INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES

Vol 14, Issue 12, (2024) E-ISSN: 2222-6990

Linking GHRM to Environmental Performance through Green Behaviour in Private Chinese Universities

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To Link this Article: http://dx.doi.org/10.6007/IJARBSS/v14-i12/24412 DOI:10.6007/IJARBSS/v14-i12/24412

Published Date: 31 December 2024

Abstract

Drawing on the AMO theory, this research aims to investigate how GHRM practices influence environmental performance through the green behaviors of academic staff in green campuses. The article seeks to shed light on the effectiveness of GHRM practices in fostering green behavior and enhancing environmental performance within private Chinese universities. By constructing a research framework based on a thorough literature review, this study reveals a positive relationship between GHRM practices and the green behavior of academic staff, ultimately leading to enhanced environmental performance within the university setting. Additionally, the research explores strategies that universities can employ to reduce their environmental footprint and actively contribute to global efforts to address climate change by encouraging green behavior among academic staff. This study adds to the

advancement of the AMO theory by examining the impact of GHRM practices on environmental performance through the lens of the green behaviors of academic staff within green campuses. The insights provided offer valuable perspectives on the efficacy of GHRM practices in cultivating green behavior and advancing environmental performance in private Chinese universities, beneficial for academics, practitioners, and policymakers working in the realm of sustainability.
Keywords: Green Human Resource Management (GHRM), Environment Performance, Green Behaviour, China, Private University, Academic Staff

Introduction

China, as a country with tremendous education resources. In the 21st century, internationalization and enhancing quality have become the primary focus of higher education in China (Ministry of Education, 2017). As indicated by State Council of the People's Republic of China, enrollment in higher education in China is increasing, and new forms of private universities have begun to emerge (Ministry of Education, 2021). And private universities functioned greatly at the lower end of the educational hierarchy in supporting the widespread availability of higher education (Wang et al., 2020a). As of 2023, over nine million students are enrolled full-time in 774 private universities, accounting for one-third of all Chinese students enrolled in higher education (Ministry of Education, 2023).

Sichuan has emerged as a developing region with promising prospects. Meanwhile, the growth of private universities in Sichuan has mirrored the overall progress of the private education sector at the national level (Liu, 2017). In April 2020, the General Offices of the Ministry of Education and the National Development and Reform Commission announced the "Programmed of Green Campus Creation Action", requiring Sichuan education administrative departments to adopt the concept of green development, establish long-term mechanisms for ecological civilization education, and actively promote the creation of "green campuses". At the end of 2022, there are currently 134 recognized universities in Sichuan province, with 52 of them being private universities, which represents 39% of the total (Ministry of Education, 2023). Nevertheless, most of the Chinese research on private universities has predominantly concentrated on institutions located in eastern and central areas, including major cities like Shanghai and Beijing. Surprisingly, there is currently no documented empirical research available pertaining to the private universities in Sichuan, especially academic staff.

Private universities in China typically rely on funding from students' tuition fees and may receive some donations from external sources, whereas public universities are entirely financed by the government. As a result, private universities face a heavier financial burden, with more than 90% of their income derived from tuition fees. This reliance significantly impacts their operational efficiency, recruitment processes, and the quality of education and research (Wang et al., 2020). Academic staff at private universities may experience insufficient institutional support for green initiatives. This can manifest as a lack of administrative backing for sustainability projects, limited professional development opportunities related to environmental education, and inadequate recognition for faculty contributions to green campus efforts. Such an environment can demotivate staff from actively participating in sustainability initiatives (Xuemin et al., 2024). Due to the financial model of private universities, academic staff may feel pressured to prioritize activities that

directly contribute to student enrollment and revenue generation over sustainability efforts. This focus can detract from the time and resources allocated to developing and promoting green practices within the campus community (Nhamo et al., 2024).

GHRM as an independent variable, researchers can evaluate how it affects employee behavior and attitudes toward sustainability, illuminating HRM's function in promoting environmentally friendly behavior (Muisyo et al., 2022). Meanwhile, private universities in China may have limited resources compared to public universities, making it challenging to allocate funds and invest in GHRM initiatives. This can hinder the implementation of comprehensive and effective GHRM practices. In addition, there may be a lack of clear regulations or policies supporting GHRM practices in Chinese private universities. This can create uncertainty and inhibit the adoption of environmentally sustainable practices (Su, 2017). Therefore, although GHRM is important for organizations, there are not many studies on this topic and most of them are conducted in Western countries (Xie et al., 2023). Previous studies have examined GHRM primarily in organizations and have ignored its use in academic settings. This research gap highlights the need to study GHRM in sustainable higher education institutions as it is a new research area. One of the main goals of this work is to close this gap.

