the importance of the following values as a guiding principle in your life by varying the scores and only selecting a few as extremely important:	(-1) Opposed to my values	(0) Not important	(1)	(2)	(3) Important	(4)	(5)	(6) Very important	(7) Extremely important
I volunteer for projects, endeavours, or events that address environmental issues in my organisation	1	2	3	4	5	6	7	8	9
I spontaneously give my time to help my colleagues take the environment into account in everything they do at work	1	2	3	4	5	6	7	8	9
I encourage my colleagues to adopt more environmentally conscious behaviours	1	2	3	4	5	6	7	8	9
I encourage my colleagues to express their ideas and opinions on environmental issues	1	2	3	4	5	6	7	8	9

Level of education:

9. Please indicate the level of your highest completed education:	
Less than high school	1
Technical secondary school or high school	2
Two-year college	3
Bachelor's degree	4
Master's degree	5
Doctoral degree	6

Gender:

10. Please indicate your gender:	
Male	1
Female	2

Appendix B:

Reliability Analysis

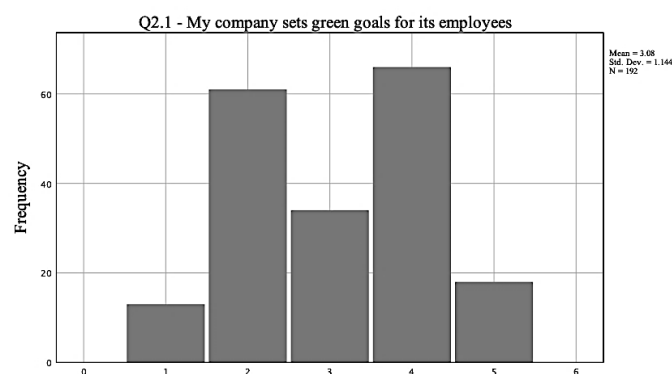
First, to test the soundness of the data set, the reliability analysis is performed. More specifically, this analysis shows whether the scale used consistently reflects the construct it is measuring. The reliability analysis is performed on the different constructs with the underlying condition that the questions in the scale, per construct, are formulated in a similar manner, i.e. positive or negative. The combination of negative and positive framing in one question set will entail the Cronbach alpha to be negative. Per loading of the constructs, all of Cronbach's Alphas above the 0.7 threshold are considered as reliable (Nunnally, 1978). As for the independent variable and dependent variable, GHRM and Voluntary pro-environmental workplace behaviour, the $\alpha = .90$ and $\alpha = .92$ respectively. As for the mediating variable Organisational identification $\alpha = .81$. Finally, the moderating variable Organisational intention which was measured in two categories, genuine CSR causal attributions and self-serving attributions, is tested separately as the wording in the categories are positive and negative. As for the former $\alpha = .81$ and the latter $\alpha = .86$. Since all Cronbach's Alphas are $\alpha > .7$ the scales used to measure the constructs are reliable.

Table 5: Overview of reliability analysis

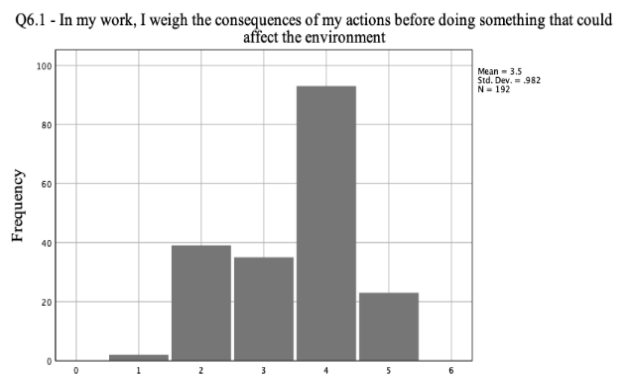
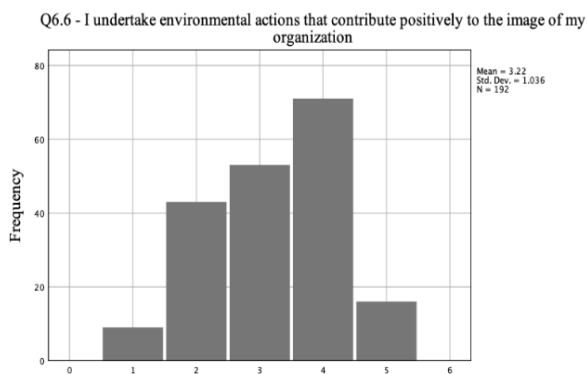
Variable	Cronbach's Alpha α
9. GHRM	.90
10. Organisational identification	.81
11. Genuine attributions	.81
12. Self-serving attributions	.86
13. Voluntary pro-environmental workplace behaviour	.92
14. Biospheric values	.92

