



Using green human resource management to encourage pro-environmental behavior in employees: The role of workplace spirituality and person–organization fit

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Abstract. *Purpose.* Business globalization has changed away from traditional finance-based success measurement and toward a capacity-based economy that embraces enterprises' green management features. While this change in the business world has led to the emergence of green human resources practices, this new human resources model has also triggered environmentally friendly behaviors of employees. *Method.* In this research, we assumed that employee-organization fit, and workplace spirituality can be important mediators between green human resources management and employees' environmentally friendly behaviors, and we tested this assumption on white-collar personnel in Turkey. Our field study, which we conducted on 425 people and tested the results in the AMOS program, supported the assumptions in the research hypotheses. *Findings.* The results of our research reveal the mediating effect of person—organization fit on employees' responsible and pro-environmental behavior. The results of our research reveal the mediating effect of the fit of individuals with responsible behavior and the pro-environmental behavior of employees. Furthermore, workplace spirituality has also emerged as a mediating factor in the relationship between green human resources management practices and responsible behavior. *Value of results.* The research results are essential and unique in emphasizing the importance of soft elements such as workplace spirituality and person-organization fit within the organization in the reflection of green human resources management practices in individuals' lives outside the organization.

Keywords: green human resources management, workplace spirituality, person–organization fit, responsible behavior, pro-environmental behavior.

Introduction

In today's corporate environments, where sustainability is a significant concern, firms must redefine their strategies to participate in sustainable development (Bahuguna et al., 2023). Globalization in business has shifted from traditional finance-based success measurement to a capacity-based economy that embraces firms' green management aspects (Ahmad, 2015). The financial performance of the organizations was previously considered to be a measure of success, but this is no longer the case because it is necessary to supplement these results with factors relating to the environment (Hosain, Rahman, 2016; Yorulmaz, 2023b). This growing environmental consciousness in business has strongly emphasized greening organizations (Baykal, Bayraktar, 2022). A green organization is one in which the greening of traditional business operations is integrated across the firm, including green human resources management (GHRM) (Jabbour, 2013). The importance of GHRM arises from its emergence as a crucial managerial tool assisting organizations in making their businesses more sustainable by helping reduce their carbon footprints (Yong et al., 2019). Success in implementing sustainability goals at the organizational level necessitates a robust and green management strategy (Glavas et al., 2010, Yorulmaz, 2023a). In this regard, all activities that aim at assisting the organization in implementing its environmental agenda are covered by GHRM (Hosain, Rahman, 2016), and it develops green abilities through methods for managing human resources like green selection, recruitment, performance management, and training (Baykal, Bayraktar, 2022).

It is essential to understand people's fundamental features, such as value and identity, to achieve sustainable behavior at the individual level (Gatersleben et al., 2014). Participation in sustainability-focused activities and projects is also more likely to come from people who are well-informed or concerned about the environment. This study is founded on I. Ajzen and M. Fishbein's "Theory of Planned Behavior" (1974). According to this theory, pro-environmental behaviors occur when employees have positive attitudes towards environmentalist behaviors when they believe that the people around them show the same behaviors and have the same attitudes, when they think that it is necessary to show these behaviors, and when they believe that they are competent in these behaviors (Gatersleben et al., 2014). On the other hand, we took a strategic approach to human resources management (HRM) practices, as in previous studies on GHRM (Renwick et al., 2013; Tang et al., 2018). GHRM applications have a strategic role in stimulating pro-environmental initiatives and boosting greening of organizations (Renwick et al., 2013).

Theoretical background

Green human resources management

Green management expands its primary focus on regulatory compliance by including conceptual instruments such as product stewardship, clean energy, pollution prevention like water and air, and corporate social responsibility (CSR) (Hosain, Rahman, 2016). In reality, GHRM refers to business sustainability, which entails embracing a triple-bottom-line approach. The performance of an organization's social, economic, and environmental pillars must be the main focus to remain operational. Essentially, business sustainability requires models delivering value regarding sustainable conservation and improving finance, environment, and social capital (Bahuguna et al., 2023). Understanding GHRM is critical at this point. GHRM is defined as aligning human resources activities with an organization's green policy (Ren et al., 2018). In a sense, it represents the green side of HRM practices. This aims to promote the organization's motivation, acquisition, development, and maintenance of green employee job behaviors at the workplace (Renwick et al., 2013). GHRM entails

consequences for hiring and retaining environmentally friendly people and numerous methods for doing so (Susanto et al., 2022).

The model defined as green recruitment involves recruiting people with information, abilities, perspectives, and conduct that complies with the environmental management systems of an organization. Due to its importance, it should be viewed as a system that makes the environment a significant component of the organization (Ahmad, 2015). Performance appraisal primarily concerns environmental responsibilities, environmental policy communication, strategies for increasing pro-environmental behavior, environmental incidents, green information systems, and audits. Raising awareness among employees about environmental issues, such as waste reduction techniques and energy saving, and teaching them the importance of green management concepts is possible through green training and development systems (Zoogah, 2011). Furthermore, green rewards and pay should be considered essential HRM procedures that reward personnel for their environmental performance. It is all about financially rewarding those who prefer pro-environmental activity (Baykal, Bayraktar, 2022). GHRM inspires staff by rewarding and redounding employees' green involvement (Ansari et al., 2021). As a result, following the epidemic, many firms adjusted their corporate policies to be more ecologically friendly, encouraging the implementation of GHRM (Li et al., 2023).

