

An Empirical Examination of Promoting Employees' Green Behavioural Intention Through Green HRM Practices

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Abstract

Purpose: This study investigates the relationship between Green Human Resource Management (GHRM) practices and perceived usefulness among employees in higher education institutions, with a particular focus on the mediating role of green behavioural intention. Grounded in the Technology Acceptance Model (TAM), the Theory of Planned Behaviour (TPB), and the Theory of Reasoned Action (TRA), this research employs a quantitative methodology to empirically examine the proposed relationships. Data were collected through a structured questionnaire administered to employees in both public and private higher education institutions in India. The study utilized a stratified random sampling technique, yielding a final sample size of 244 respondents.

To ensure the robustness of the measurement instrument, the study adapted validated constructs from existing literature. A pilot survey was conducted with 30 participants to assess the reliability and validity of the questionnaire. Reliability was confirmed through Cronbach's alpha, while construct validity was examined via confirmatory factor analysis (CFA). Hypothesis testing was performed using Structural Equation Modelling (SEM).

The findings reveal that GHRM practices positively influence employees' perceptions of ease of use and usefulness, which, in turn, foster green behavioural intention. Moreover, the results underscore the role of GHRM in enhancing employees' environmental awareness, competencies, and overall productivity, thereby facilitating the integration of sustainable practices within higher education institutions. These findings contribute to the growing discourse on sustainability-oriented HRM practices and provide practical implications for fostering environmentally responsible behaviours in organizational settings.

Keywords: Green Human Resource Management (GHRM), Higher Education Institutions, Green Behavioural Intention, Environmental Sustainability

1. Introduction

Research on GHRMP has grown substantially over the past 20 years (Shah et al., 2023) and provides important insights on green employee behaviour in response to changes in environmental, social conditions and economic at the workplace (Anwar et al., 2020). Higher education as a context is appropriately important for research as HR scholars routinely attempt to explore GHRM initiatives in employee behaviour as well as embed it in people's behaviour (Yong et al., 2019; Fawhinmi et al., 2020; Shah et al., 2024).

Past studies proved that GHRMP adopted by all the industries like tourism, hospitality (Luu, 2017), information (Ojo and Raman, 2019) and technology, automotive industries (Chaudhary, 2019) but very few study found in higher education institutions HEIs. According to a recent study by Zahid et al. (2020), corporate businesses are paying more attention towards sustainability. Higher education institutions (HEIs) were neglecting the GHRMP and sustainability, but it indeed growing in recent years. GHRMP and sustainability have become a major and important topic. As a result of these discussions, the research topic has been chosen to address the ongoing issues of an important area of study in the educational background of HEIs (Findler et al., 2019). Green human resource management practices



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(GHRMP) in HEI is one of the emerging areas of research with several research references in the Kingdom of Saudi Arabia, Asia-Pacific countries like Brazil, Pakistan, Malaysia, Thailand, Japan, India, Taiwan (Cronemberger de Araújo Góes & Magrini 2016; Gilal et al., 2019; Naim and Neel, 2012). Most of the time, the above mentioned processes are initiated, implemented and maintained by the HR department (Foroutan et al., 2018; Abbas et al.,2022). Over time, an expanding array of global HIEs has sought to incorporate sustainable environmental management and GHRMP into their offerings. Like International Journal of Sustainability in Higher Education (IJSHE) published special issue on "sustainability in higher education in the Asia-Pacific region". University Sains Malaysia's starts a special courses on sustainable development (SD), a pan institute take an initiative development and promotion of the suitability related program in the post-graduation education and in the research area (Fadeeva & Mochizuki, 2010). HEI urge for, attracting, retaining, and developing highly competent and trained academicians and students through GHRMP and SD, who can successfully address such dynamic difficulties of environmentally friendly sustainability is a rising challenge for institutions and organizations (Pop et al., 2018). HEIs, serving as both centres for teaching and research, are anticipated to assume a significant role in embracing approaches and choices to address contemporary environmental issues (Benayes et al., 2002; Disterheft et al., 2012; Leon et al., 2012; León & Domínguez 2015; Aboramadan, 2022). As asserted by Mohammed et al. (2020), fostering environmentally responsible behaviour among staff members is imperative for mitigating environmental degradation and promoting a sustainable environment within the realm of higher education. Gilal et al. (2019) found that GHRMP approaches encourage employee green behaviour. We are focused on HEIs are capable and accountable of educating society's stakeholders - including parents, teachers and students - about the importance of going green (Garavan et al., 2023, Acosta et al., 2022). This will help present and future generations to understand the value of adopting eco-friendly behaviour (Reiner & Morgan, 2018).HEIs need to set an example by reviving and acknowledging the changing demands and difficulties of environmental sustainability concerns (Finlay and Massey, 2012).HEIs should adopt a "go green" mind-set to promote an eco-friendly workplace (Gilal et al., 2019; Shah et al., 2023). Staff of higher education institutions including teachers, researchers, and administrative personnel need to incorporate environment-friendly practices into their daily routines and actively encourage such practices among students (Banyas et al., 2002; Abormadan, 2022). Though in few years have seen an increase in academic interest in "greening" employee behaviour, or encouraging people to act in an environmentally responsible manner (Tariq et al., 2016).Environmental concerns are taken seriously by policymakers, managers, and professionals in Asian nations, who develop eco-friendly methods that lessen the effects of climate change (Renwick et al., 2013).

In general, green behaviour intention refers to the intended actions taken by employees to support environmental management practices at the workplace (Dumont et al., 2017). The key to successfully implementing green practices in the workplace is seen as the green habits of the employees (Mohamed et al., 2019). Additionally, research has shown that educating HEI employees about green practices is essential for environmental management activities (Jabbor et al., 2008; Mazzy et al., 2016), as this will improve environmental performance (Al-Alawneh et al., 2024)and institutions will get a competitive edge (Kim et al., 2019).GHRMP is considered to be an important HRM technique for increasing the environmental awareness among the employees at workplace so that they can promote the green behaviour intention. Green hiring, green training, green rewarding, and green performance appraisal are some of the functions that GHRM processes aim to promote environmental leadership (Dumont et al., 2017; Jabbor et al., 2008; Renwick et al., 2013; Tang et al., 2018). Fawehinmi et al. (2020) found that GHRM increases green behaviours of academic employees through the mediating role of green behaviour intention (Shahzad et al., 2022). On the other hand, Gilal et al. (2019) found that including green behaviours of employees in the management doctrine of higher education organizations is essential to improving organizational, financial and environmental performance (Paillé et al., 2013) and to getting employee commitment. Now a day's more and more businesses are changing their ways to be better for the environment. They are focusing on green training programs to make their

employees more aware. In the last ten years, researchers have paid more attention to GHRMP. However, most of them have focused on the service industry (Renwick et al., 2016). Also, higher education institutions in developing countries are trying to make people aware of the need for a greener environment, but there isn't much written about the green HRM perspective (Srivastava et al., 2020).