Frequency Analysis

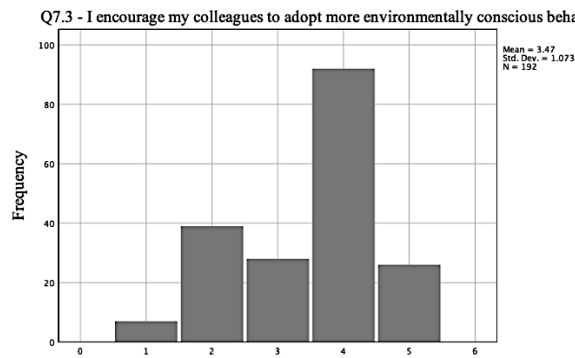
To get an initial glance of the data and its purposefulness the frequency analysis is executed. The analysis of frequencies helps to understand the distribution of the data using the fact that some wording is different in a given language. Reviewing the output tables and processed histograms some general observation can be made. Analysing the independent variable which intends to measure the implementation and follow up on GHRM practices in a company, the main observation is that most employees foremost disagree with the statements that their company provides green training to promote green values and develop employees' knowledge and skills required for green management, considers employees' workplace green behaviour in performance appraisals and promotion and lastly, relates employees' workplace green behaviours to rewards and compensation. Hence, overall, there appears that still currently, considering the sample base, there are very little GHRM practices in organisations. Interestingly, companies do seem to set overall GHRM-goals for employees, as more than half agrees or strongly agrees with the statement. Hence this could mean that these goals are not followed through in other supporting initiatives.



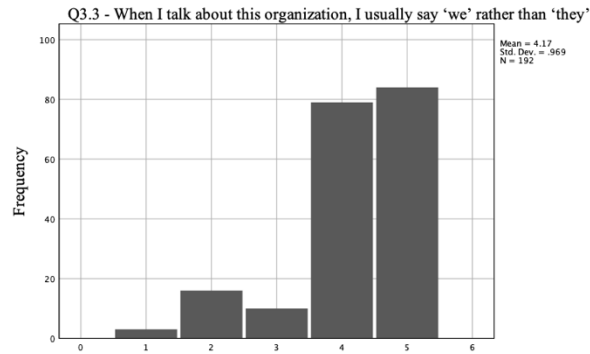
As for the questions measuring the independent variable Voluntary pro-environmental workplace behaviour visible is that most employees view themselves as very engaged in in such practices. When reviewing the eco-incentive and eco-civic categories employees appear to be extremely invested in mental processes. Most employees are very likely to consider consequences of their actions and continuously keep up to date with the companies' environmental actions. Thereby, a strong majority of employee's voluntary carry out actions and initiatives they consider to be the environmental and which they perceive to positively contribute to their organisations image. However, it is unclear whether they consistently make recommendations to their colleagues about these practices and whether they are involved in actions organized by the company.



Regarding the last category eco-helping, overall, employees tend to neither agree nor disagree. Therefore, it can be said that employees are focused on doing their own environmental actions as well as than encouraging their colleagues to do so. This is the case in both giving time to their colleagues and encouraging them to express their ideas regarding environmental issues but most striking in the number of employees simply encouraging their colleges to adopt more conscious behaviour as together 60.4% agrees and strongly agrees.

