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Abstract

This research examines the impact of Green Human Resource Management (GHRM) on employees' environmentally supportive behaviours, specifically Organisational Citizenship Behaviour for the Environment (OCBE). It focuses on the intermediary role of Green Employee Empowerment (GEE) and the conditional influence of Green Commitment (GC). Data were collected from 306 staff employed in four major public hospitals in Kabul, Afghanistan. The study utilizes a qualitative approach and collects responses through structured, close-ended questionnaires designed to capture detailed insights. A combination of analytical techniques, including descriptive statistics, normality checks, reliability testing, correlation analysis, and regression analysis, was employed to analyze the data. In addition, Hayes' PROCESS macro was used to assess both mediation and moderation dynamics within the proposed model. Findings reveal that GHRM indirectly contributes to enhancing OCBE by empowering employees through GEE. Moreover, GC strengthens the positive connection between GEE and OCBE, acting as a significant moderator. The current study contributes to the limited body of research on sustainable HR practices in the healthcare sector by examining both the mediating and moderating mechanisms that link GHRM to environmentally responsible employee behaviours.
Keywords: *GHRM, Green Employee Empowerment, Green Commitment, OCBE*

1. Introduction

The growing global concern for environmental sustainability is compelling businesses to adopt eco-friendly policies and practices (Afsar & Umrani, 2020; Dahiya, 2020). International support for combating climate change has significantly heightened environmental awareness (Hartmann & Vachon, 2018), prompting organisations to take greater accountability for their environmental impact (Boiral et al., 2018). In response, firms are incorporating green practices into their operations and reshaping traditional business models to achieve a competitive edge through sustainability (Wagner, 2011).

GHRM has become a key strategic tool in promoting environmental sustainability within modern organizations. According to Shen et al. (2016), the effectiveness of sustainability initiatives is largely determined by the degree to which employees are involved in environmentally conscious behaviours. GHRM initiatives are instrumental in

encouraging staff to adopt sustainable practices that align with the organisation's ecological mission (Roscoe et al., 2019; Renwick et al., 2016). Research has shown that GHRM not only fosters greater organisational commitment among employees (Kim et al., 2019) but also promotes the development of a pro-environmental workplace ethos. This is facilitated through mechanisms such as GEE, Organizational Citizenship Behavior for the Environment (OCBE), and Green Commitment (GC), which collectively contribute to shaping a culture of environmental accountability within the workforce.

Zahid et al. (2020) highlighted a critical gap in existing research, calling for a deeper investigation into how GHRM affects employees' environmentally responsible behaviours, specifically in the context of OCBE. They particularly stressed the importance of exploring the intermediary role played by Green Employee Empowerment (GEE) and how Green Commitment (GC) might shape or intensify this relationship. Although interest in this area is growing, a lack of comprehensive studies that investigate these relationships together remains, leaving significant gaps in our understanding of how GHRM influences pro-environmental behaviour within organisations. This research seeks to address these gaps.

In particular, this research contributes to the understanding of these relationships within the context of the public health sector in Afghanistan, a setting that remains largely unexplored. Afghanistan's public hospitals face unique environmental challenges, such as medical waste management and infection control, which make the integration of GHRM practices especially critical. The current study represents one of the first tries to investigate GHRM, OCBE, GEE, and GC in Afghan public hospitals, offering insights into how these practices can reduce environmental pollution and promote sustainability.

Working collaboratively with doctors and hospital administrators, this study will evaluate the adoption of GHRM policies, their influence on OCBE, and strategies to enhance green behaviours among staff. The findings aim to support the growth of environmentally conscious practices in the Afghan healthcare system.

Anchored in the principles of behavioural human resource management, this research examines the intermediary role of Green Employee Empowerment (GEE) in connecting Green Human Resource Management (GHRM) with Organisational Citizenship Behaviour (OCBE). Previous literature, such as Dumont et al. (2016), indicates that GHRM practices can elevate environmental awareness among staff, motivating them to engage in voluntary eco-conscious behaviours that extend beyond their official job areas. Additionally, this study examines how the Green Commitment (GC) affects the strength of the GEE–OCBE relationship, suggesting that employees with a strong personal connection to environmental values are more likely to translate empowerment into meaningful, environmentally supportive actions.

While earlier research confirms that GHRM can enhance organisational commitment (Kim et al., 2019), this study examines the psychological and social mechanisms that drive green behaviour at work. Empowered employees are more likely to support initiatives such as recycling, energy-saving, and resource maintenance (Tariq et al., 2016), and in doing so, they develop stronger loyalty and productivity (Boiral, 2009).

This research is grounded in two foundational theoretical perspectives. The Supply-Value Fit (SVF) theory and the Ability-Motivation-Opportunity (AMO) context. These theories collectively offer a comprehensive lens through which to understand the alignment between organisational practices and employee attributes, shedding light on

the instruments that encourage environmentally responsible behaviours within the workplace.

