

Impact of Green Human Resource Practices on Employees' Extra Role Behavior: The Moderating Role of Narcissism

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Abstract

Green Human Resource Management (GHRM) represents a set of Human Resource Management Practices being pursued by the organizations to enhance employees' workplace in the role and extra-role behaviors and as a vital tool to be environmentally sustainable, competitive, and successful. Current literature on GHRM and its impact on employee workplace green performance and in-role behaviors have to some extent been supported empirically, but its relationship with employee non-green / extra-role behaviors remains unmapped. Data from 375 employees working in the University of Agriculture, Faisalabad, and its sub-campuses was examined using SPSS version 20. Objectively this research has explored the relationship between Green Human Resource Management (GHRM) and Employee Extra Role Behaviors including Knowledge Sharing Behavior (KSB), Organizational Citizenship Behavior (OCB), and Innovative Work Behavior (IWB) and examined the moderating role of Narcissism (NAR) on these relationships. Data analysis results showed that GHRM has a significant positive relationship with KSB, OCB, and IWB. The moderating role of Narcissism has also reflected a significant impact on relationships between GHRM to KSB and OCB. This research significantly contributes to the emerging concept of GHRM theoretically & contextually and provides a valuable intuition into the distinguishing features of GHRM and employee extra-role behavior including KSB, OCB, and IWB, both as a part of job roles, formal duties, and beyond. The practical and theoretical implications of the findings are discussed.

Keywords: *Green Human Resource Management, Narcissism, Knowledge Sharing Behavior, Organizational Citizenship Behavior, Innovative Work Behavior.*

1. Introduction

HRM practices are being categorized into employee involvement, training and development, and work practices along with other activities including recruitment, selection, designing of work, rewards & appraisals to directing, motivating, and controlling the available human resources (Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). Organizations felt the need for and started transformation towards sustainability-oriented and environmentally friendly programs (Anwar et al., 2020; Chaudhary, 2020). This diversification has brought them to work for a change and the adoption of green practices. In this context, Renwick, Redman, and Maguire (2013) considered three essentials for linking HRM to environmental management (GHRM), one is to evolve green aptitudes in recruitment, selection, training, and development of green leadership. Another is encouraging employees by way of appraising and gratifying their green work outputs. And the last one is to encourage workers' participation by conferring them and creating an ecological organizational culture.

Paillé, Chen, Boiral, and Jin (2014) linked organizations' enduring achievements and eagerness to ecological factors. Further, Jackson, Renwick, Jabbour, and Muller-Camen

(2011) categorized the role of human resources as being a fundamentally ineffective environmental management process. The evolution of green management as a result of the execution of environmental management activities which have given varied benefits including the cut in overheads, augmented alliances, effective presentation, and enhanced professional ethics and ideologies to the organizations (Amrutha & Geetha, 2020).

GHRM is a process of integration of green prerequisites into the HRM process/functions which ultimately lead to expanding employees' ecological/green performance to their potentials in line with the organizational goals (Shah, 2019). HRM practices play a significant role in improving sustainability-oriented activities in the firms, and such practices are tagged as "green human resource management" (GHRM) (Renwick et al., 2013), and are emerging as a novel trend in studies (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016).

GHRM has been defined as: "HRM activities, which enhance positive environmental outcomes" (Kramar, 2014). It reflects firm's alignment toward its eco-friendly role emphasizing the flimsiness of networks and the environmental properties of its overall commercial activities (Boiral, 2002).

As a result of recent developments & work done on the subject of HR, Mehta and Chugan (2015) have comprehensively explained the HRM system as a set of diverse but interconnected events, roles, and progression which captivate, evolve, and retain an organization's human resources, and displays a clear direction as to how one can contribute to developing a green corporate culture effectively. This has also covered the current scope of GHRM as, The "greening" of the functional aspects of HRM, which include job description and analysis of job position, selection and recruitment, training and development, and performance appraisal and reward (Jabbour, Santos, & Nagano, 2010).

Implementation of eco-friendly and sturdy discipline is supposed to bring performance efficiency for the organization. Various researches have explored that application of GHRM functions affects philanthropically conduct associated with the atmosphere, employment of ecological functioning Jabbour et al. (2010) Wagner (2013), conservational narrative Guerci, Longoni, and Luzzini (2016), and employees' in-role and extra-role green behaviors (Dumont, Shen, & Deng, 2017). At the same time, however, Jackson and Seo (2010) resolved intricacy and nonexistence of awareness as hurdles on the way of GHRM.

The espousal of GHRM practices and plans show how committed an organization is in its obligations toward ecological conservancy, which is likely a source of motivation for employees toward the accomplishment of green objectives (Chaudhary, 2020).

Leading studies on HRM, have, to some extent abstracted the relationship between green HRM and organization or employees' green interpretations, but the outcome of green HRM on Non-green approaches and behaviors has mostly been overlooked (Dumont et al., 2017). In this study we addressed the gap to look into the relationship of GHRM with employee work outcomes, attitudes and behaviors both theoretically and contextually and ventured into GHRM and its consequences upon employees' extra-role behaviors (including KSB, OCB IWB), two distinguishing, yet connected variables. Further, the study evaluated the moderating role of Narcissism on these relationships in a public sector educational institution in Pakistan and has thus contributed towards a developing arena of HRM practices.

2. Literature Review

2.1 Green Human Resource Management

The growing problem of environmental adulteration across the globe has engaged the business world to work on and adopt green management practices for being sustainable & competitive (Jackson, 2012; Renwick et al., 2016). The role of HRM is vital to imbed any change in the organization accordingly 2016 onwards GHRM emerged significantly as a

topic to research amongst the scholars (Guerci et al., 2016). GHRM is a systematic set of practices driving companies to remain committed to environmental safety (Sharma, 2016). Haddock-Millar, Sanyal, and Müller-Camen (2016) Refer to it as organized & strategic integration of distinctive HRM practices with the organization's ecological objectives. Tang, Chen, Jiang, Paille, and Jia (2018) has given five dimensions of GHRM as green recruitment and selection, green training, green performance management, green pay and reward, and green involvement.