Green behaviour refers to individual actions and choices that support sustainability and reduce environmental impact (Aboramadan, 2022), Encouraging green behaviour among academic staff is crucial for achieving a green campus. This behaviour can promote recycling and waste reduction, energy and water conservation, sustainable transportation options, and the adoption of environmentally conscious products (Anwar et al., 2020; Iqbal et al., 2021). So, in the sphere of tertiary education. by cultivating a sense of environmental responsibility and providing education and awareness campaigns, private universities can influence individuals to adopt green behaviour and contribute to a sustainable campus environment (Aboramadan, 2022; Berker et al., 2024). Meanwhile, Green behavior acts as a mediator, helping to explain the relationship between GHRM and environmental performance. It demonstrates how GHRM influences employee behavior to achieve environmental goals (Gill et al., 2021). However, most existing studies on green behavior in China have focused on individual consumers or public institutions, with little attention paid to private universities (Naz et al., 2023). Because Chinese private universities have unique features, like different funding and ownership structures, there is a gap in research that specifically investigates the environmentally friendly actions of academic staff at these schools (Wang et al., 2020).

Environmental performance is an effort by the higher education sector to improve resource conservation, energy efficiency, and environmental quality by promoting sustainability and fostering a better way of life and learning environment, and that stresses the implementation of enduring environmental conservation, stewardship, and preservation initiatives in educational institutions (Finatto et al., 2023; Reisch et al., 2023; Washington-Ottombre, 2024), In other words, an environment performance setting is one in which environmentally conscious practices and education coexist and where environmental protection principles are demonstrated via practice (Habib et al., 2021). There is a growing international consensus on the university's role in sustainable development, and many others point out that "environmental performance" is also about to lead to competition between universities (Bedoya-Dorado et al., 2022). But few researchers focus on human or behavioral aspects or environmental management of green campuses. Instead, most studies in the

literature on sustainable development in higher education focus on improving the environmental performance of universities through technological sustainability (Vien & Galik, 2024). At the same time, there is a significant knowledge gap due to the lack of research on environmental performance in private universities. Taking care of this provides important insights into how the operations and culture of private institutions can successfully integrate sustainability to ensure that their contributions are valued and maximized (Jouber, 2023).

In conclusion, to achieve green campus sustainability and promote the implementation of environmental performance in private universities in China in the context of higher education. By integrating GHRM practices, promoting green behaviour, and monitoring environmental performance, private universities can work towards achieving green campus sustainability. These elements are interconnected and mutually reinforcing, creating a holistic approach to sustainability that involves individuals, policies, and performance measurement. Collaboration and engagement from academic staff are essential for successfully implementing and maintaining green initiatives and fostering a sustainable campus environment.

Theoretical Foundation

The AMO (Ability-Motivation-Opportunities) theory was later developed by Appelbaum, Bailey, Berg, and Kalleberg based on which model and drawing inspiration from the idea of high-performance work systems (HPWS)(Marin-Garcia & Tomas, 2016). The theory contends that people perform well when they possess the necessary skills, are sufficiently motivated, and have access to participation opportunities at work (Liu et al., 2024). Meanwhile, in empirical studies that conceptualize the influence of HRM practices on organizational performance, the AMO theory is the most prevalent (Anwar et al., 2020a; Iftikar et al., 2022). It can also be used to gain a better understanding of how to incorporate environmentally friendly practices into HRM and the resulting environmental outcomes. On the other hand, AMO theory has been used as a foundation by many researchers in the field of GHRM (Ayenew Birbirsa & Ayalew Worku, 2022; Bos-Nehles et al., 2023; Gupta, 2018; Masri & Jaaron, 2017; Renwick et al., 2012; Shah, 2019), but very few studies have fully integrated the AMO framework into their research theory. So that the connection mechanism between GHRM practices and environment performance via green behaviour as a mediator is frequently overlooked.