In this study, we aim to address the following questions, firstly how ease of use and perceived usefulness can influence GHRMPs. Second, how green behavioural intention plays a mediating role between ease of use, perceived usefulness, and GHRMP. Third, the most important question is how all these variables (ease of use, ease of use, green behavior intention, and GHRMP) relate to employee commitment towards green practices (Salsabiilla, 2023). After adding these variables, an attempt has been made to extend this study with the TAM approach. Another contribution of this study is to test the proposed model in higher education institutions. Therefore, for this, the data collected from the employees of the higher education institution including researchers, academic staff, and non-academic staff has been studied. In this, we offer empirical insight to check the positive impact of perceived ease of use and perceived usefulness on green HRM practices via green behavioral intention mediation (Figure 1).

2. Literature review

2.1 Technology Acceptance Model (why and what)

Davis introduced the Technology Acceptance Model in 1986 with the initial purpose of offering a broad explanation regarding the factors influencing the acceptance of computers. The main objective of TAM was to uncover the mechanisms behind technology adoption, predict behavior, and provide theoretical insight into the effective integration of technology (Davis et al., 2024). The TAM also aims to advise practitioners on preparatory measures to be taken before practical system implementation. To better understand the growth and development of TAM, it's necessary to give a brief overview of the ideas and models that came before and that influenced the formation of TAM. Research on technology acceptance began when technology became ubiquitous in efforts to enhance organizational performance. Many theories in this field aim to identify factors influencing an individual's acceptance of and engagement with a technology or information system. Discussions on successfully implementing technology in organizational settings often lead to the proposal of organizational-level TAM. Davis's TAM is one example, designed to articulate technology acceptance principles at the organizational level (Davis, 1986). TAM, a widely used fundamental and explanatory model, mainly considers perceived usefulness and ease of use as key variables associated with attitude and intention to use behaviour. However, TAM has faced criticism for its exclusive focus on users' perceptual and utilitarian judgments toward information technology. In response, Venkatesh and Davis (Venkatesh & Davis, 2000) expanded the TAM to include subjective norms, image, and job relevance. First, psychological theories were developed that tried to predict and explain those choices. The theory of planned action behaviour (TPB) and the theory of reasoned action (TRA) serve as the foundation of TAM (Marangunic and Granic, 2014). Based on Fishbein and Ajzen's Theory of Reasoned Action (TRA) (Fishbein and Ajzen, 2011), Davis (Davis, 1985) proposed the TAM. TAM has been applied in various contexts to study the progress of innovations (Nikou and Baumann, 2014; Kim and Shin, 2015; Shin et al., 2018). This model is a useful place to start when analysing employee attitudes toward new technologies and how they are accepted. Ease of use and perceived usefulness are the two main elements in this model that determine an employee's intention to use or adopt technology and PU (perceived usefulness) is the employee's perception of value in adopting environmentally friendly practices at the workplace (Natasia et al., 2022). Determine as (Davis, 1985). TAM claims that the acceptance rate of a technology will increase when it increases performance or efficiency while requiring less effort on the part of the user (Davis, 1985; Davis, 1989).

TAM can promote the environmental awareness of an organization's employees by taking initiatives such as environmental education, training, and implementing policies that provide rewards for environmentally friendly behaviour. This approach enhances employees'

understanding of environmental protection, increases their awareness and underlines the importance and practicality of adopting GHRMP in the workplace. On the other hand, organizations can integrate environmental protection principles throughout the career span of their employees, leading to a greater focus on environmental concerns. For example, this can be achieved by instilling green values during the recruitment process. Similarly, in this study, employee ease of use (EU) describes the extent to which employees find it easy to adopt environmentally friendly practices in the workplace. To reduce resistance to green behaviour in the workplace, institutions have sought to engage academic staff, students, and non-academic staff by actively involving management, empowering employees, and offering GHRMP (Venkatesh et al., 2012). Have developed capabilities and opportunities for.

2.2 Willingness to adopt

TAM states that adoption is driven by the intention to use a specific technology, which is dictated by the perceived usefulness and applicability of the system. In other words, the object of a decision serves as its conclusion (Davis, 1989). It expresses a person's propensity to engage in a behaviour and their level of readiness to make an effort to do so (Sheeran et al., 2006). A person's attitude towards a technology ultimately determines whether they want to use or accept it, which leads to their actual use, taking into account both social and personal attitudes to TAM (Ajzen & Driver, 1991). Human behavioural variables were also emphasized by Walker (Walker, 2011) as an important component of how decisions are made in adopting methods in educational institutions, especially educational technology. To further understand the implementation of this method, we looked at factors that may influence one's decision to use technologies in the higher education sector.

2.3 Perceived ease of use and green behavioural intention-

Perceived ease of use is one of the core concepts of UTAUT and TAM (Ge & He, 2020), which is defined as "the degree of usability associated with the usage of a new technology or a technology product" (Huang & Kao, 2015; Shahzad et al., 2022). Shahbaz et al., (2021) explain that perceived ease of use is an individual's expectation that using technology will make a task easier. According to Venkatesh et al. (2003), the degree of comfort people experience when using social media. This construct perceived ease of use or complexity of use (Zhao & Bacao, 2020), which refers to how simple or difficult innovative technology is to use and comprehend. The depth of the new technology may harm its widespread adoption (Dangelico, 2017). According to Al-Saeedi et al. (2020), it is predicted that as novel technology becomes easier to access, individual behavioural intentions will decrease. Al-Saedi et al. (2020), the expectation is that as new technology becomes more user-friendly, individual behavioural intentions will decrease. Using new technology, such as online banking and shopping, has been found to be detrimental to effort expectations, according to some study investigations (Chopdar & Shivakumar, 2019). Using and validating green behavioural intention with green HRM practices, the most recent studies found that perceived ease of use significantly affects the use of novel technologies and users' satisfaction (Shang & Wu, 2017; Anser et al., 2020; Al-Ghazali&Afsar, 2021). Furthermore, in the context of our study, perceived ease of use and individual green behaviour intentions improve green human resources practises and the adoption of green practices in comparison to non-green habits (Ma et al., 2017; Ma et al., 2017; Al-Saeedi et al. 2020; Shahzad et al., 2022). Accordingly, the recommended hypothesis is proposed:

H1: Perceived ease of use has a favourable impact on green behavioural intention.