GHRM in line with established HR functions contributes to the environmental management process & ensures to accomplish corporate goals associated with the environment (Bohdanowicz, Zientara, & Novotna, 2011; Jabbour & Santos, 2008; Paillé et al., 2014). Employees who are sensitive to the organization's green (environmentally friendly) programs are reportedly more committed to the organization (Yen, Chen, & Teng, 2013) & employees who assimilate organizational values positively often reveal strong bonding with the organization (Carmeli, 2005; Turker, 2009).

There is a demonstrative relationship between organizational commitment & employee at the workplace (Zayas-Ortiz, Rosario, Marquez, & Colón Gruñeiro, 2015). Muchinsky (2006) treated organizational commitment as the employees' allegiance to the organization they are employed with. Organizational commitment is the result of the devoted association between the employee & the employer (Davenport, 1999; Meyer & Allen, 1991). This knot of organizational commitment pours energy into employee attitude & leads to employees' philanthropic behavior, like extra-role behaviors, social identity theory states, there is a correlation between employee behavior & organizational commitment (Balfour & Wechsler, 1996; Carmeli, 2005; O'Reilly & Chatman, 1986). As per Shen and Benson (2016), organizational commitment accelerates employee's extra-role behavior.

2.2 Knowledge Sharing Behavior

When members of an organization exchange knowledge by way of donating & collecting (knowledge sharing) this positive & structured relationship emerges as Knowledge sharing behavior (Nahapiet & Ghoshal, 1998; Van Den Hooff & De Ridder, 2004). Knowledge Sharing behavior is the extent to which one employee is willing to provide access to others to his knowledge, skills & experiences (Aulawi, Sudirman, Suryadi, & Govindaraju, 2009).

Employees are more inclined to share knowledge when they perceive the positive outcomes of knowledge sharing like organizational effectiveness, innovation capabilities & team performance (Kankanhalli, Tan, & Wei, 2005; Noaman & Fouad, 2014; Yang, 2007; Yeşil & Dereli, 2013). Effective communication & social bonding between employees also boost knowledge sharing behavior (Dezdar, 2017). Frequent exchange of knowledge amongst employees enhances their problem-solving & decision-making capabilities (Rahman, Mannan, Hossain, Zaman, & Hassan, 2018).

2.3 Organizational Citizenship Behavior

Organizational citizenship is a behavioral attribute of an employee out of his defined job description which sometimes is not rewarded by the organization (Zayas-Ortiz et al., 2015). OCB has also been studied in the context of five dimensions as (i) humanity, helping others voluntarily, (ii) courtesy, giving respect & attention (iii) courage, being tolerant to grievances & inconveniences at the workplace (iv) mindfulness, showing optimism (v) CSR, working for nonprofits sponsored by the organization (Tambe, 2014). Employees with OCB occasionally demonstrate good working relationships Oh, Chen, and Sun (2015), are more adaptable & contribute efficiently & effectively with innovative work behavior towards their organization (Bell & Menguc, 2002).

This extra role behavior entirely depends on employee's personal preferences for non-monetary benefits like self-satisfaction, social acceptance & motivation depending on their role & job position (Lau, McLean, Lien, & Hsu, 2016).

2.4 Innovative Work Behavior

Innovation means the application of a novel idea & or a creative thought & Innovative work behavior refers to an intentional process of launching those novel & useful ideas into work for new products, processes & services to create value (De Jong & Den Hartog, 2010; Janssen, 2000). Employee's innovative behavior is more flourished in organizations with virtuous & encouraging environment displaying interactive relationship amongst the staff at all levels (Saeed, Afsar, Cheema, & Javed, 2019), employees having a high quality of mutual relationship are considered to be more innovative as compared to others (Volmer, Spurk, & Niessen, 2012).

Nazir, Shafi, Atif, Qun, and Abdullah (2019) acclaimed that workers who are emotionally attached to their companies exhibit innovative behavior and are prone to generate novel solutions at their workplace. Largely it is believed that employees who do not show emotional affection to their organizations may hinder the information creation, novelty, and organizational transformation processes (Parish, Cadwallader, & Busch, 2008).

Innovative behavior is measured as employees' course of action from problem recognition to its solution and abridging these solutions (Carmeli, Meitar, & Weisberg, 2006). Employees with a higher Core self-evaluation (CSE) are being able to meet personal challenges strengthened with psychological capital have positive work attitudes & behaviors (Joo & Jo, 2017; Kim, Liden, Kim, & Lee, 2015). Innovative work behavior is thought to be a dicey activity, so it is demonstrated particularly by the employees having an affective commitment to their organizations (Xerri & Brunetto, 2013).

2.5 Narcissism

Most of the literature on Narcissism treats it to be a personality trait like erotic & obsessive personalities (Aabo & Eriksen, 2018). Others have taken narcissism being a personality disorder as narcissistic persons reportedly have an inflated sense of their importance, always looking for self-admiration with a lack of empathy (Kohut, 2013). Chatterjee and Hambrick (2007) have defined Narcissism as a "coherent but multifaceted personality dimension that can be defined, again, as the degree to which an individual has an inflated sense of self and is preoccupied with having that self-view continually reinforced" (Ashyrov, 2019).

Narcissists crave their popularity, importance & prestige over others to gain self-esteem (Campbell, 1999). Their personality reflects arrogance but for themselves, they have a feeling of guilt (Rosenthal & Pittinsky, 2006). Having insubstantial self-esteem knowing how well they are performing & how sympathetically others regard them this situation keep them in an endless need for attention & appreciation (Baumeister & Vohs, 2001).

2.6 Green Human Resource Management and Knowledge Sharing Behavior

Frey (1993) resembled knowledge sharing behavior with other extra-role / charitable behaviors, like abetting, OCB & several socially accepted behaviors. The outcome of earlier studies on knowledge sharing behavior has highlighted that KSB cannot be enforced on employees rather it's voluntary (Brock, Zmud, Kim, & Lee, 2005). There are numerous individual, organizational & technological factors including lack of social network, trust, leadership, apposite compensation system, collaboration & proper training & development opportunities which affect employee knowledge sharing behavior (Riege, 2005).