In conclusion, this study makes a valuable contribution to understanding how Green GHRM promotes pro-environmental behaviour within Afghanistan's public health sector, an area that has remained largely underexplored. By focusing on the mediating role of GEE and the moderating influence of GC, the research highlights the underlying psychological and motivational pathways that link GHRM practices to OCBE. Grounded in behavioural HRM perspectives, particularly the AMO and Supply-Value Fit (SVF) theories, this study presents a robust conceptual model that deepens theoretical insights into sustainability-related workplace behaviour. Practically, the findings guide fostering an environmentally supportive culture within organisations. The results demonstrate that GHRM's impact on OCBE is channelled through employee empowerment and further intensified by employees' environmental commitment, underscoring the importance of cultivating both capacity and values among staff to achieve sustainability goals.

2. Theory and Hypothesis

This research is grounded in two core theoretical foundations that inform its conceptual framework. One of these is the AMO theory, originally developed by Appelbaum et al. (2000) and later refined by Jiang et al. (2012). According to AMO theory, human resource management practices influence employee performance by targeting three essential elements: ability, which refers to employees' skills and competencies; motivation, denoting their willingness to exert effort; and opportunity, which encompasses the work environment and resources that enable effective performance. The theory emphasises that HRM practices should enhance employees' skills and knowledge (ability), foster motivation to engage in desired behaviours (motivation) and provide the necessary opportunities and resources to perform these behaviours. This, in turn, leads to improved organisational performance, including enhanced quality and reduced waste. In addition, the AMO framework proposes that Human Resource Management strategies have the potential to enhance employees' sense of autonomy and their capacity to make independent decisions, which in turn contributes to heightened levels of engagement and improved job performance (Shen et al., 2016).

Scholars in behavioural human resource management argue that a comprehensive blend of HRM strategies can significantly affect various employee mindsets and actions by activating multiple psychological and interpersonal processes (Jiang et al., 2012). These processes are instrumental in nurturing eco-conscious behaviours among staff (Tariq et al., 2016). Additionally, Chou (2014) emphasizes that individuals' pro-environmental conduct is largely driven by their intrinsic ecological values and convictions.

This research also incorporates Edwards' (1992) Supply-Value Fit (SVF) theory, which emphasises the importance of alignment between individual and organisational values in shaping workplace behaviour. According to the SVF framework, when employees' values resonate with the core values of the organization, it fosters an encouraging atmosphere that motivates OCBE. Within this value congruence, employees tend to demonstrate a stronger commitment to environmentally responsible practices, as their own beliefs align seamlessly with those promoted by the organization.

Integrating these theories strengthens the theoretical underpinning of this research, providing a comprehensive framework to investigate the interplay between HRM

practices, employee values, and environmentally sustainable behaviours. Understanding how these factors align enables deeper insights into cultivating an organisational culture that prioritises environmental responsibility.

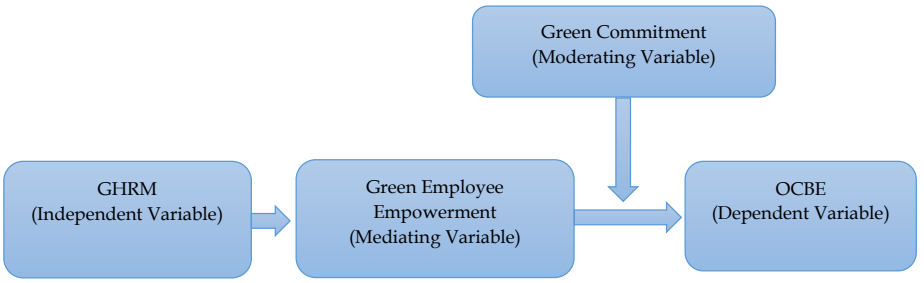

Figure 1: Conceptual Framework Developed by Author

2.1 GHRM Practices and GEE

Behavioural HRM scholars have investigated how HRM practices affect employees' environmentally responsible behaviours (Dumont et al., 2016). A critical element for meeting an organization's environmental goals is GEE (Tariq et al., 2016). By strategically implementing GEE, organizations can inspire employees to reevaluate their job responsibilities, derive deeper meaning from their roles, and enhance their capabilities (Laschinger et al., 2004). Research has shown that empowering employees fosters greater readiness to engage in environmental management efforts within the workplace (Kitazawa et al., 2000; Simpson & Samson, 2010). In addition, Muogbo (2013) revealed that empowered employees possess strong internal motivation, which translates into beneficial job outcomes such as increased job pleasure.

Gutowski et al. (2005) emphasise that developing a workforce committed to green practices yields multiple benefits, including higher and more consistent quality of work, increased employee loyalty, greater job satisfaction, and strengthened self-confidence in job performance. The AMO model, introduced by Appelbaum et al. (2000), clarifies that GHRM practices improve employees' skills and drive, equipping them to achieve environmental objectives successfully. Recent studies have identified three core elements within GHRM that are critical to this enhancement: fostering employee motivation, developing their capabilities, and creating opportunities for involvement in environmental initiatives at the organisational level (Guerci et al., 2016; Masri & Jaaron, 2017; Pinzone et al., 2018). These principles are especially relevant to healthcare workers in Afghanistan, where increasing motivation, skills, and opportunities can stimulate environmentally responsible behaviour. Additionally, Renwick et al. (2013) advocate for the use of HRM strategies that are intentionally designed to support sustainability goals. Taken together, strengthening these three components through GHRM practices is a promising way to encourage employee participation in environmental efforts.