Literature Review

Green Human Resource Management (GHRM)

GHRM recognizes the vital role of employees as key stakeholders in promoting sustainable practices within organizations. It acknowledges that their attitudes, behaviours, and skills significantly impact the environmental performance of the organization (Mohammed & Fisal, 2023). Meanwhile, Arulrajah and Opatha (2016) emphasized that conservation entails the judicious use of natural resources to ensure their availability for future generations. This includes efforts to reduce atmospheric, water, and air pollution, as well as the creation of parks with abundant plant life, trees, and lawns. According to Alam and Niu (2021) , GHRM has five dimensions. Include green recruitment and selection (GRS), green training and development (GTD), green performance management and appraisal (GPMA), green reward and compensation (GRC), green employee empowerment (GEE). Meanwhile, these dimensions were chosen because they are considered key factors that influence GHRM

practices and environmental performance. By assessing these dimensions, researchers can identify which GHRM practices are most important for improving environmental performance and provide recommendations to help manufacturing organizations improve in these areas.

In the previous study, GRS role play a crucial part in GHRM practices. Recruitment is defined by the process of searching prospective employees to apply for the job posting in the organizations and selection is the process of choosing appropriate applicants among the job applicants (Tuul & Bing, 2020). The HRM entry point of any organization necessitates the incorporation of effective recruitment and selection procedures. Consequently, ongoing scholarly inquiry is underway to progressively integrate GHRM practices with environmental performance and green innovation within an organizational framework (Roscoe et al., 2019a). Meanwhile, according to Obaid et al. (2015), GTD can be defined as the process of preparing individuals with diverse talents to enhance the skills necessary for innovations. Development refers to cultivating attitudes, behaviours, knowledge, and skills in employees to prevent the erosion of environment-related attitudes, skills, and knowledge, and is encompassed within the scope of training and development (Ramasamy et al., 2017). Gull and Idrees (2022) assert that GTD is a critical endeavor for enhancing employee abilities and performance, as well as addressing specific issues that impact employee retention.

On the other hand, GPMA can be defined as the evaluation of employees' behaviour and outcomes related to greening activities over a specific period (Tuul & Bing, 2020). According to Raza and Khan (2022), GPMA involves setting and evaluating performance goals and objectives for employees in a manner that considers their impact on the environment and encourages the adoption of environmentally friendly practices. Simultaneously, the cornerstone of Green Performance Management lies in performance appraisals. In additional. according to Ahmad (2015) definition, GRC should commend and acknowledge the endeavors of its employees in attaining sustainable competitive advantage and provide them with incentives and rewards. By doing so, the organization can achieve sustainable competitive advantage while concurrently motivating its employees. Meanwhile, according to Tariq et al. (2016), GEE had led the way in accelerating trends in organizational performance. When staff members participate in decision-making processes, staff members are more likely to feel like they belong to the organization. As a result of feeling valued and appreciated by higher management, employees may develop an ownership culture if they are given the opportunity to participate in decision-making. So, it contributes to raising and improving their motivation and morale.

Meanwhile, research on GHRM within the realm of higher education institutions is a relatively new area of study. Dumont et al (2017) investigated the role of GHRM practices in promoting sustainability in South Australian universities. The study found that GHRM practices, such as recruitment and selection, training and development, and performance management, could play a significant role in promoting sustainability and environmentally friendly behaviour among university staff. Bahmani et al. (2023) examined the impact of GHRM practices on academic staff innovation performance through green Innovation in Northern Cyprus on small island universities. The study discovered that GHRM practices can significantly impact the level of innovation performance within universities. Aburahma et al. (2020) investigated the relationship between GHRM practices and organizational performance among employees of Gaza University. The study demonstrated a significant

statistical correlation between GHRM practices and organizational performance. Meanwhile, Yong et al. (2020) conducted research in public research universities to explore the impact of GHRM, environmental knowledge, and green behaviour on academics.

Overall, according to Mamun (2019) ,GHRM practices are still not widely applied despite being well known, especially in private university. So that, further research is necessary to fully comprehend the mechanisms by which GHRM practices can be effectively implemented and their impact on sustainability outcomes in private university. Moreover, by integrating GHRM practices, universities can improve their environmental performance, cultivate a culture of environmental accountability, boost employee engagement and satisfaction, and attract and retain academic staff members who are environmentally conscious.