Studies have explored two different judgments on knowledge sharing behavior. Matzler, Renzl, Müller, Herting, and Mooradian (2008) have emphasized an individual's personality while rest have focused on explicit organizational involvements to be instrumental in

promoting knowledge sharing behavior (Cabrera, Collins, & Salgado, 2006; Levine, Higgins, & Choi, 2000). Chen and Huang (2009) have designated HRM practices as the principal resource for organizations to manage the expertise, mindset, and conduct of people. Which has been further concluded by (Currie & Kerrin, 2003; Edvardsson, 2008; Minbaeva, Foss, & Snell, 2009) that HRM practices possibly can help workers in immersion, transmission, distribution, and construction of knowledge.

It has been proved that HR practices initiate positive exchange relationships between employees and organizations by satisfying employees' needs. For example, When organizations prioritize & promote their environmental perspective, they simultaneously apprise employees of their importance to the organization (Rangarajan & Rahm, 2011).

H1: Green Human Resource Management is positively related to Employee Knowledge Sharing Behavior.

2.7 Green Human Resource Management and Organizational Citizenship Behavior

OCB being a dimension of extra-role behaviors is voluntarily displayed by the employees at the workplace as virtuous members of the institution (Tambe, 2014). The organ has listed OCB as vigorous for the existence of the organization, it is purposeful for the institution despite having not formally called for & rewarded (Smith, Organ, & Near, 1983). As per Organ (1988) behaviors like OCB are displayed by the employees with a firm commitment to the organization & reflects reliability, innovation, & supportive attitudes having no intolerable actions.

Behaviors like OCB are inspirational, inherent & are based on an individual's accomplishments, capabilities & affiliations (Organ, 1988). Employees displaying OCB are proactive, always willing to help others voluntarily, loyal to the organization, keen to learn & contribute to the organization beyond what is required to be observed (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organizational staff who identifies fairness and impartiality in assignments & institutional practices are more committed & exhibit organizational citizenship behavior (Lau et al., 2016).

Organizational commitment has a positive relationship with OCB (Feather & Rauter, 2004; Felfe & Yan, 2009). Rodríguez Rosa (2003) has stated affective commitment as the sturdiest indicator of organizational citizenship behavior. It is, therefore, proved that Organizations demonstrating best HR practices fascinate & keep a dedicated workforce with the insight of justice & gratification at the workplace showing a great deal of OCB (Mousa & Othman, 2020; Zayas-Ortiz et al., 2015).

H2: Green Human Resource Management is positively related to organizational citizenship behavior.

2.8 Green Human Resource Management and Innovative Work Behavior

To maintain position & sustainability in a vibrant business environment employee innovative work behavior is a prerequisite for the organizations (Herrmann & Felfe, 2013). Innovative work behavior refers to instigation, deliberate introduction & application of the ideas having originality and value denoting employee behaviors vis-a-vis policies, procedures, products & services (De Jong & Den Hartog, 2010). Scozzi, Garavelli, and Crowston (2005) have treated IWB as an effective & efficient way to manage issues/problems.

IWB at the workplace is accelerated through employee's intuition & knowledge & their affective commitment to the institution (Åmo, 2006; Jafri, 2010). In their study, Xerri and Brunetto (2013) have stated that innovative work behavior should be promoted in the surroundings where the people are dedicated/committed to their firms, practicing extra-role behavior and cooperation (knowledge sharing) & it is anticipated that IWB entails employees

commitment, further their study has proved that employees affective commitment has a significant & positive relationship with IWB.

H3: Green Human Resource Management is positively related to innovative work behavior.

2.9 Moderating Role of Narcissism on Green Human Resource Management to Knowledge Sharing Behavior Relationship

Narcissism is defined as a characteristic of personality comprising an overblown insight of pomposity, supremacy, and triumph (Blair, Hoffman, & Helland, 2008). Narcissistic people perceive them as more conversant and accomplished over others (Rhodewalt & Morf, 1995). Besides, Raskin, Novacek, and Hogan (1991) state that narcissists are vulnerable to competitiveness and are convinced that they are virtuous to govern individuals as well as circumstances.

Paulhus and Williams (2002) have included narcissism into the dark triad of personality traits and regarded narcissistic persons to be communally wicked characters having interactive tendencies approaching self-aggrandizement, taciturnity, deception, and fierceness. Narcissists are impetuous with truncated compassion and do not hold themselves accountable for abusing others. People with excessive attributes of any dimension of the dark triad are incredulous of customs of mutuality, and displays to be egotistic, heartless, inimical with immoral conduct toward the organizations and colleagues (Forsyth, Banks, & McDaniel, 2012; Harrison, Summers, & Mennecke, 2018).

Narcissism was sturdily associated with a reorganized battering tactic. This is for the reason that narcissists lean-to flaunt and treat their selves being more capable than others (Grijalva & Harms, 2014), therefore, to maintain their dominance, they are reluctant to divulge/share knowledge with coworkers believing them to be not obliged to know.

The presence of employees with Narcissistic behaviors will affect feelings, atmosphere & relationships at the workplace. A study conducted by Grijalva and Newman (2015) has shown the negative impact of narcissism on knowledge sharing, therefore we anticipate that narcissism will moderate the relationship of Green HRM to Knowledge Sharing Behavior.

H4: Narcissism will moderate the relationship between Green Human Resource Management and Knowledge Sharing Behavior.

2.10 Moderating Role of Narcissism on Green Human Resource Management to Organizational Citizenship Behavior Relationship

Narcissists foster an unflinching belief in being unconditionally self-reliant for the fulfillment of all individual needs, wants, and aspirations. Behavior and response patterns are largely based on the intrinsic credence that any reliance on external devotion and allegiances is unrealistic and untenable (De Vries & Miller, 1985; Rosenthal & Pittinsky, 2006).