2.4 Perceived usefulness and green behavioural intention-

According to TAM, an individual's understanding of the improvement in efficiency and performance brought about by the adoption of a particular technology is measured by how useful they consider it to be (Davis, 1989). The prefabrication approach has many benefits, such as higher involvement, speed, and efficiency (Warszawski, 2003; Arman, 2015), improved education quality and management, and enhanced productivity and employee participation (Li et al., 2014; Blismas & Wakefield, 2009; Park et al., 2011). Perceived useful known as a user's expectation that using technology will improve their overall performance (Venkatesh et al., 2003; Shahbaz et al., 2021). The use of social media can influence the intentions of

employees towards green behavioural intention and can also lead to changes in them to enhance the performance of their specific tasks (Venkatesh et al. 2003; Shahzad et al., 2022). It is "the extent to which a person believes that utilising the system will assist him or her in achieving advances in work performance" (Venkatesh et al., 2003; Kanfer & Chen, 2016). There are four key indicators of perceived usefulness measurement which are performance expectancy, job fit, extrinsic motivation and comparative advantage and all these indicators are very useful for performance measurement (Huang & Kao, 2015). According to Zhao and Bacao (2020), it is the most important factor in determining an individual's intention to accept new technology and level of pleasure (Zhao & Bacao, 2020). Some previous research has confirmed that perceived usefulness has a favourable and significant effect on the adoption and retention of cutting-edge technology such as mobile banking. Perceived usefulness may have a significant impact on GBI in the context of this study because many green criteria, including supplier selection, purchasing, industrial engineering, and consumerism, all have a significant impact on green behavioural intention (Anser et al., 2020). Several research has shown that employees understanding of green behavioural intention has a favourable impact on green hrn practices (Hsu et al., 2017). Accordingly, the recommended hypothesis is proposed:

H2: Perceived usefulness have a favourable impact on green behaviour intention.

2.5 Green behaviour intention (GBI) and Green human resource management practices (GHRMP)-

This study advocates the adoption of an approach in which employees' intention to adopt green concepts in the presence of green practices is determined based on their perceived ease of use and perceived usefulness to adopt GHRMP in the future. According to modern green management literature, the definition of "green behaviour intent" is "the willingness of employees to create goals that achieve ecologically friendly objectives in the corporate sphere of activity" (Al-Jawahreh et al., 2019; Ali & Hassan, 2023). According to psychologists and social scientists, behavioural intentions always have a significant impact on actual behaviour (Straub, 2009; Zafar et al., 2020). Attitude of an individual is defined as the behavioural intention that an individual will perform a given behaviour (Bhaduri, 2020). The term "green behavioural intention" (GBI) in this study refers to how much a person is willing to put much effort in terms of perceived ease of use and perceived usefulness to protect the environment (Ali & Hassan, 2023; Huang & Kao, 2015). Norton et al., (2017) explain employees' green behavioural intentions refer to their will to act in a sustainable manner. Green behavioural intention helps to personnel to sets goal towards the protecting the environment and sustainable development. This behaviour showing the participation of green hrn practices and increasing the others inner motivation (Li et al., 2021).

The literature on GHRMP is based on interdisciplinary organizational studies in employee engagement, organizational culture, performance management, human resource practices, management, and developments (Haddock-Miller, Sanyal, & Muller-Kamen, 2015; Ren et al., 2018; Al-Ghazali and Afsar, 2021). GHRM designs strategic operating processes to promote a institution's sustainable performance (Saeed et al., 2019). In the modern era, the primary focus of the organizations has evolved first on environmental protection from strategies to business strategies; As a result, HR must now incorporate environmental protection practices into alignment with their corporate-level plans (Al Ghazali&Afsar, 2021). According to Boudreau and Ramstad (2005) people may be inspired by HR to engage in sustained prosocial activity through the adoption of green behavioural intention in practices. As a result, Saeed et al., (2019) pro-environmental behaviour of employees can be improved, environmental waste can be reduced (Robertson & Barling, 2013), and contribute towards (Cheema et al., 2020) green culture. All these efforts can improve environmental sustainability (Gilal et al., 2019).

Adoption of GHRMP through green behavioural intent, environmental protection concepts and strategies have been incorporated into recruitment efforts, infusing green development themes in the training initiatives. Firstly, it strengthens the growth approaches used by businesses, their feelings towards organizations, and employees' perception of sustainability.

On the other hand, it modifies employees' cognitive and emotional responses to the idea of going green, which affects their behavioural intention and, ultimately, how they behave at work. Green performance appraisals encourage employees to adopt green behavioural intention (environmentally friendly behaviour) and thus encourage them to act on green initiatives and innovation ideas (Al & Afsar 2021). Green HRM encourages staff members to contribute to the organization's green development plan and make recommendations for the development of the organization's green initiatives. Ahmad et al. (2019) stated that employees feel connected and see themselves as contributors to environmentally sustainable practices through green behavioural intention and green human resource practices. Accordingly, the recommend hypothesis is proposed:
H3: Green behaviour intention have a favourable impact on Green human resource management practices.

2.6 Mediating role of green behavioural intention (GBI)-
Behavioural intentions always have a significant impact on actual behaviour, according to psychologists and social scientists (Straub, 2009; Zafar et al., 2020). The forecasting of real behaviour is still difficult, though. Intentional conduct refers to "the extent to which an individual has formulated intentional strategies to either do or not do some specified future behaviour (s)" (Huang & Kao, 2015). Venkatesh et al. (2012), a previous researcher, found that behavioural intention about technology adoption has a significant effect on practical technology adoption. As a substitute for real adoption behaviour, intention behaviour has been used by many researchers (Karampournioti & Wiedmann, 2021; Zafar et al., 2020). The term "green behavioural intention" describes people's intentions to adopt sustainable or ecologically friendly behaviours. Researchers have looked at how people's views about green technologies and how they might affect the environment have an impact on their intention to adopt and use those technologies in the context of how the Technology Acceptance Model and green behavioural intention intersect. This integration tries to comprehend the extension of the green hrn practices framework to anticipate and explain environmentally friendly behaviours.
As a result of influencing employees' attitudes, subjective norms, and perceptions of behavioural control, green practises including hiring, training, performance evaluation, and employee involvement in green human resource management really put pressure on them. For example, altering the perception of the environment can be achieved through various measures such as acknowledging and rewarding employees for their contributions to the organization's green policy. Additionally, hiring individuals with a strong commitment to environmental awareness, consciousness, beliefs, and knowledge, providing consistent training to enhance motivation for participating in eco-friendly practices, and implementing modern strategies to elevate employees' environmental engagement and commitment can collectively influence people's attitudes toward the environment and sustainability. Employee eco-initiatives are positively correlated with environmental policy variables and management support behaviours. Human resources management policies have the power to successfully match employees with an institution's environmental plan (Renwick et al., 2013). Employees would be excited and encouraged to demonstrate GBI because GHRMP has a positive impact on the environment. Employees' knowledge of the significance that the organisation places on the environment will grow when they learn that the organisation values and supports green behaviours. Thus, it will motivate workers to adopt environmentally friendly practises. In return for the organization's assistance, they will likewise exhibit highly green behavioural goals. Employees' motivation to contribute to the company will be stimulated, for instance, by offering training and awards for eco-friendly behaviour. Employees will assist businesses in implementing green performance to meet criteria and receive organizational rewards. So their willingness to behave in a strong way drives green behavioural intention. Green HRM training programs should be designed and built in such a way (Dumont et al., 2017), that awareness of its essential values, attitudes and knowledge about the environment can be effectively implemented.
According to Tang et al. (2018), green HRM practices can encourage employees to pursue