Environment Performance

Judge and Douglas (1998), provided a definition of environmental performance as the proficiency with which an organization governs and diminishes the environmental effects of its operations, products, and services in alignment with its environmental policy, objectives, and targets. However, diverse organizations present distinct interpretations of environmental performance. In the case of China, Li et al. (2022) conducted studies encompassing multiple dimensions, such as energy consumption, greenhouse gas emissions, waste management, water usage, and initiatives pertaining to campus greening, to investigate environmental performance. For example, researchers have analyzed the ecological footprint of transportation, energy use, and daily life in universities, quantified carbon emissions using models, and evaluated low-carbon campus initiatives.

Furthermore, Chinese universities have implemented various strategies and initiatives to enhance their environmental performance. This includes promoting green education, integrating sustainability into the curriculum, implementing energy-saving measures, adopting renewable energy sources, improving waste management systems, and engaging students and faculty in environmental awareness campaigns. These measures contribute to reducing environmental impacts, conserving resources, and promoting a culture of sustainability within university campuses (Cao et al., 2017; Gu et al., 2013; Tian & Wang, 2015).In additional, the Chinese government has also played a crucial role in promoting environmental performance in universities. National funding programs and policies have supported energy and water conservation projects, retrofitting of buildings for energy efficiency, installation of renewable energy systems, and the development of intelligent infrastructure for resource management (Shuqin et al., 2019).

In this study, by effectively managing and enhancing environmental performance, green campuses can reduce resource consumption, minimize waste emissions, and optimize energy efficiency, thus alleviating the environmental burden and achieving sustainability objectives. Improved environmental performance not only safeguards ecosystems and diminishes carbon footprints but also establishes a more sustainable and pleasant living environment for future students and staff. Furthermore, a green campus's environmental performance embodies the university's social responsibility and image. Prioritizing environmental protection and attaining commendable environmental performance can bolster a school's reputation and standing within the community and the education sector.

This is critical for attracting high-caliber students and staff, fostering fruitful collaborations with external stakeholders, and garnering social support and recognition.

Green Behaviour

Green behaviour can be defined as actions that contribute to environmental protection and sustainability, such as reducing waste, conserving energy, and using sustainable transportation. The authors also highlight the role of individual motivations, such as environmental awareness and personal values, in shaping green behaviour (Aboramadan, 2022). Meanwhile, the predictors of green behaviour have been the focus of many investigations (Aboramadan & Karatepe, 2021; Sarmad et al., 2023; Ye et al., 2022). Studies like this have examined both internal and exterior viewpoints. For instance, researchers have examined the importance of values, attitudes, and norms in predicting green behaviour for internal variables (Li et al., 2023), while others have utilized the sense of organizational support as a green behaviour predictor (Chaudhary, 2020). Research has examined the effect of leadership styles in relation to external variables, such as top management commitment as antecedents of green behaviour (Kusi et al., 2021) and GHRM (Kim et al., 2019; Pham et al., 2020).Yet the study of GHRM's effects on green behaviour is still in its nascent phases. and further academic exploration is required to fully comprehend these effects (Saeed et al., 2019).

In additional, there have been numerous studies investigating green behaviours on college and university campuses in China. Pan et al. (2018) that surveyed students from the tourism departments of nine universities in Taiwan to evaluate their attitudes and actions towards sustainability. According to the study, enhancing students' awareness and accountability can be a more effective way to increase their intention to protect the environment. Chen et al. (2021)investigated the factors influencing green behaviour among Chinese university students. The study found that environmental knowledge, perceived behavioural control, and environmental values were significant predictors of green behaviour among the surveyed students. Akhtar et al (2022) investigated the role of campus sustainability initiatives in promoting green behaviour among students at public universities in Pakistan. The study found that sustainability initiatives, such as recycling programs and energy conservation campaigns, were effective in promoting green behaviour among the surveyed population. Meanwhile, the influence of green ability-enhancing practices and green opportunity-enhancing practices on student's green behaviour is moderated by the support of leaders.

In this research, green behaviour of academic staff is crucial in promoting sustainability in green campuses. Meanwhile, academic staff members play a significant role in shaping the culture of universities and influencing the behaviour of students and other employees. Their adoption of environmentally sustainable behaviours can influence the behaviour of others in the university, impact the environmental performance of the campus, and enhance the reputation of the university. In additional, green behaviour is another that has been mentioned as a representative for measuring employee performance. As the emphasis on employee performance has been on empirical research, measuring it has been a challenging procedure(Zhu et al., 2021).