H1. GHRM has a positive relationship with GEE.

2.2 Green Employee Empowerment and OCBE

Green behaviour not only reflects prosocial tendencies but also embodies both environmental and social responsibilities for employees (Chou, 2014). According to Ramus and Killmer (2007), environmentally responsible behaviour in the workplace

contributes to value creation. It can manifest as either compulsory duties tied to one's role (in-role) or voluntary actions beyond formal job responsibilities (extra-role). OCBE is an optional behaviour that may be described as an individual's discretionary social conduct and is not specifically defined by a formal incentive system that can help firms manage their environmental impact more effectively (Boiral, 2009). Lamm et al. (2013) describe OCBE as encompassing all sustainability-related attitudes and actions both within and beyond the organization. Such behaviours support the organisation's efforts to achieve its environmental objectives (Norton et al., 2014). Boiral and Paillé (2012) further classified OCBE into three distinct categories: (1) eco-initiatives, which involve voluntary actions by employees to support a fully green environment, such as conserving water and energy; (2) Eco-helping entails that staff members collaborate with their coworkers and peers to address environmental challenges, (3) Eco-civic involvement describes how employees feel about and act in support of environmental progress, including attending seminars and workshops that organizations like corporations may host.

Hoffman (1993) proposed that corporate communities and organisations could utilise "green empowerment" to encourage staff members to participate in activities like OCBE that have a connection to environmental improvement. Organisations can empower their workers to practice green behaviour and engage in eco-friendly activities by, for example, prohibiting the discharge of toxic waste into local rivers or canals and reminding staff to exercise caution when handling hazardous chemicals (Robertson and Barling, 2013). Pinzone et al. (2016) explained that when an organisation gives more involvement and authority to its employees in decision-making regarding environmental problems, employees are more likely to participate in optional actions for the betterment of the environment. According to Steger (2000), for a business to empower its staff, it should cultivate a green workplace culture.

H2. GEE has a positive relationship with OCBE.

2.3 The Role of Green Employee Empowerment as a Mediator

Behavioural HRM research has examined how psychological mechanisms can be utilized to enhance the effectiveness of HRM practices in shaping employee behaviour (Jiang et al., 2012). They discovered in the literature and explored how psychological factors, such as psychologically favourable environmental conditions and participation in green initiatives, may improve workers' productivity (Shen et al., 2016). The GHRM practices are thought to be positively correlated with GEE in this study. Also, GEE predicts a positive relationship between employees' OCBE. It makes sense for the GEE to function as a middleman between OCBE and GHRM procedures. As discussed, GHRM practices enhance employee knowledge, motivation, and engagement in green actions, thereby increasing employees' capabilities and empowerment in achieving green objectives.

Additionally, it increases their sense of empowerment and might encourage workers to use their judgment when it comes to environmental management. This study proposes that GEE serves as a crucial intermediary connecting GHRM practices to employees' OCBEs. According to a previous study, when employees perceive incentives and rewards for their organisational performance, they feel more committed and are less likely to attempt retaliation under the OCBE (Jiang et al., 2012). We have reasons and explanations for the suggested mediation function of GEE between OCBE and GHRM practices thanks to all of these arguments and conversations.

H3. GEE mediates the relationship between the GHRM and OCBE.

2.4 The Moderating Role of Green Commitment

According to the literature on HRM, organisational performance is influenced by the norms and policies of HRM, which in turn affect employees' attitudes and behaviours. GHRM encourages employees to adopt a responsible attitude and contribute to environmental protection (Saeed et al., 2019). An employee must be internally motivated to improve the environment to be considered "green." The employees' attitudes toward the company and level of attachment to it are reflected in their "green commitment." Employees' dedication to the environment is a result of GHRM within the company, demonstrating how each employee shares the company's values and cares about their workplace (Pham et al., 2019). When employees are psychologically available, their work and jobs are more exciting and enjoyable. It, in contrast, improves the employees' GC toward the company. (Roscoe, Subramanian, Jabbour, and Chong, 2019) claim that implementing GHRM practices improves staff members' comprehension of company environmental goals and objectives, which in turn boosts their feeling of obligation, community, and dedication to eco-friendly standards and practices. Numerous studies and research are needed because the association between the GHRM and GC has not yet been thoroughly examined. Studies by Pham et al. (2019) suggest that green incentives, a green culture, and green training all have a positive impact on employees' commitment to environmental sustainability. The development of a green organisational culture, green practices, and knowledge sharing, according to Ren et al. (2018), can have a catalytic effect on employees' commitment to sustainability, helping them become more environmentally conscious. The objective of this study is to determine whether employees' OCBE and GEE relationships can be moderated by their environmental commitment.

H4: GC will moderate the relationship between GEE and OCBE such that the effect of GC will be high compared to low.

H5: The indirect effect of GHRM and OCBE is moderated by GC through GEE, such that the relationship is stronger when GC is high.