Although intrinsically marred with constant feelings of despondency, desolation, sorrow, and loneliness, narcissists always project a garb of independence and self-sufficiency. Hence to shield and offset these internal dispositions, they become obsessed with demonstrating their appropriateness, capability, potential, and superior stature. Similarly, they aspire and demand others to understand, regard, and recognize this superiority and act, accordingly, always keeping their needs above anything else. Over time, this upper handed approach and deceitful nature become a cornerstone of all their societal interactions, affirming the 'I vs the rest' dichotomy. Their stature is rigid and unchallengeable, and others are bound to submit, accept and adapt, accordingly (De Vries & Miller, 1985).

OCBs are practically separate from the working process, surrounding performances that help organizational operations by way of indirect participation in procedural fundamentals and are voluntary and usually not included in the prescribed appraisal/reward management process

(Hoffman, Blair, Meriac, & Woehr, 2007). According to the studies on social-personality psychology — narcissism is inversely associated with (a) amicability, (b) inclination to modify self-magnifying conduct within close circles, (c) allegiance, and is certain to interactive deceitfulness Campbell, Brunell, and Finkel (2006), judiciously depicting that narcissism would be unfavorably linked to OCBs.

H5: *Narcissism will moderate the relationship between Green Human Resource Management and Organizational Citizenship Behavior.*

2.11 Moderating Role of Narcissism on Green Human Resource Management to Innovative Work Behavior Relationship

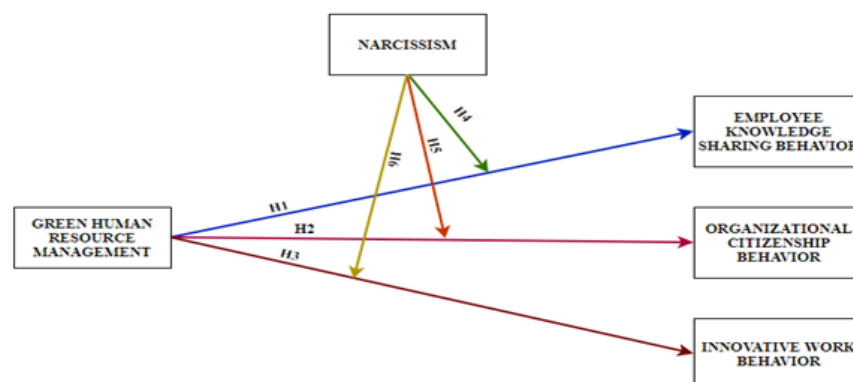
A workers' innovatory contribution, or the deliberate inception, elevation, and comprehension of novel concepts in her / his exclusive job description, cluster, or organization are indispensable in a modern-day work environment (Janssen, 2001). Organizations expect employee's superfluous performance for their survival in the age of globalization and ecological vagueness, pursuing innovative behavior (Janssen, 2001).

(Scozzi et al., 2005) in their study treated employees innovative work behavior mandatory for the evolution of competency and efficacy to resolve complex issues at the workplace. Thompson and Heron (2006) hypothesized that employee's sentimental attachment with the organization influences their inclination towards innovation and knowledge sharing, following earlier studies that were based on the notion that innovative work behavior entails employee's commitment to the organization.

Creativity is thought to be the preliminary stage and a dimension of novelty (West, 2002). Narcissists are fascinated by creative professions (Jonason, Wee, Li, & Jackson, 2014), but they are truly not as inventive as empathy are, however they ponder to be ingenious (Furnham, Hughes, & Marshall, 2013; Goncalo, Flynn, & Kim, 2010). Besides, narcissists are also proficient at coaxing others to acquiesce (Watts et al., 2013), advocating that they are apposite at provoking optimistic insights of their capabilities in preferment of innovative ideas being another dimension of innovative behaviors.

H6: *Narcissism will moderate the relationship between Green Human Resource Management and Innovative Work Behavior.*

Figure 1. Research Model



3. Methodology

3.1 Sample and Data Collection Procedures

The study is destined to explore the impact of Green human resource practices on employees' extra-role behavior examining the moderating role of Narcissism on the relationships between GHRM to KSB, OCB, and IWB in a public sector organization of Pakistan.

Employee's roles and behavior are influenced by the organization's HRM practices, which reportedly are not being followed religiously in developing countries like Pakistan especially in public sector organizations. A questionnaire survey was used to collect the data with convenience sampling a non-probability sampling technique. More than 400 questionnaires were distributed in the University of Agriculture, Faisalabad including its three sub-campuses (Toba Tek Singh, Depalpur, Okara, and Burewala) amongst the employees working in different faculties/departments at various hierarchical levels. A cover letter was attached to the questionnaire to explain the purpose, confidentiality measures & scope of the study to the respondents, also assured them of the strictest confidentiality of responses, declaring that participation was voluntary. For the distribution of questionnaires, both the approaches (self-administered & courier/postal services) were applied.

Due consideration was given to comply with the basic principles & ethics of research by way of maintaining the confidentiality of data, physical & psychological protection of the subjects (Blanck, Bellack, Rosnow, Rotheram-Borus, & Schooler, 1992).

A total of 375 questionnaires complete in all respects were taken for data analysis. The demographic data was represented by 71.7% of male and 28.3% of female respondents. In the age distribution category, 9.6% of respondents were between the age group of 21-30 years; 49.9% between 31-40 years; 32.3% between 41-50 years, and 8.3% were 51 years and above. Designation distribution data represented that 5.9% of the respondents were professors, 25.6% Associate Professors, 41.1% is the highest number of respondents were Assistant Professors, and the rest 27.5% being the Lecturers. As regards Qualification Only 0.8% of respondents were holding a bachelor's degree, 2.7% held Masters, 29.6% were having MS / M Phil degrees, and 66.9% being the highest percentage of respondents hold a Ph. d degree. While work experience data showed that 34.7% of the persons were having job experience ranging from (1-10) years. 40.3% were having job experience between (11-20) years, 21.3% were having work experience ranging from (21-30) years and only 3.7% of respondents were having work experience of 31 years and above.