eco-friendly goals and show a higher level of concern for the environment. Research by Saeed et al (2019) has also shown that GHRMP increase environmental consciousness, motivation, and commitment among employees. Evangelinos & colleagues (2015) propose that individuals exhibiting green behavioural intentions are those who comprehend the complexities of environmental issues, show concern for the condition of the environment, and actively work towards conserving it for future generations. Adverse consequences are those that give rise to personal responsibility and ultimately activate a moral obligation to engage in that particular activity, in the case of green behaviour. The connection between environmentally conscious behavioural intentions and the implementation of GHRMP practices is a significant subject explored within the literature on environmental psychology. Certain prior studies indicate that holding environmentally friendly attitudes can serve as a predictor for behaviours related to the environment. For instance, a meta-analysis conducted by Bamberg and Moser in 2007 revealed that, on average, 27% of the variation in pro-environmental actions was accounted for by intentions to engage in environmentally friendly behaviour. Zhang et al., (2019) state that employees may establish green behaviour intentions after realizing the need for green behaviour and its everyday implementation, and subsequently adopt related green HRM practices.

Green HRM strategies assist businesses in identifying opportunities that could boost energy management effectiveness and improve communication with a range of environmental partners. The need of motivating employees to fulfil their environmental obligations is emphasized by green HRM practices. For businesses to project a green image, environmental management initiatives must be better integrated with HRM procedures. GHRMP encompass the development of environmental management initiatives in higher education, formulation of green goals and responsibilities, encouragement of staff commitment and participation in eco-friendly activities, initiation of new employees into green initiatives, orientation of the organization towards environmental stewardship, promotion of green mutual citizenship behavior, and the provision of regular feedback opportunities to individuals or teams to attain environmental objectives (Saeed et al., 2019). Cheema et al. (2020) stated, the primary desirable result of green HRM practices are to produce environmentally conscious individuals who are designing jobs and work accordingly environmental friendly behaviour as well as enable educating employees about the environment. An organization's HRM practices shape the attitudes, intentions, and behaviours of its employees (Nishii et al., 2008). As a result, if an organization incorporates greening into its HR policies, employees will exhibit behaviours that are consistent with the organization's green goals. Therefore, employees are more likely to be innovative in developing green ideas that can contribute to the organization's effectiveness in higher education institutions. Furthermore, the adoption of green policies that recognize and reward environmental efforts, ideas, performance, and innovations have been shown to increase employee enthusiasm to engage in green activities (Renwick et al., 2013).

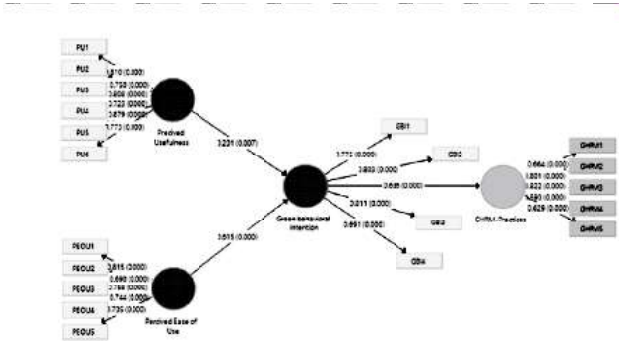
Dumont et al. (2017) found that the implementation of green Human Resource Management (HRM) in an organization influences environmentally friendly behaviours in the workplace. While some scholars use the term "green behaviour intention" to describe employees' environmentally conscious actions, most argue against this practice, citing evidence that intention is generally only loosely connected to actual behaviour. Additionally, Webb and Sheeran (2006) observed that measures intended to alter intentions had a minor or moderate impact on subsequent behaviours. Conversely, two meta-analyses in the field of environmental psychology suggested a positive association between overall green behavioural goals and environmentally friendly behaviour outside of the workplace. Norton et al. (2017) investigated the correlation between employees' green behavioural intentions and their actual behaviours with a one-day time lag. Their findings indicated a significant predictive impact of employees' green behavioural intentions on their subsequent environmentally friendly behaviours. According to Ajzen (1991), any factor influencing behaviour will also affect performance. He asserts that behavioural intention is shaped by behavioural attitudes, subjective standards, and perceived behavioural control. However, the process of continuously processing information that occurs as a result of an individual's

engagement with numerous types of information is what truly leads to the development of both behaviour attitudes and subjective norms.

In green HRM, organizations promote environmental protection ideas and tactics during the hiring process and incorporate information about green development into the training process. First, it's strengthens employees' perception of institutions' adoption of a sustainable development strategy and their feelings toward higher education. On the other hand, it alters employees' cognitive and emotional responses to the idea of going green, affecting their behavioural intention, which is influenced in their work actions. Green performance evaluation limits employees' subjective norms to ensure that they adhere to the organization's management structure (Glavas, 2016). Additionally, workers desire improved welfare. Green performance evaluation will inspire employees to adopt environmentally friendly behaviours, which will subsequently encourage the creation of green initiatives and ideas. Employees are encouraged to contribute to the green growth strategy of the organization and make suggestions for green growth of the enterprise using GHRMP. Organizations give opportunity to the employees participate, which will increase their sense of accountability. The institutes will project a statue of an ethical and responsible institution which will aid in protecting environment by using GHRMP. Personnel feel connected and recognized with these ethical activities, which reinforces the intention to engage in green behavioural intention (Ahmed et al., 2019).Employees that are more environmentally conscious will be more inclined to come forward with novel approaches and environmentally friendly solutions to problems. Additionally, staff members would apply unorthodox strategies to develop concepts that will aid in reshaping processes to be more environmentally friendly. Employees will feel more comfortable aligning themselves with a responsible firm since they know their employer is more ethical and responsible, which will improve their perception of themselves as responsible citizens (Farooq et al., 2014). As individuals perceive that ethical companies not only refrain from discouraging but actively promote and reward such behaviour, they are more inclined to freely share their innovative ideas, specifically those related to environmentally friendly practices (referred to as green innovation), without apprehension of facing adverse consequences (Ahmad et al., 2019).

Employees with GBI will be compelled to with innovative plans and solutions to challenges that are environment-friendly. Furthermore, the personnel will think outside the box to come up with green ideas that will make the processes more and more eco-friendly. Employees will feel more comfortable aligning themselves with a responsible firm because they know their employer is more ethical and responsible (Farooq et al., 2014). As a result, the image of the employees as a good citizens will improve. They would be more willing to share their original concepts (i.e., green innovation) without fear of negative consequences because they would believe that such ethical institutions would not discourage them but instead encourage green behaviour intentions and green HRM practices. (Ahmed et al., 2019). In light of the foregoing, it follows that perceived ease of use and perceived usefulness have an impact on an employee's willingness to engage in environmentally friendly behaviour, which in turn has an impact on green HRM practices. Accordingly, the recommend hypothesis is proposed: H4: Green behavioural intention mediates the relationship between perceived ease of use and perceived usefulness and positively influences green HRM practices.