GHRM and Environment Performance

GHRM practices represent the most effective strategy for environmental performance programs, as they establish a fundamental framework enabling organizations to effectively manage their environmental impacts (Bhatti et al., 2022; Hameed et al., 2020; Muhammad Ali & Nisar, 2023; Raza & Khan, 2022). According to Anwar et al. (2020)analysis indicated that GRC practices positively influenced academic staff environmental performance at university in Malaysia. It found academic staff with environmental awareness and values aligned with sustainable practices, organizations were more likely to improve their environmental performance. Ba and Cao (2023) examined the influence of GRC on environmental performance in Chinese high education. Their investigation unveiled a favorable correlation between GRC practices and environmental performance. Academic establishments that implemented GRC practices demonstrated a greater likelihood of attaining elevated levels of environmental performance, facilitated by employee engagement and steadfast commitment to environmental sustainability.

Meanwhile, Nisar et al. (2021) explored the study demonstrated a positive relationship between GTD practices and environmental performance in the Malaysian green hotel. The researchers highlighted that organizations that provide employees with training opportunities related to environmental sustainability can effectively enhance their understanding of green practices and promote environmentally responsible behaviours, ultimately improving environmental performance. Anwar et al. (2020) examined the research revealed a positive correlation between GTD practices and environmental performance in the university campus. The researchers emphasized that organizations that provide environmental training and development opportunities to employees can foster a culture of environmental responsibility, resulting in improved environmental performance.

Furthermore, Nisar et al. (2021) investigated the research demonstrated a positive correlation between GPMA practices and environmental performance in the hotel industry. The study highlighted that organizations that integrate environmental metrics into their performance management and appraisal systems can effectively align employee goals and behaviours with environmental sustainability, resulting in improved environmental performance. Naz et al. (2023) examined how GPMA practices affect environmental performance in China and found a positive correlation. The researchers emphasized that organizations that incorporate environmental criteria into performance management processes can effectively motivate employees, enhance their environmental awareness, and drive improvements in environmental performance.

Moreover, Mandago (2018) established a favorable association between GCR and environmental performance. The study highlighted that organizations that provide financial incentives, recognition, and rewards to employees for achieving environmental targets tend to exhibit better environmental performance. Anwar et al. (2020) revealed a positive link between GCR and environmental performance in university campus. The researchers emphasized that organizations that incorporate environmental criteria into their compensation and reward systems can motivate employees to contribute to environmental sustainability, leading to improved environmental performance.

Additional, Ba and Cao (2023)indicated a positive correlation between GEEP and environmental performance in China. The study emphasized that when employees are empowered to contribute ideas and actively participate in sustainable practices, they become more engaged and motivated, leading to improved environmental performance outcomes. Zhang et al. (2019) conducted a study of employee participation in environmental management in Chinese manufacturing firms and found that employee participation positively influences environmental performance.

In summary, previous studies demonstrated that GHRM and environmental performance are positively correlated, while GHRM plays an important role in improving environmental performance. Therefore, in this study, GHRM and environmental performance promote environmental awareness and engagement among academic staff in a green campus. Through these measures, the implementation of a green campus can mitigate adverse environmental consequences and enhance resource efficiency, thereby attaining the sustainable development objectives of the eco-friendly campus.

GHRM and Green Behaviour

GHRM practices can incentivize employees' green behaviors to safeguard the ecosystem (Fawehinmi et al., 2020; Muisyo et al., 2022). These practices foster environmental awareness among employees and refine their conduct to cultivate pro-environmental attitudes in both their personal and professional spheres (Rafiq et al., 2024; Saifulina et al., 2023). GHRM encourages eco-conscious initiatives by involving employees in environmentally sustainable endeavors (Cincera & Krajhanzl, 2013).