3.2 Construct Measurement Scales

Data was collected through a closed-ended questionnaire which has been adopted from diverse sources. We distributed around 420 questionnaires however 375 out of received/collected were found complete in all respect and appropriate for the study and used for the analysis of data.

3.2.1 Green Human Resource Management (GHRM)

To measure the perceptions of the GHRM scale was adopted from the study of Tang et al. (2018) which was later on modified by Ren, Tang, and Jackson (2018). The scale comprises 19 items measuring different dimensions of GHRM e.g. "We attract green job candidates who use green criteria to select organizations" (green recruitment and selection) and "Our company has a clear developmental vision to guide the employees' actions in the environment management" (employee/organizational development) etc. A 5-point Likert scale, from 1 = Strongly disagree to 5 = Strongly agree was used to record the responses.

3.2.2 Narcissism (NAR)

We adopted a shorter version of Murray's narcissism 20-item scale Murray (1938). Further used & Validated by (Crowe et al., 2018). This version of the scale comprises 12 items measuring different aspects of Narcissistic behavior like "I dislike sharing the credit of an achievement with others" and "I have great faith in my ideas and my initiative" etc. We used a five-point Likert scale from 1 to 5 (1 strongly disagree to 5 strongly agree).

3.2.3 Knowledge Sharing Behavior (KSB)

For the judgment of Knowledge sharing behavior, we adopted a 14 item scale (Van den Hooff & de Leeuw van Weenen, 2004) later on used & validated by Andrawina and Govindaraju (2008). These items covered the two way (knowledge giving and knowledge taking) process of knowledge sharing in an organizational environment and included "When I've learned something new, I tell my colleagues in my department about it" and "Colleagues outside of my department tell me what they know when I ask them about it" etc. A Five-point Likert scale was used to measure each item from 1 (strongly disagree) to 5 (strongly agree).

3.2.4 Organizational Citizenship Behavior (OCB)

To measure the organizational citizenship behavior (OCB) a 24 item scale has been adopted from the study of (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) which was later on applied & validated by (Murtaza et al., 2016). This set of 24 supervisor rated items included positive and negative aspects of employee behaviors like "Obeys company rules and regulations even when no one is watching" and "Always focuses on what's wrong, rather than the positive side" etc. A five-point Likert scale from 1-5 was used as (1 = Strongly disagree) to (5 = strongly agree).

3.2.5 Innovative Work Behavior (IWB)

Innovative work behavior scale has been adopted from the study of (Scott & Bruce, 1994) who developed this 6 item scale specifically for their study from the work of (Kanter, 1988). These supervisor rated items covered the characteristic of innovation by including items like "Searches out new technologies, processes, techniques, and/or product ideas" and "Is innovative" etc. A five-point Likert scale was used for the measurement purposes as 1-5 (1 strongly disagree) to (5 Strongly agree).

4. Results

4.1 Reliability and Validity

The concept of reliability is referred to as internal consistency amongst the items in a way that they give similar scores while testing a construct over many times. We conducted a reliability test of the study using Cronbach's alpha. Cronbach (1951) have prescribed a range of Cronbach alpha from 0 to 1 as significant. A value of Cronbach Alpha above .70 is considered to be consistent and reliable (Nunnally, 1994). Table 4.1 exhibits the values of Cronbach of the scales used in the study above the prescribed verge.

Table 1. Scale Reliability

| Variable | Cronbach alpha | Items |
|-------------------------------------|----------------|-------|
| Green Human Resource Management | .946 | 19 |
| Narcissism | .937 | 12 |
| Knowledge Sharing Behavior | .929 | 14 |
| Organizational Citizenship Behavior | .972 | 24 |
| Innovative Work Behavior | .933 | 6 |

In this study, the internal reliability and validity of the variables are validated by exploring the standards of Composite Reliability (CR) and the average variance extracted (AVE). In this context, a cut-off criterion of $CR > 0.70$ is considered good for the reliability of the construct (Bagozzi & Yi, 1988). Based on Fornell and Larcker (1981) validity determination criterion to establish Convergent validity is when a degree of a construct estimates Average Variance Extracted (AVE) value of 0.50 or higher i.e. $AVE > 0.50$. Here AVE is derived by squaring the factor loadings of each item, adding these scores for all the five variables, and then dividing them with the number of items of each variable. The values of CR and AVE of all the constructs of this study are meeting the given standards as shown in Table 4.2 with CR

values ranging from 0.927 to 0.974 which are greater than the desired threshold of 0.70 for establishing Composite Reliability (Bagozzi & Yi, 1988). Similarly, the resulting average of AVE for each measurement range from 0.503 to 0.700 sufficient for the requirement of Convergent Validity.

Table 2. Construct Validity

| Variables | CR | AVE | MSV | Maxx(H) |
|-------------|-------|-------|-------|---------|
| GHRM | 0.951 | 0.536 | 0.532 | 0.969 |
| NAR | 0.945 | 0.629 | 0.201 | 0.967 |
| KSB | 0.927 | 0.503 | 0.284 | 0.962 |
| OCB | 0.974 | 0.616 | 0.532 | 0.980 |
| IWB | 0.933 | 0.700 | 0.263 | 0.934 |

N=375: Where CR = Composite Reliability, AVE = Average Variance Extracted, MSV = Max. Shared Variance

GHRM = Green Human Resource Management, NAR = Narcissism,

KSB = Knowledge Sharing Behavior, OCB = Organizational Citizenship Behavior,

IWB = Innovative Work Behavior

*p < .05. **p < .01. ***p < .001.

Discriminant validity is proved when the average variance shared between a scale and its measures are greater than the variance shared between the scales and other scales in the hypothesized model (Fornell & Larcker, 1981). The standard to establish discriminant validity of a construct is $MSV < AVE / ASV < AVE$, the AVE of a latent variable should be higher than the squared correlations between the latent variable and all other variables. Values of our constructs against Maximum Shared Variance (MSV) shown in Table 4.2 range between 0.201 to 0.532 i.e. $MSV < AVE$ of all constructs indicating that discriminant validity is established.