Figure 1.
SEM Model- Regression
Analysis



3. Method-

3.1 Data analysis-

The present study employs Partial Least Squares Structural Equation Modelling (PLS-SEM) for data analysis, conducted using the statistical software SmartPLS (3.2.8). The decision to adopt this analytical approach is based on the characteristics of the dataset, the mediation analysis requirements, and its increasing popularity in research domains such as human resource management, sustainability studies, and organizational behaviour (Tian et al., 2020; Hair et al., 2012; Kura et al., 2015). PLS-SEM has been recognized as an effective tool for predicting dependent variable effects (Hair & Ringle, 2016) and for establishing relationships between constructs in a theoretical research model (Davari & Rezazadeh, 2013). Given that this study explores the interplay between GHRM practices, perceived usefulness, and green behavioural intention, the use of PLS-SEM is justified as it allows for a robust examination of direct and indirect relationships in the proposed framework.

PLS-SEM, as a second-generation statistical method, enables the analysis of both large and small datasets while examining additive and linear causal relationships within theoretical constructs (StatSoft, 2013). One of the key advantages of SEM is its ability to model latent variables that are not directly observable, making it a suitable method for analysing perceptions, attitudes, and intentions in behavioral research. This analytical technique assesses both the measurement model (external model) and the structural model (internal model), allowing for an in-depth evaluation of the relationships between constructs (Vinzi et al., 2010). Specifically, SmartPLS facilitates variance-based structural modelling, which is particularly advantageous for exploratory research in the field of GHRM and sustainability.

3.2 Respondent Profile and Demographic Characteristics

The sample for this study comprises 244 employees from various public and private higher education institutions in India. The study adopted a stratified random sampling technique to ensure adequate representation across institutions. Demographic characteristics of the respondents are detailed in Table 1 below.

Demographic profile		Frequency	Percent
Gender	Male	170	69.8
	Female	74	30.2
Age	21-30 years	130	53.5
	31-40 years	108	44.2
	41-50 years	6	2.3
Qualification	Undergraduate	106	43.6
	Postgraduate	121	49.3
	Ph.D	17	7.1
Experience	0 to 5	232	95.3
	11 to 15	6	2.3
	16 to 20	6	2.3
			100

Table 1.
Respondent Demographic
Profile

Source: Author's own compilation

The demographic data reveal that 69.8% of the respondents are male, while 30.2% are female. The largest proportion of participants (53.5%) falls within the 21-30 years age group, followed by 44.2% in the 31-40 years category, and a smaller subset (2.3%) aged between 41-50 years. Regarding educational qualifications, a significant proportion of respondents hold postgraduate degrees (49.3%), while 43.6% possess undergraduate degrees, and 7.1% have attained a Ph.D. qualification.

In terms of work experience, the majority of respondents (95.3%) have between 0 to 5 years of experience, indicating a workforce largely composed of early-career professionals. A relatively small proportion of respondents possess 11-15 years (2.3%) and 16-20 years (2.3%) of professional experience.

This demographic overview provides critical insights into the sample characteristics, ensuring a diverse representation of gender, age, qualifications, and experience levels within the higher education sector. The findings contribute to a more nuanced understanding of how GHRM practices influence perceived usefulness and green behavioural intention, thereby

informing sustainability-oriented HRM policies in higher education institutions. Discriminant validity- Hair et al. (2019) suggest utilizing cross-loadings, the Fornell-Lacker criterion, and HTMT as methods for evaluating discriminant validity. To establish discriminant validity, the outer loading of an item within a construct should exceed the cross-loadings of the same item in any other construct. The outer loadings of all items within the construct were found to be greater than the cross-loadings of the corresponding items in other constructs, confirming the discriminant validity of the latent variables as presented in Table 2.

Table 2.
Discriminant validity
fornell - larcker criterion

	perceived ease of use	GHRM-Practices	Green behavioural intention	Perceived usefulness
Perceived ease of use	0.744			
GHRM-Practices	0.755	0.708		
Green behavioural intention	0.757	0.636	0.771	
Perceived usefulness	0.709	0.738	0.637	0.762

Source: Author's own compilation

To assess the discriminant validity of latent constructs using the Fornell-Larcker criterion, we compare the square root of the average variance extracted (AVE) for each construct with the correlations between that construct and other constructs. The Fornell-Larcker criterion see in Henseler et al., (2014). Suggests that the square root of the AVE for each construct should be greater than the correlations with other constructs in order to establish discriminant validity.

Perceived ease of use: Square root of AVE = 0.744, Correlations: GHRM-Practices (0.755), Green behavioural intention (0.757), Perceived usefulness (0.709), the square root of the AVE for perceived ease of use is greater than its correlations with other constructs.

GHRM-Practices: Square root of AVE = 0.708, Correlations: Perceived ease of use (0.755), Green behavioural intention (0.636), and Perceived usefulness (0.738), the square root of the AVE for GHRM-Practices is greater than its correlations with other constructs.

Green behavioural intention: Square root of AVE = 0.771, Correlations: Perceived ease of use (0.757), GHRM-Practices (0.636), Perceived usefulness (0.637), the square root of the AVE for Green behavioural intention is greater than its correlations with other constructs.

Perceived usefulness: Square root of AVE = 0.762, Correlations: perceived ease of use (0.709), GHRM-Practices (0.738), Green behavioural intention (0.637), the square root of the AVE for perceived usefulness is greater than its correlations with other constructs. Based on the Fornell-Larcker criterion, we can conclude that discriminant validity is established among the latent constructs, as the square root of the AVE for each construct is higher than its correlations with other constructs.

Descriptive statistics- The table- provides information about the mean, standard deviation (SD), and inter correlations between four variables: Perceived ease of use, GHRM-Practices, Green behavioral intention, and Perceived usefulness. The values in the table represent the correlation coefficients between each pair of variables Dijkstra & Schermelleh-Engel (2014). With a threshold value of significance typically set at 0.05, we can interpret the inter correlations (Goodhue et al., 2006; Lu et al., 2011; Reinartz et al., 2009).

Table 3.
Mean, SD, and inter
correlations

	Perceived ease of use	GHRM-Practices	Green behavioral intention	Perceived usefulness
Perceived ease of use	1	0.755	0.757	0.709
GHRM-Practices	0.755	1	0.636	0.738
Green behavioral intention	0.757	0.636	1	0.637
Perceived usefulness	0.709	0.738	0.637	1

Source: Author's own compilation

The perceived ease of use variable has a strong positive correlation (0.755) with GHRM-Practices, indicating that as the perceived effort required increases, the adoption of good green human resource management practices also tends to increase. There is a moderate positive correlation (0.757) between perceived ease of use and GBI, suggesting that as the perceived effort increases, individuals are more likely to exhibit environmentally friendly behaviours. GHRMP and GBI have a moderate positive correlation (0.636), implying that the adoption of GHRMP is associated with a higher intention to engage in environmentally friendly behaviours.