Adjei-Bamfo et al. (2020) emphasized the role of GRC criteria in driving employees' green behaviour. The study demonstrated that when organizations incorporate environmental criteria into the selection process and assess candidates' attitudes and behaviours towards environmental sustainability, it significantly influences employees' engagement in green behaviour. Liu et al. (2021) highlighted the significance of integrating GRS strategies with employees' green behaviour. The research findings indicated that organizations that prioritize environmental values in the recruitment and selection process tend to have higher levels of employee engagement in green initiatives. Kim et al. (2022) observed a positive impact of GRS practices on employees' green behavior within Korean organizations. Similarly, Ahmad et al. (2021) reported a positive correlation between GRS practices and employees' green behavior within Pakistani organizations.

Ye et al. (2022) emphasized the significance of integrating green development opportunities with employees' green behaviour. The study highlighted that organizations that offer developmental programs, such as mentoring, coaching, and job rotations, with a focus on environmental sustainability, tend to have higher levels of employee engagement in green initiatives. Green development initiatives provide employees with the necessary tools and resources to implement green practices effectively, fostering their commitment to environmental responsibility. Additionally, Saeed et al. (2019) explored the relationship between GTD and employees' green behaviour. The founds indicated that when organizations provide training programs that align with employees' values and aspirations related to environmental sustainability, it positively influences their engagement in green behaviour.

GTD initiatives contribute to enhancing employees' sense of purpose and responsibility towards the environment, motivating them to actively participate in green practices.

Roscoe et al. (2019) explored the relationship between GPMA and employees' green behaviour. The research findings indicated that when organizations implement performance management systems that explicitly include environmental criteria and provide feedback on employees' environmental performance, it positively influences employees' engagement in green behaviour. The study emphasized the importance of setting clear green performance goals, providing feedback on progress, and linking environmental performance to performance evaluation and rewards. Furthermore, Malik et al. (2021) emphasized the role of GPMA in driving employees' green behaviour. The study demonstrated that when organizations implement performance appraisal systems that incorporate environmental criteria and provide feedback on employees' environmental performance, it enhances employees' sense of responsibility and commitment towards environmental sustainability. GPMA serves as a mechanism to evaluate and recognize employees' green behaviour, motivating them to actively engage in environmentally friendly practices.

Darvishmotevali and Altinay (2022) examined the impact of GCR on employees' green behaviour in organizations. The study found that GCR practices positively influenced employees' green behaviour, and this relationship was mediated by employees' perceived fairness of the reward system. Meanwhile, Chen et al. (2021) research the relationship between GCR and employees' green behaviour. The research findings indicated that when employees perceive that their environmentally friendly actions are rewarded and recognized, they are more likely to engage in green behaviour both within and outside the organization. GCR programs contribute to enhancing employees' sense of responsibility and commitment towards environmental sustainability. Chaudhary (2019)found support for the positive relation between of GCR and employees' green behaviours. Kim et al. (2019) examined the relationship between GCR and employees' green behaviour on hotel. The study found that GCR practices positively influenced employees' green behaviour, and this relationship was mediated by employees' environmental attitudes and perceived organizational support.

Zhang et al. (2019) emphasized the linkage between GEE and employees' green behavior. The research outcomes indicated that when employees are granted the authority to make ecologically conscientious decisions and are equipped with appropriate training and resources, they are more inclined to engage in environmentally friendly behavior both within the organization and in their personal lives. Meanwhile, Fu et al. (2018) scrutinized the connection between GEE and employees' environmentally responsible conduct within Chinese enterprises. The study discovered that GEE practices exerted a positive influence on employees' green behavior, and this relationship was mediated by employees' environmental knowledge and attitudes. Similarly, Freitas et al. (2020) examined the impact of GEE on employees' eco-friendly behavior within Brazilian organizations. The study ascertained that GEE practices positively influenced employees' green behavior, and this relationship was mediated by employees perceived organizational support for sustainability.

In summary, in previous studies demonstrated that GHRM and green behaviour are positively related, while green behaviours can promote efficient use of resources and environmentally friendly practices. In this study, academic staff can take various measures to

reduce energy consumption, water wastage and waste generation. For example, switching off unnecessary electrical equipment, using energy-saving light fittings, and implementing paper and water conservation measures. This green behaviour will not only help to reduce the carbon footprint of the campus, but also save costs.