4.2 Testing Main Effect of Hypotheses

Table 4.3, 4.3.1 and 4.3.2 interprets the linear regression analysis to test hypothesis 1, 2 and 3. We used GHRM as being an independent variable followed by dependent variable KSB, OCB, and IWB the results showed a positive relationship between the variables and significantly supported hypotheses 1,2, and 3.

Table 3. Model Summary

| Model 1 | R | R ² | Adjusted R Square | Std. The error of the Estimate |
|----------|-------------------|----------------|-------------------|--------------------------------|
| A | .489 ^a | .239 | .237 | .567 |
| B | .719 ^a | .517 | .516 | .582 |
| C | .276 ^a | .076 | .074 | .949 |

Predictors: (Constant), GHRM

(A) Dependent Variable: Knowledge Sharing Behavior KSB, (B)

Dependent Variable: Organizational Citizenship Behavior OCB, (C)

Dependent Variable: Innovative Work Behavior IWB

Output Table 4.3 shows the model summary and overall fit statistics. Here we see the adjusted R squared = .237 with R squared = .239, adjusted R squared = .516 with R squared = .517 and adjusted R squared = .074 with R squared = .076 against independent variables KSB, OCB and IWB respectively showing that the linear regression explains a 23.9%, 51.7% and 7.6% variance in the data.

Table 4.3.1 is about the F-Test. The linear regression's F-Test has the null hypothesis i.e. there is no linear relationship between the two variables or (what we say R squared = 0). Here

$F = 116.970$ with 374 degrees of freedom and $p < .000$, $F = 398.973$ with 374 degrees of freedom and $p < .000$ and $F = 30.834$ with 374 degrees of freedom and $p < .000$ against dependent variables KSB, OCB, and IWB respectively demonstrating that test is highly significant and indicating the existence of a linear relationship between the variables of our model.

Table 4. ANOVA

| | Sum of Squares | Mean Square | F | Sig. |
|---|----------------|-------------|---------|-------------------|
| A | 37.621 | 37.621 | 116.970 | .000 ^b |
| B | 135.055 | 135.055 | 398.973 | .000 ^b |
| C | 27.796 | 27.796 | 30.834 | .000 ^b |

Predictors: (Constant), GHRM

(A) Dependent Variable: Knowledge Sharing Behavior KSB,

(B) Dependent Variable: Organizational Citizenship Behavior OCB,

(C)- Dependent Variable: Innovative Work Behavior IWB

Table 5. Regression Outcomes

| Predictor | KSB | | | OCB | | | IWB | | |
|-----------|---------|----------------|--------------|---------|----------------|--------------|---------|----------------|--------------|
| GHRM | β | R ² | ΔR^2 | β | R ² | ΔR^2 | β | R ² | ΔR^2 |
| | .463 | .239 | .237 | .877 | .517 | .516 | .398 | .076 | .074 |
| | P<.001 | | P<.001 | P<.001 | | P<.001 | P<.001 | | P<.001 |

N = 375, Dependent Variables: KSB, OCB and IWB, $p < .001$

Table 4.3.2 presents regression coefficients, the intercepts, and the significance of all the coefficients and the intercepts in the model. Results of regression analysis perceptibly revealed that there is a positive and significant relationship prevailing between Green Human Resource Management and Knowledge Sharing Behavior (H_1), Green Human Resource Management and Organizational Citizenship Behavior (H_2), and Green Human Resource Management and Innovative Work Behavior (H_3).

GHRM was positively related to KSB ($\beta = .463$, $R^2 = .239$ with $p < .001$) The value of R^2 reflects the coefficient of determination whereas β coefficient value shows the rate of change representing that 1 unit change in GHRM leads to .463 unit change KSB and a p-value of .001 indicates that the relationship is highly significant. Therefore hypothesis 1 is endorsed.

The regression results of GHRM to OCB reveals a positive relationship ($\beta = .877$, $R^2 = .517$ and $p < .001$), here β coefficient shows that with 1 unit change in GHRM there is a change of .877 units in OCB with $p < .001$ reflecting a significant relationship between the variables. Hypothesis 2 also stands accepted.

Regression analysis of relationship between GHRM and IWB were also positive where ($\beta = .398$, $R^2 = .076$, $p < .001$) in this result β coefficient presents a change of .398 units in IWB resulting from 1 unit change in GHRM significantly as $p < .001$). Therefore hypothesis 3 is accepted.

4.3 Moderating effect of NAR on the relationship of GHRM to KSB

In order to test the moderation analysis process Macro (Hayes, 2009) Model 1 was run through SPSS version 20,

As shown in table 4.4 and 4.4.1 below interactions:

Overall model: $F(3,371) = 72.91$, $p < .001$, $R^2 = .37$

Predictors: Narcissism $\beta = .60$, $t = 5.03$, $p < .001$ – Significant.

GHRM $\beta = 1.15$, $t = 10.25$, $p < .001$ – Significant.

Interaction $\beta = -.24$, $t = -6.53$, $p < .001$ - Significant, X*Y relationship has negatively moderated therefore, H₄ is accepted.

Table 6. Moderation effect of NAR on GHRM and KSB

| R | R ² | MSE | F | df1 | df2 | p |
|----------|----------------|-----|-------|------|--------|------|
| .61 | .37 | .27 | 72.91 | 3.00 | 371.00 | .00 |
| Model | coeff | se | t | p | LLCI | ULCI |
| Constant | -.09 | .36 | -.26 | .80 | -.79 | .61 |
| NAR_M | .60 | .12 | 5.03 | .00 | .36 | .83 |
| GHRM_M | 1.15 | .11 | 10.25 | .00 | .93 | 1.37 |
| Int_1 | -.24 | .04 | -6.53 | .00 | -.31 | -.17 |

The above relationship is significant as the value of LLCI is -.31 and ULCI is -.17, and the value zero doesn't fall between both limits.