3. Research Method

This research adopts a positivist paradigm and employs a deductive approach complemented by a qualitative research methodology. To ensure the validity and representativeness of the findings, a probability sampling method was utilized. The data collection took place in four of Kabul's largest public hospitals—Jamhoriat, Iben Sina, Malalai, and Wazir Muhammad Akbar Khan—with a combined staff population of 1,648 employees.

To establish a statistically appropriate sample size, this study utilized the sampling table developed by Morgan and Krejcie (1970), a well-regarded resource in social science research for estimating sample sizes relative to population size. For a population of approximately 1,600 to 1,700 individuals, Table 3 recommends a sample size of around 306 respondents. This number is sufficient to attain a 95% confidence level with a 5% margin of error, thereby ensuring that the study's findings are representative of the broader population and can be interpreted with strong statistical validity.

Therefore, selecting a sample of 306 employees from the total population provides a strong basis for analysis, offering a balance between accuracy and practicality in terms of time and resource constraints. Structured questionnaires were administered individually to these participants, allowing for a focused exploration of the research variables.

This research utilizes a combination of primary and secondary data sources. Secondary data were gathered from existing academic literature, including journal articles and international studies, given the scarcity of GHRM data specific to Afghanistan. Primary data collection involved a structured questionnaire featuring closed-ended questions, with responses recorded on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data collection was conducted using Google Forms, facilitating widespread participation from employees across the Afghan healthcare sector. The study's unit of analysis is individual employees within selected public hospitals. This individual-level focus enables a comprehensive exploration of GHRM practices and their impact within the context of Afghanistan's public healthcare system.

3.1 Measures

To confirm the reliability and validity of the study, the measurement instruments were adopted from established scales used in prior research. This approach helps maintain consistency and credibility in assessing the constructs under investigation.

The GHRM consists of six items (Dumont et al., 2016). Green employee empowerment: Zahid et al. (2020) reported that the GEE was measured using an adapted version of the Employee Psychological Empowerment Scale (Spreitzer, 1995). In this research, the GEE was measured using the nine-item scale reported by Zahid et al. (2020). The OCBE (Organisational Citizenship Behaviour toward the Environment) was measured by ten items by Boiral and Paille (2012). The green commitment is measured using the eight-item scale adopted by Raineri and Paillé (2016).

All of the GHRM, GEE, OCBE, and GC are measured on a 5 five-point Likert scale (5 = strongly agree and 1 = strongly disagree). The results show that Cronbach's alpha for GHRM is .892, for GEE is .892, for OCBE is .907, and for GC is .892. This indicates that all variables have Cronbach's alpha values greater than .6, which suggests that they are all reliable.

Table 1
Item Statement

Construct	Item Statement
GHRM (Dumont et al., 2016).	My organization establishes environmental objectives for its staff. My organization offers training to employees focused on promoting sustainable values. My organization provides training to employees to enhance their knowledge and skills needed for effective green management. My organization takes into account employees' eco-friendly actions at work during performance evaluations.

	My organization connects employees' sustainable behaviours at work to incentives and compensation.
	My organization includes employees' environmentally friendly conduct at work when considering promotions.
GEE Zahid et al., (2020)	The environmentally friendly work I engage in holds great significance for me.
	My efforts are personally significant to me.
	The eco-friendly tasks I undertake are meaningful to me.
	I feel assured in my ability to perform my responsibilities.
	I am confident in my capacity to carry out my environmental work.
	I have acquired the necessary skills for my green job.
	I have a considerable degree of autonomy in how I approach my green job.
	I can independently choose how to execute my environmental tasks.
	I enjoy substantial opportunities for independence and freedom in performing my green job.
OCBE Boiral and Paille (2012)	In my job, I consider the impact of my actions on the environment before taking any steps.
	I actively engage in environmental initiatives and practices in my everyday work activities.
	I offer suggestions to my coworkers on how to better protect the environment, even when it is not my specific role.
	I inspire my colleagues to adopt eco-friendlier habits.
	I participate in environmental events organized by my company or in partnership with it.
	I keep myself updated on my organization’s environmental initiatives.
	I take part in environmentally friendly actions that enhance my organization's reputation.
	I volunteer for projects or events that focus on environmental challenges within my organization.
	I willingly dedicate my time to assist my colleagues in considering environmental factors in all their work activities.
	I motivate my coworkers to share their thoughts and perspectives on environmental matters.
GC (Raineri & Paillé, 2016)	I am concerned about the environmental issues facing my company.
	I would feel remorseful for not backing my company's environmental initiatives.
	The environmental issues of my company hold significant importance for me.
	I have a strong sense of responsibility to endorse my company's environmental initiatives.
	I perceive my company's environmental challenges as my own.
	I have a personal connection to the environmental issues of my company.

	I feel it is my duty to advocate for my company's environmental initiatives.
	I place a high value on my company's commitment to environmental efforts.

Source: Developed by Author

4. Results

4.1 Respondents' Profile

The respondents' demographic information includes gender, age, education level, and employment history. A majority of the respondents, 62.4% (n = 191), are female. The largest age group is between 26 and 30 years old, comprising 46.1% (n = 141) of the respondents. Most participants hold a bachelor's degree, accounting for 60.1% (n = 184), and the majority have 3 to 5 years of work experience.