The correlation between GBI and perceived usefulness is relatively low (0.637), indicating a weak positive relationship between an individual's intention to engage in environmentally friendly behaviours and their expectations of performance outcomes (Goodhue et al., 2006; Lu et al., 2011; Reinartz et al., 2009). These findings provide insights into the relationships between the variables and can be used to understand the potential impact of perceived effort, GHRMP, and performance expectations on individuals' intention to engage in green behaviours.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Perceived ease of use -> GHRM-Practices	0.39	0.39	0.06	6.14	0.00
Perceived ease of use -> Green behavioural intention	0.62	0.61	0.08	7.65	0.00
Green behavioural intention -> GHRM-Practices	0.64	0.64	0.06	11.65	0.00
Perceived usefulness -> GHRM-Practices	0.13	0.13	0.05	2.41	0.02
Perceived usefulness -> Green behavioural intention	0.20	0.21	0.08	2.57	0.01

Table 4.
Total Effects Mean, SD

Source: Author's own compilation

The table-4 presents the results of the statistical analysis, focusing specifically on the total effects between variables. Each row in the table represents a specific relationship, and the columns provide information about the mean, sample mean, standard deviation (STDEV), t-statistics, and p-values. Using a threshold value of significance typically set at 0.05, results can be interpreted (Gudergan et al., 2008). The research results found a positive and statistically significant relationship between ease of use and GHRMP (mean = 0.39, STDEV = 0.06, t-statistic = 6.14, p < 0.05). This means that as ease of use increases, adoption of GHRM-practices increases. There is also a positive and statistically significant relationship between ease of use and GBI (mean = 0.62, STDEV = 0.08, t-statistic = 7.65, p < 0.05). As a result of increased ease of use, individuals' intention to engage in green behaviour also increases. Which leads to a positive and highly statistically significant relationship between green behavioural intention and GHRM-practices (mean = 0.64, STDEV = 0.06, t-statistic = 11.65, p < 0.05). This implies that a stronger intention to engage in green behaviour is associated with greater adoption of GHRMP. And it shows a positive and statistically significant relationship (mean = 0.13, STDEV = 0.05, t-statistic = 2.41, p < 0.05) between perceived usefulness and GHRM-practices.

There is a positive and statistically significant relationship between perceived usefulness and Green behavioural intention (mean = 0.20, STDEV = 0.08, T-statistics = 2.57, p < 0.05). This suggests that as perceived usefulness increases, individuals' intention to engage in green behaviours also tends to increase, though again, to a lesser extent compared to the other relationships. The results provide empirical evidence for the relationships between these variables and highlight their significance in the context of the study.

Table 5.
Factor Loadings

	Perceived ease of use	GHRM-Practices	Green behavioural intention	Perceived usefulness
PEOU1	0.815			
PEOU 2	0.69			
PEOU 3	0.758			
PEOU 4	0.744			
PEOU 5	0.705			
GBI1			0.775	
GBI2			0.803	
GBI3			0.811	
GBI4			0.691	
GHRM1		0.664		
GHRM2		0.801		
GHRM3		0.822		
GHRM4		0.59		
GHRM5		0.629		
PU1				0.61
PU 2				0.75
PU 3				0.808
PU 4				0.723
PU 5				0.879
PU 6				0.773

Source: Author's own compilation

Four measurement perspectives- Perceived ease of use, perceived usefulness, green behavioural intention, and green HRM practices-were included in the survey. The seven-point Likert scale, where 1 indicates "strongly disagree" to 7 indicates "strongly agree", allows respondents to tick the appropriate boxes. The questionnaire's reliability ratings were over the threshold of 0.7 set by Nunnally and Bernstein (1978), indicating that the items had a high degree of reliability.

Green HRM practices- The Green Human Resource Management (GHRM) scale employed in this research, comprising six items, was adapted from the multidimensional GHRMP (Green Recruitment and Selection, Green Training and Development, Green Performance Management and Appraisal, and Green Reward and Compensation) originally formulated by Dumont et al. (2017). Based on the amount of items in every of the variables, weighted scores were used to compute the overall score for green HRM practises. For this scale, the Cronbach alpha value is 0.837.

Green behavioural intention- Under this variable we adopted the four-item on GBI adopted from Boiral & Paillé (2012). The Cronbach's alpha for this scale is 0.852. Items are included "adopt more environmentally conscious behaviour, to express their ideas and opinions on environmental issues, actions that contribute positively, new practices that could improve the environmental performance".

Perceived ease of use and Perceived usefulness - For these two variables we adopted five and six items respectively from Al-Ajlouni et al., (2019) and Venkatesh et al., (2003). The Cronbach's alpha for this scale is 0.86 and 0.895. Items are included "system would be clear and understandable, easy system to become skilful at using, easy to use, learning to operate the system is easy, straightforward interaction" and "system useful in job, accomplish tasks more quickly, increases my productivity, increase my chances of getting, improve productivity, performing duties in more appropriate way".

The "GHRM Practices" construct exhibits factor loadings ranging from 0.59 to 0.822, which indicates a moderate to strong relationship with its observed indicators. Lastly, the "Perceived usefulness " construct displays factor loadings ranging from 0.61 to 0.879, indicating a moderate to strong relationship as well. These recommended values by (Hair et al., 2022) Suggest that the latent constructs in the analysis have reasonable associations with their corresponding observed indicators. It is important to interpret these factor loadings within the context of the specific research study and consider other factors such as sample size, theoretical framework, and research objectives when drawing conclusions from the analysis.

ITEM	VIF	ITEM	VIF
PEOU 1	2.026	GHRM1	1.522
PEOU 2	1.577	GHRM2	1.793
PEOU 3	2.292	GHRM3	1.598
PEOU 4	2.216	GHRM4	2.19
PEOU 5	2.045	GHRM5	1.952
GBI1	1.642	PU 1	2.602
GBI2	2.687	PU 2	2.616
GBI3	2.635	PU 3	2.206
GBI4	1.729	PU 4	2.132
		PU 5	1.933
		PU 6	1.853

Table 6.
The Structural Model
Collinearity assessment
(inner Variance inflation
factor values)

Source: Author's own compilation

The table-6 presents the Variance Inflation Factor (VIF) values for various variables, indicating the degree of collinearity or multi collinearity among them. Collinearity refers to the high correlation between independent variables, which can affect the statistical analysis. In general, VIF values greater than 5 or 10 are considered indicative of multi collinearity (Hair et al. 2014).

Using a threshold value of 5 as an indicator of potential multi collinearity, the variables PEOU1, PEOU3, PEOU4, PEOU5, GBI1, GBI2, GBI3, GBI4, PU1, PU2, PU3, PU4, and PU5 have VIF values below the threshold, indicating a relatively low level of collinearity.