4.4 Moderating effect of NAR on the relationship of GHRM to OCB

Overall model: $F(3,371) = 186.79$, $p < .001$, $R^2 = .60$

Predictors: Narcissism $\beta = .30$, $t = 2.50$, $p < .01$ – Significant.

GHRM $\beta = 1.34$, $t = 11.73$, $p < .001$ - Significant.

Interaction $\beta = -.16$, $t = -4.35$, $p < .001$ - Significant, X*Y relationship is moderated therefore, the results conclude that NAR significantly and negatively moderates the relationship between GHRM and OCB and H₅ is accepted.

Table 7. Moderation effect of NAR on GHRM and OCB

| R | R ² | MSE | F | df1 | df2 | p |
|----------|----------------|-----|--------|------|--------|------|
| .78 | .60 | .28 | 186.79 | 3.00 | 371.00 | .00 |
| Model | coeff | SE | t | p | LLCI | ULCI |
| Constant | -.47 | .36 | -1.29 | .20 | -1.19 | .25 |
| NAR_M | .30 | .12 | 2.50 | .01 | .06 | .54 |
| GHRM_M | 1.34 | .11 | 11.73 | .00 | 1.12 | 1.57 |
| Int_1 | -.16 | .04 | -4.35 | .00 | -.24 | -.09 |

Above relationship is significant as the value of LLCI is -.24 and ULCI is -.09, and the value zero doesn't fall between both limits.

4.5 Moderating effect of NAR on the relationship of GHRM to IWB

Overall model: $F(3,371) = 49.91$, $p < .001$, $R^2 = .29$

Predictors: Narcissism $\beta = -.02$, $t = -.11$, $p > .05$ – Significant.

GHRM $\beta = .78$, $t = 4.30$, $p < .001$ - Significant.

Table 8. Moderation effect of NAR on GHRM and IWB

| R | R ² | MSE | F | df1 | df2 | p |
|----------|----------------|-----|-------|------|--------|------|
| .54 | .29 | .70 | 49.91 | 3.00 | 371.00 | .00 |
| Model | coeff | SE | t | p | LLCI | ULCI |
| Constant | 2.21 | .58 | 3.83 | .00 | 1.07 | 3.34 |
| NAR_M | -.02 | .19 | -.11 | .91 | .36 | .36 |
| GHRM_M | .78 | .18 | 4.30 | .00 | 1.13 | 1.13 |
| Int_1 | -.13 | .06 | -2.24 | .03 | -.25 | -.02 |

The above relationship is significant as the value of LLCI is -.25 and ULCI is -.02, and the value zero doesn't fall between both limits.

Either Interaction $\beta = -.13$, $t = -2.24$, $p < .05$ – Significantly moderating but results show that NAR has an insignificant impact on this relationship between GHRM and IWB therefore H_6 is not supported.

5. Discussion

The concept of GHRM was advocated primarily to measure the pledge of different organizations towards environment and sustainability looking forward to exploring its link with the employee motivation and desire to attain green objectives (Chaudhary, 2020). The progressive review of existing literature on GHRM leads us to the study of Dumont et al. (2017) which established a direction for us to explore the relationship of GHRM with work outcomes, attitudes, and behaviors with the suppleness to examine these relationships individually and under influence of some unique moderators/mediators. So, we envisioned investigating how Green Human Resource Management practices influence employee's extra-role behaviors including KSB, OCB, and IWB, and to examine the Moderating role of Narcissism on these relationships.

Western community is considered far more apprehensive about their work environment as compared to the developing countries. Lack of knowledge and anonymity usually are steeplechases on the way of GHRM (Jackson & Seo, 2010). The perception of GHRM practices is not generally accredited and revealed in emerging nations like Pakistan particularly in the organizations operating in the public sector.

Our findings correspond to the conclusions of earlier studies of Yen et al. (2013) and Carmeli (2005); Turker (2009) according to which employees affiliated with organizations' ecofriendly (green) programs and integrated with their principles and values are more committed and connected to the organization. This act of organizational commitment is a source of acceleration of employee's extra-role behavior Shen and Benson (2016), it provokes employees' philanthropic behavior O'Reilly and Chatman (1986) and Balfour and Wechsler (1996) established the existence of a correlation between organizational commitment and employees' behavior.

In the same way, our findings on the moderating role of narcissism also got supported by the outcomes of the former studies on the subject. Narcissistic people often pose and believe themselves to be more proficient than others and prefer to uphold their ascendancy by concealing knowledge trusting that co-workers need not be obliged (Grijalva & Newman, 2015). Campbell et al. (2006) described narcissism in a contrariwise relation with sociability, authenticity, reluctance to compromise self-magnifying behavior, and convincingly concerted dishonesty portraying their disapproving alliance with OCBs. They are truly not creative but deliberate to be clever Goncalo et al. (2010), yet talented at wheedling others to comply (Watts et al., 2013).

We assumed that GHRM is positively related to KSB and results demonstrated that GHRM has a significant positive relationship with KSB and supported H_1 . Bock et al. (2005) have declared KSB as a philanthropic act. HRM practices are the foundation for organizations to realize employees' proficiency, attitude, and behaviors (Chen & Huang, 2009). According to Edvardsson (2008); Minbaeva et al. (2009) HRM practices support the knowledge management process.

H_2 narrates as GHRM is positively related to OCB. Kim, Kim, Choi, and Phetvaroon (2019) resolved that workers' affiliation to atmospheric protection increases their involvement in company's ecological (green management) activities including GHRM practices. Balfour and Wechsler (1996); Carmeli (2005) found an association between and Feather and Rauter (2004); Felfe and Yan (2009) found a constructive relationship between Organizational

pledge and OCB. Our results institute a strong linkage with findings of earlier studies as GHRM demonstrated a significant positive relationship with OCB and H_2 stands accepted. It was proposed that GHRM is positively related to IWB in H_3 . IWB has to be encouraged in an environment where employees demonstrate collaborative and extra-role behaviors and are more committed to the organization Xerri and Brunetto (2013), their study has endorsed that there is a significant positive relationship between organizational loyalty and innovative work behavior. Our findings are aligned with earlier studies and H_3 is accepted as well. In Hypotheses 4, 5, and 6 moderating effects of NAR were tested between the relationships of GHRM to KSB, GHRM to OCB, and GHRM to IWB.