Table 2
Respondents' Profile

Attributes	Frequency	Percentage (%)
Gender of respondents		
Male	115	37.6
Female	191	62.4
Age		
Below 25 years	65	21.2
26-30 years	141	46.1
31-40 years	74	24.2
41-50 years	14	4.6
51 and above	12	3.9
Education		
School graduate	23	7.5
Bachelor graduate	184	60.1
Master graduate	95	31.0
PhD. Graduate	4	1.3
Work Experience		
Less than 2 years	60	19.6
3-5 years	98	32.0
6-8 years	68	22.2
9 years and above	80	26.1

Source: Developed by Author

4.2 Analysis of Responses

The survey is conducted in Kabul public hospitals, with the largest number of staff and customers being Jamhoriat, Iben Sina, Malalai, and Wazir Muhammad Akbar Khan. These hospitals have a total amount of 1648 employees. According to Morgan's, Table 3, the sample of the population consists of 306 employees from various hospitals.

The Likert scale values correspond to: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree. The mean scores for the variables are as follows: GHRM at (3.65), OCBE at (3.84), and GC at (3.92). These averages, calculated from the responses of all 306 participants, indicate that overall, respondents leaned towards agreement with the statements. Additionally, the mean score for GEE is 4.02, indicating a stronger agreement with the related items.

Table 3

Descriptive Statistic Mean and Standard Deviation

	N	Minimum	Maximum	Mean	Std. Deviation
GHRM	306	1.00	5.00	3.6569	.80870
GEE	306	1.00	5.00	4.0261	.66078
OCTOBER	306	1.00	5.00	3.8441	.66039
GC	306	1.00	5.00	3.9236	.65548
Valid N (listwise)	306				

Source: Developed by Author

In this study, the normality of the data was assessed using Mardia's multivariate skewness and kurtosis tests, given the presence of multiple variables (GHRM, GEE, OCBE, and GC). The calculated skewness and kurtosis values were 5.66 and 38.09, respectively. According to commonly accepted thresholds, multivariate skewness should fall within ±3 and kurtosis within ±10 to indicate normality. Since the obtained values exceeded these limits, the data were considered non-normal. Consequently, the researcher employed non-parametric statistical tests, which are suitable for analysing data that is not normally distributed.

4.3 Hypotheses Testing

In this study, the researcher used the Andrew Hayes process model 14 with 95% confidence to test the hypothesis. As the Table below shows, Model 4 is used, with the dependent variable (DV) being OCBE(Y), the independent variable (IV) being GHRM (X), the mediator being GEE (M), and the moderator being GC (W). Our sample size is 306.

Based on the result in Table (4), We noted positive effects of green employee empowerment on GHRM (p = 0.000, t = 8.4849, Lower Level Confidence Interval = 0.2746, Upper-Level Confidence Interval= 0.4405). The Table indicates that the p-value for GHRM is .000 < .05, which is less than 0.05, signifying that the result is statistically significant. This suggests that GEE has a significant impact on GHRM. Additionally, both the LLCI and the ULCI have negative values, indicating a positive relationship, and *the first* hypothesis (Alternative) is accepted.

Table 4

Hypothesis Testing and Mediator Variable

Outcome Variables

GEE

Model Summary

R	R-sq	MSE	F	Df1	Df2	p
.4376	.1915	.3542	71.9941	1.0000	304.0000	.0000

Model

	Coeff	Se	T	P	LLCI	ULCI
Constant	-1.3075	.1578	-8.2854	.0000	-1.6180	-.9970
GHRM	.3575	.0421	8.4849	.0000	.2746	.4405

Source: Developed by Author

The findings presented in Table 5 reveal a statistically significant positive association between Green Employee Empowerment (GEE) and Organizational Citizenship Behavior for the Environment (OCBE). This is supported by a p-value of 0.000 and a t-value of 5.5919, both of which are substantially below the conventional significance level of 0.05. The confidence interval also supports this relationship, with both the lower level (LLCI = 0.1751) and upper level (ULCI = 0.3653) confidence intervals being positive. This demonstrates that (GEE) has a meaningful and positive impact on (OCBE). Therefore, the second hypothesis of the study is supported.

As the Table shows, all variables have a positive relationship. The GEE, GC, and GHRM are significant at $p < .05$, indicating a positive and significant predictor of the OCBE variable. All the LLCIs and ULCIs are positive, indicating a positive relationship. In the Table below, the two interaction effects reveal the following:

The interaction effect between GC and GEE on OCBE was statistically significant, with a p-value of 0.0142, falling below the 0.05 significance level. This result confirms that Green Commitment moderates the relationship between GEE and OCBE. In other words, the strength of the association between GEE and OCBE varies depending on the level of an employee's commitment to environmental values, thereby supporting the significance of the interaction effect (GC × GEE).

The second interaction effect between Green Commitment (GC) and Green Employee Empowerment (GEE) reveals a highly significant p-value of 0.000, which is well below the 0.05 threshold. This finding suggests that Green Employee Empowerment acts as a moderator in the relationship between Green Human Resource Management (GHRM) and Organisational Citizenship Behaviour for the Environment (OCBE). Additionally, the R-squared value changes from 0.6690 to 0.0067, further supporting the significance of the interaction effect. Then, the mediating hypothesis is also accepted.