The variables PEOU2, GHRM1, GHRM2, GHRM3, GHRM4, GHRM5, and PU6 have VIF values slightly above the threshold (between 2 and 3), suggesting a moderate level of collinearity. However, these values do not exceed the commonly accepted threshold of 5, indicating that multi collinearity may not be a significant concern Hair et al. (2014).

It is important to note that the interpretation of collinearity depends on the specific context and the purpose of the analysis. It is recommended to examine other diagnostic measures and consider the research question in conjunction with the VIF values to make a comprehensive assessment of collinearity (Hair et al., 2014).

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Indirect Relation							
Perceived ease of use behavioural intention Practices	-> Green -> GHRM -		0.391	0.393	0.064	6.137	.000
Perceived usefulness behavioural intention Practices	-> Green -> GHRM -		0.128	0.132	0.053	2.412	0.016

Table 7.
Hypotheses testing
(Indirect relation)

Source: Author's own compilation

Perceived ease of use -> Green behavioural intention -> GHRM-Practices: The hypothesis suggests that there is an indirect relationship between perceived ease of use and GHRM-practices mediated by Green behavioural intention.

The coefficient in the "Original Sample (O)" column for this hypothesis is 0.391, indicating the estimated indirect effect. The sample mean and standard deviation values provide information about the average estimate and variability of the indirect effect across the sample. T statistic is 6.137, which indicates a large magnitude of the estimated indirect effect compared to its standard deviation (Sarstedt et al., 2011).The p-value is reported as 0, implying that the observed T statistic is highly significant, supporting the presence of a statistically significant indirect relationship between perceived ease of use and GHRM-practices through green behavioural intention.

Perceived usefulness -> Green behavioural intention -> GHRM-Practices: This hypothesis suggests an indirect relationship between perceived usefulness and GHRM-practices mediated by GBI. The coefficient in the "Original Sample (O)" column for this hypothesis is

0.128, representing the estimated indirect effect. Sample mean and standard deviation values provide information about the average estimate and variability of the indirect effect across the sample.

T statistic is 2.412, indicating the magnitude of the estimated indirect effect relative to its standard deviation. The associated p-value is 0.016, which is below the conventional threshold of 0.05, suggesting a statistically significant indirect relationship between perceived usefulness and GHRM-Practices through Green behavioural intention.

According to the thumb rule for assessing indirect effects, the significance of an indirect relationship is typically evaluated by examining the product of coefficients (Gudergan et al., 2008). However, the table you provided does not include the direct effect coefficients necessary to calculate the product. Instead, we can rely on the reported coefficients, T statistics, and p-values for each step of the indirect relationship to evaluate their significance. In both hypotheses, the p-values are reported as 0, indicating that the observed T statistics are highly significant.

There is a positive and statistically significant relationship between perceived usefulness and green behavioural intention (mean = 0.20, STDEV = 0.08, t-statistic = 2.57, p < 0.05). This suggests that as perceived utility increases, individuals' intention to engage in green behaviour also increases to a lesser extent than other associations. As a result, they provide empirical evidence for the relationships between variables and highlight their importance in the context of the study.

Table 8.
Effect size (f²)

	Perceived ease of use	GHRM-Practices	Green behavioural intention	Perceived usefulness
Perceived ease of use			0.463	
GHRM-Practices				
Green behavioural intention		0.679		
Perceived usefulness			0.049	

Source: Author's own compilation

According to Cohen (1988) thumb rule for interpreting effect sizes using Cohen's f2 is Small effect size: f2 = 0.02, Medium effect size: f2 = 0.15, Large effect size: f2 = 0.35, analyse the effect sizes for the relationships between the variables: Perceived ease of use, GHRM-practices, GBI, and perceived usefulness.

Perceived ease of use and GHRM-practices effect size (f2) for the relationship between perceived ease of use and GHRM-practices is 0.463. According to the thumb rule, this falls into the "large effect size" category (f2 = 0.35) (Hair et al. 2014). This suggests there is a substantial and meaningful relationship between perceived ease of use and GHRM-practices.

Perceived ease of use and GBI effect size for the relationship between ease of use and GBI was not provided in information (f2). Therefore, we cannot determine the effect size or the strength of the relationship based on the given data.

Perceived ease of use and perceived usefulness effect size (f2) for the relationship between perceived ease of use and performance expectancy is 0.049. According to the thumb rule, this falls into the "small effect size" category (f2 = 0.02) (Hair et al. 2014). This suggests that the relationship between perceived ease of use and performance expectancy is relatively weak and may not have much practical significance.

GHRM-practices and GBI effect size (f2) for the relationship between GHRM-practices and GBI is 0.679. According to the thumb rule, this falls into the "large effect size" category (f2 = 0.35) (Hair et al. 2014). This suggests that there is a strong and meaningful relationship between GHRM-practices and GBI.

GHRM-practices and perceived usefulness: The effect size (f2) for the relationship between GHRM-practices and perceived usefulness is not provided in the information provided. Therefore, we cannot determine the effect size or the strength of the relationship based on the given data.

GBI and perceived usefulness: The effect size (f2) for the relationship between Green

Behavioural Intention and Perceived usefulness is 0.049. According to the thumb rule, this falls into the "small effect size" category ($f^2 = 0.02$) (Hair et al., 2014). This suggests that the relationship between GBI and perceived usefulness is relatively weak and may not have much practical significance. Available information, the relationship between Perceived ease of use and GHRM-practices as well as the relationship between GHRM-practices and GBI have large effect sizes, indicating strong and meaningful associations. However, the relationships between perceived ease of use and perceived usefulness, GBI and perceived usefulness, as well as the effect size for perceived ease of use and GBI, are small, suggesting weaker relationships with less practical significance.

4. Finding and conclusion of the study

The findings of this study confirm the significant role of Green Human Resource Management (GHRM) practices in shaping employees' perceptions of perceived usefulness and green behavioural intention within higher education institutions. Grounded in the Technology Acceptance Model (TAM), the Theory of Planned Behaviour (TPB), and the Theory of Reasoned Action (TRA), the results validate the theoretical assumption that perceived ease of use and perceived usefulness act as key determinants in fostering green behavioural intention among employees.

The study establishes that perceived ease of use significantly influences the adoption of GHRM practices, as employees are more likely to integrate environmentally friendly HRM policies into their daily activities when they perceive them as convenient and beneficial (Ababneh, 2021). Similarly, perceived usefulness directly impacts green behavioural intention, indicating that employees are more inclined toward sustainable workplace behaviours when they recognize the tangible benefits of GHRM, such as improved job performance, enhanced skills, and increased organizational efficiency (Zoogah, 2011).