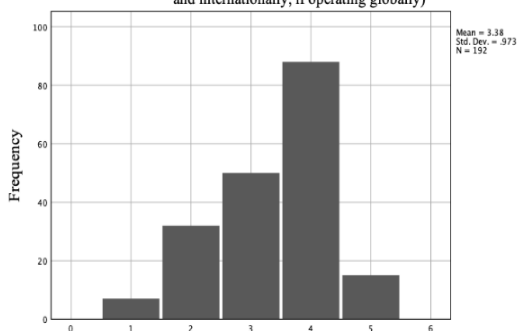


As for the scales measuring Organisational identification, the result shows that most employees, on all questions, show signs of identification with the company they work for. Most interestingly, employees strongly use the word we instead of they when speaking about the company itself visible in that 43.8% strongly agrees and 41.1% agrees with the statement “when I talk about this organisation, I usually say we rather than they”. Other statements included taking an organisational insult as their own, being interested in the external perception of the organisation, taking the results of the organisation as their own and taking praise as personal and being averse to organisational insult. Out of these questions, a percentage of 51.0% is the minimum percentage of agreement and higher while 84.9% the most. The strong identification with the company could be an explanatory factor for the result that, as presented above, that employees tend to engage in environmental practices that positively benefit the organisations image. After all, when an employee identifies with the company and sees it as a part of him/her, the employees is more likely to act in voluntary manners that enhances the reputation of the organisation as it is perceived to be indirectly reflected on their reputation as well (Carroll & Shabana, 2010).

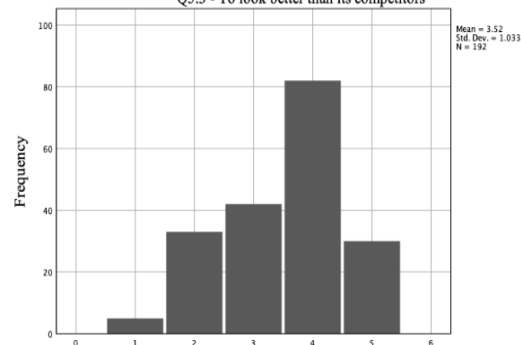


Lastly, reviewing Organisational intention based on genuine CSR-casual attributions, visible is that employees neither agree or disagree, or slightly agree with most statements. This could mean that there is unclarity over the genuine interest of the company. While there are still questions slightly having a majority of agree responses it is difficult to make definite speculations. Meanwhile most agree on that their company cares about the community and want to solve problems for this group. As for self-serving CSR attributions, the results show that employees foremost agree with these statements. This means that employees perceive the company's actions to be for the sake of the company which may not necessarily be environmentally oriented. In this case the largest percentage of agreement higher was “to look good relative to their competitors”, the lowest percentage of agreement and higher is shown to be “to impress employees as caring for those outside of the organisation”. Hence overall, the employees seem to either see the company as self-serving or are not sure about the genuine environmental actions of the organisation.

Q4.1 - Because it cares about what happens to the community in which it operates (both domestic and internationally, if operating globally)



Q5.3 - To look better than its competitors



Correlation Analysis

The last step undertaken before the regression analysis was the correlation analysis. A pair-wise correlation analysis was employed to attain a Pearson correlation coefficient. This coefficient mirrors the strength of linear associations between variables, and multicollinearity. This is done with the objective to ensure that the correlations are not too strong or to exclude the possibility of multicollinearity, which is the assumption that needs to be met to do an OLS analysis. The coefficients of the test are presented in Table 6. There appears to be no reasons to suspect multicollinearity as the coefficients are not above 0.9 (Field, 2009) In total, six significant correlations between variables were identified and are explained in detail below.

Firstly, Genuine attributions towards organisational intention correlates positively with GHRM at $\beta = .52, p < .01$. This positive correlation does not come as a surprise as organisations that are perceived to be genuinely motivated towards environmentally friendly initiatives, are intrinsically motivated. This intrinsic motivation is based on authentic concern for the environment and is not motivated by extrinsic factors such as enhanced reputation and increased revenue (Bansall & Roth, 2000). Intrinsically-motivated companies often have GHRM practices because these are key to implement green practices in the entire organisation (Tang et al., 2018).