Green Behaviour and Environment Performance

In the past research, green behaviour not only improves their environmental performance but also enhances their reputation, attracts environmentally conscious stakeholders, and contributes to a positive environmental impact (Bhatti et al., 2021; Danilwan et al., 2021; He et al., 2021; Malik et al., 2021; Nisar et al., 2021). According to He et al. (2021) explained that green behaviour has a positive impact on environment performance for two reasons. Firstly, they enhance and contribute to employees' knowledge, skills, and values. Secondly, employees acquire new skills and knowledge while working in environmentally conscious environments, leading to waste reduction and resource recycling. This not only helps in cost reduction but also helps achieve environmental goals. For the reasons stated above, it is proposed that green behaviour positively influences environment performance.

Meanwhile, Anwar et al. (2020) argue that green behaviour serves as a key driver behind a company's environment performance. In line with this, Pham et al. (2018) suggest that the green behaviour of employees can make a significant contribution to waste reduction and overall improvement in environmental performance. Additionally, Anwaret al. (2020) propose that embracing green behaviour can facilitate the effective implementation of environmental performance, aimed at protecting and conserving the environment while simultaneously enhancing it. Boiral and Paillé (2012) conducted a study that examined the impact of managers' green behaviour in manufacturing companies. The results of their research revealed a significant correlation between the engagement of managers in green behaviour and the environmental performance of the organization. Furthermore, Naz et al. (2023) conducted research on the green behaviour of frontline workers in a Chinese manufacturing organization and provided empirical evidence to support the positive impact of green behaviour on the organization's environmental performance.

Overall, according to Naz et al. (2023), Boiral and Paillé (2012), and Anwar et al. (2020) , there exit a positive relationship between green behaviour and environment. Therefore, engaging in green behaviour can lead to improved environmental performance by reducing resource consumption, minimizing pollution, and mitigating negative impacts on ecosystems. When individuals, organizations, or communities actively adopt and promote green behaviour, they contribute to a healthier environment, conservation of natural resources, and the overall sustainability of our planet.

Mediating Effect of Green Behaviour in the Relationship between GHRM and Environment Performance

In previous literature, the objective of GHRM practices is to establish an environment that cultivates green behaviour among employees (Ojo et al., 2022). If employees exceed their role expectations by investing extra effort, supporting colleagues, and contributing to organizational activities, then the level of organizational performance should be high (Al-Alawneh et al., 2023; Deshpande & Srivastava, 2023). Meanwhile, incorporating GHRM into

an organization's operations aims to address environmental issues and make efficient use of scarce resources, lowering operating costs and enhancing environmental performance (Rana & Arya, 2023). Employee commitment to the company is demonstrated by their green behaviour, which also protects the environment (Gilal et al., 2019).

Meanwhile, in developing countries, employees' green behaviour is a useful tool for promoting a paperless workplace, safeguarding the environment, and reducing carbon footprints to achieve green goals (Faghani et al., 2023; Piwowar-Sulej et al., 2023). Green behaviour is suggested as a connecting mechanism in the relationship between GHRM and environmental performance, playing a mediating role in translating GHRM practices into improvements in environmental performance (Anwar et al., 2020; Mousa & Othman, 2020; Pham et al., 2019). GHRM practices, such as “green recruitment and selection, green training and development, green performance management and appraisal, green compensation and reward, green employee empowerment and participation, and green management of organizational culture”, can build a means for employees to understand the organization's commitment to environmental sustainability. This can increase their psychological inclination to perform green behaviour that supports environmental sustainability initiatives, ultimately leading to improved environmental performance (Fawehinmi et al., 2020c).

In additional, research studies have explained the favorable effects of GHRM practices on environmental performance through the mediating effect of green behaviour, environmental passion, organizational citizenship behaviour, and green organizational culture (Chaudhary, 2019; Roscoe et al., 2019). According to Mousa and Othman (2020), GHRM at the strategic level contributes to the environment performance of an organization, while green behaviour was found to mediate the relationship between strategic HRM and environment performance. At the same time, Sakher Alnajdawi et al. (2017) recently investigated the green behaviour mediating function between GHRM and environment. According to the data gathered from 318 manufacturing company employees, green behaviour mediates the relationship between GHRM and environment performance. Furthermore, Anwar et al. (2020) conducted a study to assess the mediating effect of green behaviour between each GHRM practice and environmental performance. The research involved 122 academic staff members from five public universities in Malaysia. The results demonstrated that the green behaviour exhibited by academic staff acts as a mediating mechanism through which the GHRM practices of the universities positively influence the environmental performance of the public university campuses.