People with Narcissistic behavior distinguish themselves as more up-to-date and proficient from others (Rhodewalt & Morf, 1995). Raskin et al. (1991) describes Narcissists as prone to aggression and to be certain that they are righteous to rule people and state of affairs. Employees with disproportionate characteristics of any dimension of the dark triad are dubious to empathy and tend to be narcissistic, callous, and hostile with dissolute behavior towards the organizations and coworkers (Forsyth et al., 2012; Harrison et al., 2018). The act of upholding their supremacy disinclines them to reveal knowledge at the workplace with colleagues bearing in mind that they are not indebted to know (Grijalva & Harms, 2014). Narcissistic behavior adversely affects the employee's emotions, work environment, and association Grijalva and Newman (2015) and therefore impact negatively on KSB advocating our anticipation that NAR will moderate the relationship between GHRM and KSB, and our findings endorsed H_4 .

Narcissism is contrariwise linked to friendliness, predisposition to amend self-aggravating behavior inside the social circles, faithfulness, and firmly to collaborative treachery and apparently would be negatively associated to OCBs "social-personality psychology" (Campbell et al., 2006). Our results proved that Narcissism significantly moderated the relationship between GHRM to OCB and confirmed H_5 .

Inventiveness is believed to be a primary phase and a feature of innovation (West, 2002). People with Narcissists behaviors are engrossed in imaginative careers Jonason et al. (2014), but genuinely they are not as resourceful as sensitive people are, yet they deliberate to be clever (Furnham et al., 2013; Goncalo et al., 2010). They are also talented at cajoling others to comply Watts et al. (2013) supporting themselves being suitable at evoking animated perceptions of their skills in promoting novel ideas. Though our findings display a significant moderation, results show that NAR has an insignificant impact on this relationship between GHRM and IWB therefore H_6 is not supported.

5.1 Theoretical and Practical Implications of the Study

Our study contributed to the literature by equipping it with the scope of GHRM practices for instigating green vision, besides its constructive outcome of developing employee commitment to the organization. The human component needs to have a larger consideration in the ecological management model, as there has been growing theoretical consideration for GHRM (Daily & Huang, 2001). Another contribution of this study is to the human resource management literature is its inadvertent constructive effect of GHRM on employee workplace outcomes including their attitude and behaviors which earlier had an infrequent exposure.

This study established that GHRM affects employees' non-green / extra-role behaviors which are voluntary through a communal, emotional, and motivational process purely linked to their personal preferences like complacency and social acceptance. Bowen and Ostroff (2004) have claimed that having virtuous human resource practices is not adequate until those are not suitably executed. Research should be focused on distinct acuties of HRM practices as they replicate employee's involvement instead of professed organizational intents in the

execution of GHRM practices (Gerhart, Wright, MC Mahan, & Snell, 2000; Guest, 2011; Nishii, Lepak, & Schneider, 2008).

There are substantial managerial implications in this study. In organizations demonstrating effective GHRM practices employees are found more committed which results in optimistic workplace attitudes and behaviors. Shen, Dumont, and Deng (2018) explored that employees are inclined to the organizations that have been involved in green activities and also have implemented the GHRM to accomplish green objectives.

For effective integration of HRM practices into GHRM practices and for pursuing ecological and sustainability-oriented programs, managers should adopt GHRM practices efficaciously to realize organizations' green objectives and also to provoke positive workplace outcomes in employees in a comprehensive manner. Managers should arrange green realigning for the employees which will help them align with organizational policies, practices & objectives. An effective system of training & development will not only improve employees' green behavior & attitudes but will also enhance their green reasoning. This will not only help organizations to achieve their objectives but will also enhance employees' sense of ownership and affective commitment to the organization. Studies have established that organizations demonstrating green management practices captivate employees and they portray enthusiasm, commitment, perception of impartiality & satisfaction at the workplace this develops in them strong allegiance and turns into an emotional relationship.

5.2 Limitations and Future Research Directions

This study has quite a few limitations that need to be addressed. First, we used single-organizational data, which means that this study does not qualify for multilevel analyses to fragment avoidable distinguished contextual effects. Limitations of our study also included lack of green culture and literature, cooperation, time constraints, and eccentricity among professionals about the topic. The study also found quite high reliabilities of OCB.

The sample was taken from a public sector educational institution and its sub-campuses, data was collected using convenience sampling method, and results of the study cannot be generalized therefore, this study should be expanded to multiple organizations and other areas of the country.

Second, this study used cross-sectional data and results may not apprehend the in-depth influence of GHRM practices on employee attitudes and behavior at the workplace, moreover, there are chances of common method bias as well. This issue can be addressed by collecting longitudinal data and exploring the effect of GHRM interventions. Survey studies should be taken cautiously.

Further, this could have deprived researchers of capturing the outcome of GHRM practices on employees' behavior and attitudes, therefore, it is proposed that for future studies to collect longitudinal data so the effects of GHRM intrusions be explored. This study was conducted in a public sector educational institution, we consider that employees working in different organizations either in the private sector and/or multinationals may have a different perception of GHRM, so their responses will also differ accordingly. In the future, therefore, opting a cross-cultural or national context will increase the generalizability of the findings.

We suggest that future research should examine the moderating role of some distinctive variables like (Organizational identification, Machiavellianism, Employee personal values) in a theoretical framework and observe how they reinforce or deteriorate the influence of GHRM on employee workplace outcomes, as well as discover the relationship of GHRM with other predicted variables.

Based on our observation regarding lack of understanding of the perception of GHRM amongst the employees we recommend that future researchers may replicate our model studying the impact of dimensions of GHRM including green recruitment and selection,

green training, green performance management, green pay, and green involvement individually. So that the organizations may prudently deliberate the benefits of capitalizing on GHRM practices which can not only improve employees' ecological behaviors but will also increase their reputability and competitiveness.

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