Secondly, a positive correlation between Organisational identification and GHRM can be observed, even though the correlation at $\beta = .24, p < .01$ is not as strong as the previous correlation identified. This can be explained because when organisational identification is high then employees' values and beliefs align with the organisation's values and beliefs. As a result, having GHRM practices show that the company care about the environment to a certain extent. This in turn

In addition to these positive correlations to the independent variables, the same can be observed for the dependent variable at different levels. On the one hand, Voluntary

environmental workplace behaviour is positively related to Genuine attributions towards organisational intention at $\beta = .52, p < .01$. This supports the argument that how an employee perceives the organisation's intentions greatly effects their behaviour (Story & Neves, 2015). It is also true that an organisation positive perceived intention leads to employees being more inclined to engage in voluntary behaviour. For one, this is substantiated because intrinsic motivation leads to the establishment of GHRM practices which in turn, has great influence on affecting green behaviour from employees because of the practices it establishes.

Similarly, Voluntary environmental workplace behaviour is also positively related to Organisational identification at $\beta = .26, p < .01$. One explanation for this positive correlation is exhibited in the fact that employees usually engage in this kind of behaviour when their values align with the organisation's values. And this in turn means that they identify more with the organisation.

In addition to these significant correlations, it can also be observed Genuine organisational intention and Organisational identification are positively correlated at $\beta = .29, p < .01$. Additionally, Self-serving organisational intention is correlated with Genuine organisational intention at $\beta = .20, p < .01$. Last but not least, the correlation analysis showed that Voluntary pro-environmental workplace behaviour and GHRM are positively correlated at $\beta = .47, p < .01$.

Interestingly, control variables also showed significant correlations. For one, Biospheric values is positively correlated to Genuine organisational intention ($\beta = .27, p < .01$) as well as Voluntary environmental workplace behaviour ($\beta = 0.55, p < .01$), which does not come as a surprise. Level of education is positively related to Voluntary environmental workplace behaviour ($\beta = .21, p < .01$) and Biospheric values ($\beta = .18, p < .01$). Gender is positively related to Voluntary environmental workplace behaviour ($\beta = .25, p < .01$), Biospheric values ($\beta = .18, p < .01$) and Level of education ($\beta = .16, p < .01$). The full correlation table is exhibited below.

Table 6: Correlation matrix

Variable	1.	2.	3.	4.	5.	6.	7.	8.
15. GHRM	-							
16. Organisational identification	.24**	-						
17. Genuine attributions	.52**	.29**	-					
18. Self-serving attributions	.02	-.09	.20**	-				
19. Voluntary pro-environmental workplace behaviour	.47**	.26**	.52**	.02	-			
20. Biospheric values	.14	.06	.27**	.04	.55**	-		
21. Level of education	.01	.06	.13	-.07	.21**	.18*	-	
22. Gender	.03	-.09	.12	.08	.25**	.18*	.16*	-

Notes: * $p < .05$; ** $p < .01$; *** $p < .001$.

Appendix C:

Table 7: Bootstrapping results for test of conditional indirect effects and lower and upper 95% confidence interval: Mean and +- 1 Standard Deviation

Genuine Intention	Self-Serving Intention	Conditional indirect effect	SE	95% CI	
				Lower	Upper
-1 <i>SD</i> (2.42)	-1 <i>SD</i> (2.64)	.02	.02	-.02	.07
-1 <i>SD</i> (2.42)	<i>M</i> (3.42)	.01	.01	-.03	.07
-1 <i>SD</i> (2.42)	+1 <i>SD</i> (4.20)	.01	.01	-.04	.07
<i>M</i> (3.24)	-1 <i>SD</i> (2.64)	.02	.02	-.01	.06
<i>M</i> (3.24)	<i>M</i> (3.42)	.01	.01	-.01	.05
<i>M</i> (3.24)	+1 <i>SD</i> (4.20)	.01	.01	-.02	.05
+1 <i>SD</i> (4.06)	-1 <i>SD</i> (2.64)	.02	.02	-.02	.06
+1 <i>SD</i> (4.06)	<i>M</i> (3.42)	.01	.01	-.01	.04
+1 <i>SD</i> (4.06)	+1 <i>SD</i> (4.20)	.01	.02	-.02	.04

Note: Results are based on 5,000 bootstrap samples. CI = Confidence Interval

Table 8: Indices of partial moderated mediation

	Index	SE	95% CI	
			Lower	Upper
Genuine intentions	-.00	.02	-.03	.03
Self-serving intentions	-.04	.01	-.04	.02

Note: Results are based on 5,000 bootstrap samples. CI = Confidence Interval