From the studies mentioned above, it was found that green behaviours can be mediating. However, there is still a lack of empirical research on the relationship between green behaviour mediating GHRM and environment performance in the higher education sector (Ali et al., 2022). In the context of China, green behaviour has not been yet tested empirically in relationship between GHRM and environment performance in green campus, specifically in a private university context (Anwar et al., 2020). Thus, the following hypotheses are posited.

Conceptual Framework

The identification of the gap between the eight variables in this study was based on the theoretical foundation and literature review encompassing GHRM, green behaviour, and

environment performance. The hypotheses presented in Figure 1 were employed to address the specific research issues within the field. Meanwhile, the aim of this study was to examine the impact of various GHRM constructs, such as green recruitment and selection, green training and development, green performance management and appraisal, green compensation and reward, green employee empowerment and participation, on environment performance through the mediating role of green behaviour among academic staff in private universities within the province of Sichuan. The conceptual model developed for this study depicted primary relationships: the potential mediation of green behaviour between GHRM and environment performance.

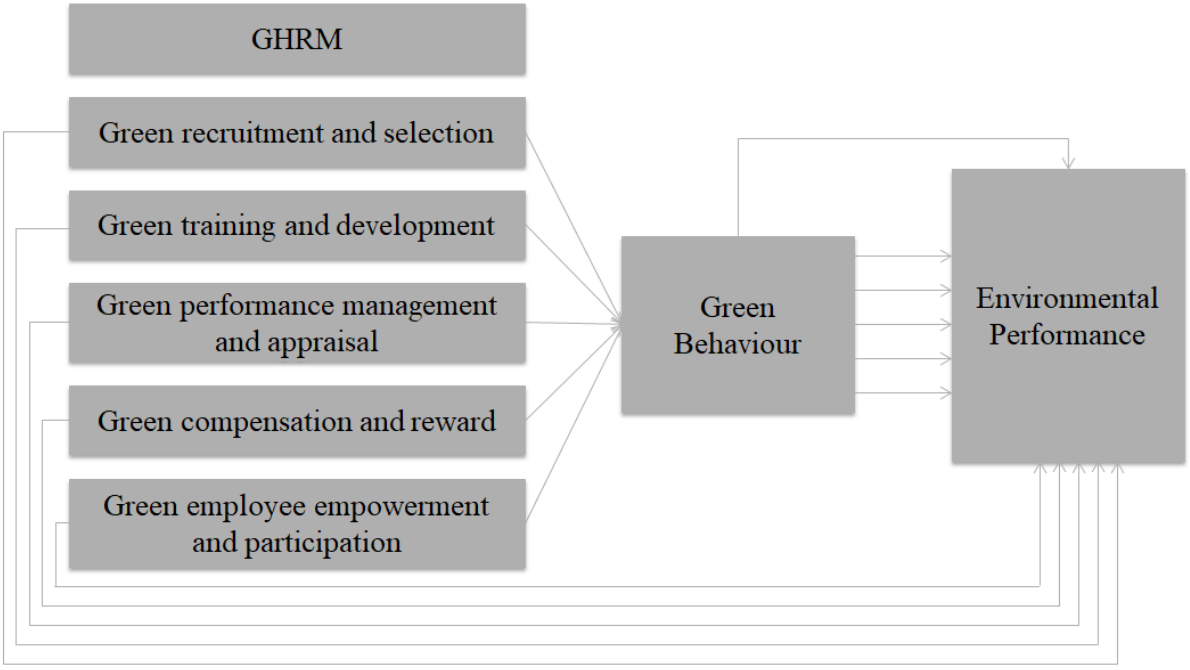

Figure 1: Proposed conceptual framework of the study

Summary

This study conducted a literature review on several key areas, including GHRM components such as green recruitment and selection, green training and development, green performance management and appraisal, green compensation and reward, green employee empowerment. Additionally, we explored the literature on green behaviour, and environment performance. Therefore, through the literature review, it became evident that there are connections between GHRM and environment performance, GHRM and green behaviour, green behaviour and environment performance. Thus, further research is required to explore the relationship between green behaviour, GHRM, and environment performance. At the same time, based on the theoretical framework and developed hypotheses, this study focuses on examining the relationships among these seven variables. Specifically, the study examines the mediating role of green behavior in the correlation between GHRM and the environment.

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