Furthermore, the mediating role of green behavioural intention was evident, demonstrating that when employees perceive GHRM practices as both useful and easy to implement, they are more likely to exhibit pro-environmental behaviours within the organization. However, individual factors such as environmental awareness, values, and motivation also play a critical role in influencing this relationship (Ramus & Killmer, 2007). Organizational factors, including leadership support, organizational culture, and resource availability, further strengthen or hinder the effectiveness of GHRM practices (Chen, 2011).

5. Conclusion

This study contributes to the growing body of research on sustainability-driven HRM practices, emphasizing the need for higher education institutions to strategically implement GHRM policies that are both accessible and beneficial to employees. The use of Partial Least Squares Structural Equation Modelling (PLS-SEM) allowed for a comprehensive analysis of the interrelationships among GHRM, perceived usefulness, and green behavioural intention, reinforcing the theoretical underpinnings of TAM, TPB, and TRA.

The practical implications of this study highlight that higher education institutions should focus on designing GHRM initiatives that emphasize ease of implementation and clear benefits. Leadership commitment, training programs, and resource allocation are essential to fostering a workplace culture that supports sustainability-driven HRM practices. By doing so, organizations can enhance employees' productivity, promote environmental responsibility, and contribute to broader sustainability goals in the education sector.

The findings serve as a foundation for future research to explore longitudinal effects of GHRM implementation, sector-specific variations, and the role of digital HRM tools in enhancing sustainability practices. This study underscores the critical role of GHRM in shaping pro-environmental behaviours, offering practical insights for HR policymakers and academic administrators in fostering sustainability within higher education institutions.

5.1 Discussion-

Organizations have started developing policies that can protect the environment. This is because GHRMP is a relatively bright idea (Dumont et al., 2017), and more research is needed (Shen et al., 2018). Past research on the topic of GHRM has largely relied on qualitative

methods, although a few studies have sought to provide empirical evidence of its possible ramifications (Dumont et al., 2017; Gilal et al., 2019; Kim et al., 2019; Ojo & Raman, 2019; Saeed et al., 2019). TAM has become a very well-liked approach for analysing user adoption of new technology or policy. However, there is still a knowledge gap regarding how the trends and model development can guarantee that GHRM practises in higher education mediate with green behaviour intention. This study investigated how sustainability-related GHRM practices in higher education were affected by perceived usefulness and perceived ease of use. This investigation has made strides by shedding light on the neglected topic of how GHRM practices affect sustainability (Abbas et al., 2022; Paile et al., 2014; Zaid et al., 2018). A new concept has emerged in which an emerging context has been presented against the backdrop of developing Asian countries. The past few years have seen a significant increase in interest in GHRM technologies with increased environmental performance and non-green outcomes (Ismail et al., 2021; Pele et al., 2014; Shen et al., 2018). However, only a few attempts have been made to examine the relationship between GHRMP and environmental sustainability (Zaid et al., 2018; Paulraj, 2011). Sustainability and GHRMP are also being emphasized in other industries, including tourism and hospitality (Javed and Takova, 2020). The "win-win" theory, which holds that both organizations/employers and employees will eventually benefit from the implementation of GHRM practices, is supported by empirical data collected from full-time employees of higher education institutions. Numerous studies have recognized that GHRMP plays a role in shaping employees' environmentally friendly behaviour and their overall environmental performance (Renwick et al., 2013; Masri & Jaaron, 2017; Saeed et al., 2019). While this research fills a knowledge gap about the specific influence of perceived usefulness and perceived ease of use on GHRMP by mediating employees' GBI, particularly from the employees' perspective in higher education institutions. Chen and Cheng (2013), also explained that green dynamic skills, Green HRM policies and practices would additionally encourage and promote staff to come up with more pro-environmental ideas. Through perceived ease of use and perceived usefulness, we are able to demonstrate that green behaviour intention has a positive and significant impact on Green HRM practices and contributes to the advancement of a green lifestyle. It implies that those with strong goals for green conduct are more likely to engage in green workplace behaviour (Genoveva & Syahrivar, 2020). Employees green behaviour intention play full mediation roll between perceived usefulness and perceived ease of use to green hrm practices (Baron & Kenny, 1986; Genoveva & Syahrivar 2020). This is generally consistent with the Technology acceptance behaviour, which holds that the influence of attitude on behaviour is indirect and mediated by green intention toward green human resource practices.

5.2 Practical Implications

This study provides actionable insights for higher education policymakers and HR professionals aiming to integrate Green Human Resource Management (GHRM) practices effectively.

Enhancing GHRM through Recruitment & Training: Institutions should prioritize environmental awareness and sustainability skills in hiring processes and provide structured training programs to foster green competencies (Abbas et al., 2022).

Embedding Sustainability in Organizational Culture: Leadership should promote a pro-environmental work environment, incorporating sustainability metrics into performance evaluations and offering incentives for eco-friendly behaviors (Pham et al., 2019).

Encouraging Employee Engagement: Employees should be actively involved in green initiatives, such as reducing energy consumption, minimizing paper use, and participating in environmental campaigns to build a sustainability-focused workplace (Al-Ghazali & Afsar, 2021).

Leveraging Technology for Green HRM: Institutions can use digital HR platforms to promote paperless operations and track sustainability performance, reinforcing technology-driven GHRM adoption.

5.3 Theoretical Implications

This study extends the Technology Acceptance Model (TAM) to GHRM by demonstrating that perceived ease of use and perceived usefulness are critical in shaping green behavioral intention among employees (Zhang et al., 2019).

TAM Adaptation for GHRM: The findings validate that employees are more likely to adopt sustainability-driven HR practices if they perceive them as easy to implement and beneficial (Ranihusna & Akbar, 2024).

Influence of Attitude & Social Norms: A positive attitude toward GHRM, shaped by leadership and peer influence, reinforces green behavior adoption in academic institutions (Park et al., 2022).

Institutional Support & Resource Allocation: The study highlights that organizational support, training, and resource availability significantly impact GHRM acceptance, aligning with TAM's premise that external factors drive technology adoption (Zhang et al., 2019). By integrating TAM, TPB, and TRA, this research provides a structured framework for understanding GHRM adoption, paving the way for further studies on sector-specific sustainability policies and digital HRM innovations in academic institutions.

6. Limitations and prospective suggestions

There are several shortcomings in this study. First, since this study's population was made up of higher education professionals, its findings would not be applicable on other situations. Second, the phenomenon of GHRMP is becoming more prevalent, but the present study chose a cross-sectional approach, rather than longitudinal, to investigate ongoing dynamic perspectives. Third, the present study proposed by Dumont et al. (2017) formulated the aspects "green recruitment and selection, green training and development, green performance management and appraisal, and green reward and compensation" as factors that define sustainability. Hence, Future research studies can therefore add additional green human resource management resource factors to the current model, such as green innovation performance, green intellectual capital, and green incentives management. In conclusion, the current study's only focus was on the HEIs in India as a growing nation. Researchers advise further investigation to carry out a comparison across various geographic regions. This will strengthen the validation of the suggested model even further.

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