Table 5

Hypothesis Testing, Dependent, Independent with Moderator and Mediator Variable

OUTCOME VARIABLE
OCBE

Model Summary

R	R-sq	MSE	F	Df1	Df2	P
.8179	.6690	.1463	152.0951	4.0000	301.0000	.0000

Model

	Coeff	Se	T	p	LLCI	ULCI
Constant	2.7439	.1125	24.3890	.0000	2.5225	2.9653
GHRM	.3075	.0301	10.1407	.0000	.2464	.3650
GEE	.2702	.0483	5.5919	.0000	.1751	.3653

GC	.3253	.0458	7.1036	.0000	.2352	.4154
Int-1	-.0637	.0258	-2.4671	.0142	-.1145	-.0129

Product terms key:
Int-1: GEE * GC
Test(S) of highest order unconditional interaction(s):

	R2-chng	F	Df1	Df2	P
M*W	.0067	6.0864	1.0000	301.0000	.0142

Source: Developed by Author

Based on the results in Table 6, GC has a statistically significant positive effect on both GEE and OCBE, as evidenced by a p-value of 0.000 and a t-value of 6.6745, which is well below the standard significance threshold of 0.05. Furthermore, the confidence interval (LLCI = 0.2200, ULCI = 0.4039) lies entirely above zero, reinforcing the presence of a positive relationship. These findings suggest that higher levels of GC contribute significantly to enhancing both GEE and OCBE; *the fourth Alternative hypothesis is accepted.*

Table 6
Hypothesis Testing, Mediating and Moderating Variable

Focal predict: GEE (M)
Mod var: GC (W)
Conditional effects of the focal predictor at the value of the moderator (s):

GC	Effect	Se	T	p	LLCI	ULCI
-.6555	.3120	.0467	6.6745	.0000	.2200	.4039
.0000	.2702	0483	5.5919	.0000	.1751	.3653
.6555	.2284	.0553	4.1309	.0000	.1196	.3373

Source: Developed by Author

The findings shown in Table 7 demonstrate a statistically significant direct impact of Green Human Resource Management (GHRM) on Organizational Citizenship Behavior for the Environment (OCBE), as evidenced by a p-value of 0.000 and a t-value of 10.1407. The confidence interval for this relationship (LLCI = 0.2464, ULCI = 0.3650) lies entirely above zero, confirming the positive and statistically significant effect. Additionally, the results demonstrate an indirect effect of GHRM on OCBE through Green Employee Empowerment (GEE), as both LLCI and ULCI for the mediation pathway are positive, indicating a significant mediating role of GEE. Furthermore, in the moderated mediation analysis, the negative values of LLCI and ULCI suggest a strengthening effect of GC on the indirect relationship. This indicates that Green Commitment (GC) moderates the indirect relationship between Green Human Resource Management (GHRM) and OCBE through GEE, with the indirect effect being stronger at higher levels of GC. Therefore, the fifth alternative hypothesis is supported.

Table 7
Direct and indirect effects of X on Y

effect	Se	T	P	LLCI	ULCI
.3057	.0301	10.1407	.0000	.2464	.3650

Conditional indirect effects of X on Y:

Indirect effects:

GHRM → GEE → OCBE

GC	Effect	BootSE	BootLLCI	BootULCI
3.3750	.1091	.0266	.0610	.1645
4.0000	.0949	0258	.0501	.1492
4.5000	.0835	.0261	.0383	.1382

Index of Moderated Mediation

	Index	BootSE	BootLLCI	BootULCI
GC	-.0228	.0092	-.0419	-.0061

Source: Developed by Author

4.4 Moderation Analysis

Hypothesis 4 proposes that GC moderates the link between GEE and OCBE, with the relationship becoming stronger at higher levels of GC. The results in Table 5 confirm this hypothesis, showing a significant moderating effect of GC (interaction coefficient = 0.0142, $p < 0.0000$). This moderating influence is visually depicted in Figure 2.

The study further hypothesized that GC moderates the indirect effect of GHRM on employees' OCBE through GEE. To assess this moderated mediation, Hayes's (2013) PROCESS macro, Model 4 for SPSS, was utilised, as it specifically tests moderation occurring at the second stage of mediation. The findings revealed that the indirect influence of GHRM on OCBE via GEE was significantly amplified when GC was high.

As shown in Table 5, the conditional indirect effect of GHRM on OCBE via GEE was 0.0000. However, when GC was included as a moderator, the p-value shifted to 0.0142, underscoring the significant role of GC in moderating this indirect relationship.

Figure 2 further illustrates the moderating role of GC, categorized into three levels: low, mean, and high. The brown line represents the high level of GC, the blue line denotes the low level, and the green line reflects the mean level. This visualization confirms that the relationship between OCBE and GEE is stronger when GC is high, indicating that higher levels of GC enhance the positive effect of GEE on OCBE.

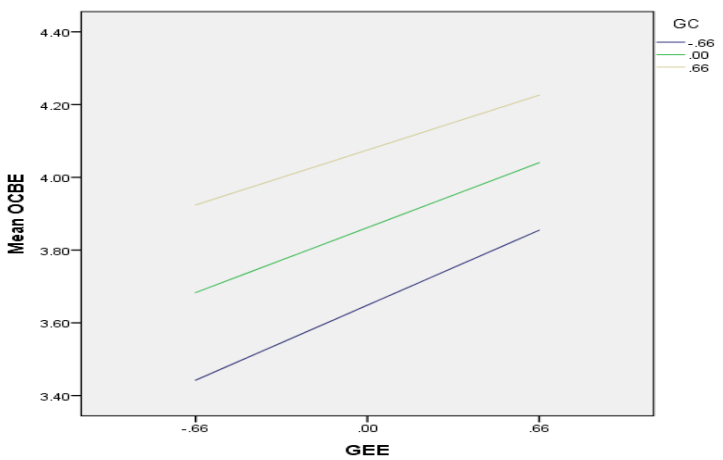

Figure 2: Moderating variable GEE with OCBE Developed by Author

5. Discussion

Climate change currently stands as one of the most pressing issues for both present and future generations globally. The conversation around climate change has transcended national and international policy arenas, becoming increasingly significant for business communities and organisations, as it directly impacts human life and long-term survival. At a recent summit featuring CEOs of major global corporations, a pivotal shift was highlighted: maximising shareholder profit and wealth is no longer considered the sole purpose of business. Today, organizations are expanding their focus to include employees, communities, customers, and the environment as critical stakeholders in their operations (Ahmed, Zehou et al., 2020).

Recent decades have shown an increasing interest among scholars in the role of HRMs and their significant impact on environmental management (Renwick et al., 2016). This study promotes the development of GHRM research and the investigation of employee workplace green behavioural results. This study created a logical and conceptual framework that linked OCBEs and GHRM using GEE as a mediator and GC as a moderator.

This research supports the proposed framework by identifying key findings. First, the current study found that the implementation of GHRM practices can increase and strengthen employees' overall commitment to the organisation (OCBE). As much as an organisation implements effective and improved GHRM initiatives, more employees will exhibit stronger environment-friendly behaviour and organisational citizenship behaviour. These findings align with previous research (e.g., Dumont et al., 2017; Saeed et al., 2019) and suggest that organizations or communities can leverage employee green HR practices as a more effective strategy to encourage staff members to engage in environmentally sustainable behaviours. The reason is that when an organisation invests in its GHRM department, it tries hard to hire, educate, train, and motivate employees to understand green practices and initiatives in the workplace. The results of this study demonstrate the significant impact of GHRM on OCBE and its enrichment of the environment. Second, this work also clarifies and supports the mediating function of GEE between OCBE and GHRM. This result is consistent with earlier research (Zahid et al., 2019), which demonstrates that GHRM practices have a significant impact on employees' OCBEs, both directly and indirectly, through a mediating mechanism. Organisations and business communities strive to enhance workers' commitment to the environment and their ability to exhibit OCBE, which is crucial and advantageous for all stakeholders adopting GHRM practices. Employers and business communities can boost employee commitment to environmental safeguarding and their workplace by implementing GHRM policies, which in turn makes it easier for employees to behave in an environmentally responsible manner.

Prior research has emphasized the vital contribution of Green Human Resource Management (GHRM) to strengthening environmental management practices within organizations (Renwick et al., 2013; Ren et al., 2018). This study centres on exploring the connection between GHRM and employees' environmental performance. Grounded in behavioural HRM theories (Jiang et al., 2012) and the notions of employee capability and empowerment (Tariq et al., 2016; Yusliza et al., 2017), it examines the mediating role of Green Employee Empowerment (GEE) in the relationship between GHRM and employees' Organizational Citizenship Behavior for the Environment (OCBE).

Furthermore, the study investigates how Green Commitment (GC) moderates the effect of GEE on OCBE, utilizing the Supply-Value Fit (SVF) theory as a guiding framework.

The study's findings suggest that the GEE plays a significant role in moderating the relationship between GHRM and workers' OCBE. In line with SET, when staff members become aware of or acknowledge their organisation's commitment to environmental concerns, they tend to appreciate it and strive to make up for it in terms of OCBE. If an employee is promoted, it strengthens the connection between the social exchange and the workforce, as well as the company, considering that the environment supports reciprocal exchanges through shared values (Paille et al., 2013). Additionally, this study revealed that green commitment significantly diminishes the effect of GEE on employees' overall commitment to the organisation (OCBE). The findings indicate that when a worker at a business has a high degree of green commitment, there is a larger correlation between GEE and workers' OCBE. The SVF hypothesis (Edwards, 1996) posits that effective employee behaviours can be observed when personal values align with corporate values. This theory also supports the moderating role of GC in the connection between GEE and employees' OCBE. The research on the GC's moderating effect and the GEE's function as a mediator is important because it identifies a key psychological mechanism via which GHRM affects employees' OCBE.

During this study, the researcher found some major things for four hospitals as well as staff, as below:

The first point is that green HR practices are crucial instruments for fostering organizational environmental stewardship, and green employee empowerment also plays a significant part in this process. The second point is that employees are willing to adopt green training and practices, as they seek these kinds of practices because they help them connect with green, natural, and eco-friendly environments. The third point is that organisations are willing to consider their social responsibility towards the environment by implementing green practices with their employees to maintain a clean environment and a good green image in the market. The fifth point is that public hospitals, such as Jamhoriat Hospital, Wazir Akbar Khan, Malalai, and Ibn Sina, are considered to have green practices. This is achieved by encouraging employees' environmentally friendly behaviour, which helps attract consumers by promoting recycling and implementing eco-friendly systems. This approach results in fewer environmentally harmful products.

5.1 Practical implications

Due to Afghanistan's mindset and ambition to gain a competitive edge through sustainable development, the adoption and implementation of GHRM are crucial in tying together nations like that country. Afghanistan's manufacturing sector contributes significantly to substantial environmental problems, including rising CO2 emissions, resource depletion, excessive energy consumption, and water pollution. Adopting GHRM methods and implementing them effectively can help companies conserve resources by enhancing economies of human work performance, thereby safeguarding the environment and having a positive impact on it.

For practitioners and organisations, this study provides some practical applications. First, an organisation should empower the GHRM practices of HRM managers, as they are responsible for implementing the organisation's vision and mission regarding the environment. They should also keep all employees' skills up-to-date and empowered, encouraging them to exhibit green behaviours and tasks that align with the organisation's

green values. Second, the company should provide training or seminars for its employees to raise their environmental awareness and familiarize them with green ideas. This will enhance their knowledge of and ability to apply green ideas, and it can also help them successfully achieve the organisation's green management objectives and goals. To sum up, companies should continually assess the green behaviour of their workers and use the results to promote staff members, provide incentives, compensate them for their performance, and motivate them to participate in green initiatives and activities that support environmental management (EM) goals.

5.2 Recommendations

We can say that in Afghanistan, organisations have emerged with the consideration of implementing green practices to contribute more to environmental protection. Therefore, businesses must be aware of, understand, pinpoint, and address their gaps in this industry. Although all organisations are aware of the environmental issues related to harmful production, waste in the industry, and environmental harm, they need to consider these environmental problems comprehensively. They must know the key things they should do to attract the employees to GHRM. By providing green training to employees or supporting them, we can foster their commitment to a safe environment and increase their overall commitment to the organisation. Here are a few recommendations for hospitals to consider:

Go local: Hospitals' kitchens and cafeterias serve much food to patients each day, and the origin of that food has an impact on the hospital's environment. As a result, by entering into a contract with locally owned businesses, hospitals may work with a local composting company to dispose of food waste so that nearby farms can use it as fertilizer in the future. The amount of petroleum required to ship and refrigerate commodities from far locations can be decreased in hospitals by providing access to fresh foods and nourishing meals.

Must use some advertisement boards on the walls of hospitals; this will increase awareness of people and will attract customers while using the products and also will affect employees' green behaviour.

Water conservation enables hospitals to reuse water for other purposes, such as toilets, thereby reducing overall water consumption.

Look for a greener waste disposal method; the diversity of garbage that hospitals produce may make it difficult to dispose of it in an ecologically acceptable way. For instance, to prevent environmental pollution, businesses must disinfect regulated medical waste before disposing of it. Hospitals face a significant challenge and dilemma due to the substantial amount of waste they generate each year.

Consider chemical safety; the chemical materials used in hospitals are often hazardous, so hospitals should exercise greater caution when selecting the right manufacturing companies.

5.3 Limitations and Thoughts for Future Study

Future research must be more targeted even if existing research has significant implications for both theory and practice. Firstly, this study utilises only public hospitals in Kabul, Afghanistan. Future research should also examine the same framework for other manufacturers, as this will help determine whether the findings of this study apply

to other industries. Second, this research examined the impact of GHRM practices on Afghanistan's economy, which was experiencing growth at the time. If the knowledge from the current findings were applied to other rising economies, future studies would produce additional noteworthy discoveries. Third, the whole quantitative data for the current investigation was gathered from a single source. Qualitative research should be used in future studies. Finally, future research could examine a range of potential moderating variables, including employee discretion, self-efficacy, ethical commitment, and equity sensitivity. However, this study specifically focused on the indirect moderating role of Green Commitment (GC) in the relationship between Green Employee Empowerment (GEE) and employees' Organisational Citizenship Behaviour for the Environment (OCBE). Moreover, since GEE was employed as the sole mediator between Green Human Resource Management (GHRM) and OCBE in this research, subsequent studies may explore alternative mediators to illuminate further and expand the understanding of this critical relationship.

5.4 Conclusion

This study highlights the crucial role of Green Human Resource Management (GHRM) in promoting organisational sustainability. The confirmed hypotheses reveal that GHRM effectively promotes pro-environmental behaviours by leveraging Green Employee Empowerment (GEE) as a crucial mediator, while Green Commitment (GC) amplifies this indirect influence. Together, GHRM, GEE, and GC emerge as fundamental drivers for employees and organizations striving to cultivate sustainable practices. Additionally, the study acknowledges its limitations and outlines implications, offering valuable directions for future research to further explore and refine these concepts within the context of sustainable organizational development.

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