Workplace spirituality

The capitalist worldview has established its idea of consumerism in modern countries, and life is becoming more materialized by the day. Extreme competitiveness, challenging markets, ever-expanding clients, and rigorous performance expectations have recently begun to overwhelm and fatigue staff, necessitating a more spiritual life. Spirituality is a highly individual and personal consciousness that fosters a connection to the outside environment and the common origin of all life (Baykal, 2019b). The longing for self-transcendence and connection with the rest of the cosmos is fueled by a universal energy known as spirituality (Kriger, Seng, 2005). It is a life strategy that includes service to others, humility, altruism, genuineness, and fairness, which leads to connectivity and harmony (Baykal, 2021). Individuals are connected to their surroundings with a deep awareness thanks to spirituality, and they create a coherent whole (Bayani, Serajzadeh, 2022). Attempting to achieve modern life's demands has left employees fatigued, anxious, and frustrated because this new life mode is full of commitments, stress, rules, and hefty tasks (Baykal, 2019b). These issues are helped by workplace spirituality by focusing on employees' sense of connection and belonging to their business, search for purpose and meaning, and sustenance at work (Sulastini et al., 2023). Workplace spirituality is a modern phenomenon associated with the concept of spirituality. Workplace spirituality is defined as admitting the presence of an inner life that is sustained by meaningful work (Ashmos, Duchon, 2000). Another definition indicates that workplace spirituality is about searching for meaning at work and in life (Krishnakumar, Neck, 2002). The workplace is where employees and leaders can express themselves holistically, covering all aspects of their existence, both material and spiritual (Tourish, Tourish, 2010).

Three main components of the concept are frequently mentioned in the workplace spirituality literature: "a sense of community," "meaningful work," and "inner life" (Benefiel et al., 2014; Yorulmaz, 2024). In this context, meaning refers to one's perception of how labor advances the common good. In contrast, the sense of community refers to one's interpersonal connections and is defined by "care, relatedness, and loyalty" (Duchon, Plowman, 2005). Furthermore, according to the concept of inner life, employment can be inspiring if it aligns with one's self-identity (Pirkola et al., 2016).

Studies in the literature, researchers discovered a positive influence of workplace spirituality on employee wellbeing, found evidence of the beneficial effects of person-organization fit, discovered workforce agility, and discovered mental health (Baykal, 2019b; Jnaneswar, Sulphey, 2021; Saeed

et al., 2022; Salem et al., 2023). As a result, recent empirical studies on workplace spirituality have discovered its effect on creating more positive organizational settings. Employees may perform their duties more effectively and peacefully if their working conditions are psychologically secure, and the crucial aspect in maintaining this secure climate and value alignment between the person and the firm is workplace spirituality (Saeed et al., 2022).

Person-organization fit

Person-organization (P-O) fit is the degree to which employees and their organizations generally agree (Baykal, 2019c). Employee and organizational compatibility happens when they share comparable underlying traits (Morley, 2007). It is a broad concept that indicates an individual's compatibility with numerous systems at work (Kristof-Brown et al., 2005). Employees are just as concerned about selecting the ideal company for them to work for as they are about finding the best employment (Rynes, Cable, 2003). When employees are connected to their organizations, they feel better and more attached to them (Baykal, 2019c).

Based on B. Schneider's "attraction-selection-attrition" concept, the definition of person organization proposes that people and organizations are drawn to each other when their values and convictions are compatible (Schneider, 1987). According to the P-O fit approach, shared organizational values contribute to P-O fit, resulting in high-quality communication, increased organizational trust, and good employee reactions (Hamstra et al., 2019).

In competitive situations and tight labor markets, P-O fit is a crucial catalyzer of flexibility (Cable, Parsons, 2001). Furthermore, it results in lower turnover intentions (Jiang et al., 2023; Pratama et al., 2022), organizational commitment (Goetz, Wald, 2022), job satisfaction (White et al., 2022), job performance (Sorlie et al., 2022), and a variety of other positive organizational responses.

Responsible behavior

Responsible behavior is a workplace attitude in which employees participate willingly (Robbins et al., 2010). A type of organizational citizenship behavior (OCB) is involved. OCB is described by D. W. Organ as individual acts that enhance the company's performance and sustainability but are not overtly recognized by formal incentives (Organ, 1988). OCBs are individual voluntary endeavors that organizations do not reward; yet, due to their discretionary and informal nature, OCBs are naturally challenging to describe and analyze (Boiral, Paillé, 2012). They are employee discretionary behaviors that span a wide range of activities, such as arriving to meetings early, having a happy attitude at work, having excellent connections with colleagues, assisting coworkers, and speaking positively about the organization.

Responsible behavior is required in organizations to foster collaboration and cooperative systems (Rizaie et al., 2023). Many studies have recently concluded that employees' voluntary pro-environmental activity should be considered responsible behavior (Benn et al., 2014; Chang et al., 2019). Responsible behavior, particularly in green activities, is crucial because responsible personnel may significantly affect the overall outcomes of their organizations' sustainability (Cheema et al., 2020). A shared vision of green policies and corporate convictions is essential for enhancing OCB in environmental challenges (Chang et al., 2019).

Pro-environmental behavior

Active employee participation can help firms improve their environmental management capabilities (Afsar et al., 2016). Pro-environmental behavior includes all types of employee behaviors that protect the environment and refrain from actions that do harm (Lange, Dewitte, 2019). The widely accepted definition of pro-environmental behavior is "purposeful actions of employees aimed at reducing the negative environmental impacts of organizations" (Kollmuss, Agyeman, 2002). Pro-environmental conduct is about employees voluntarily decreasing or eliminating negative impacts at work and aiming to contribute to the environment (Yue et al., 2022).

Empirical studies have revealed that contrary to common opinion, increases in awareness and understanding may not always result in pro-environmental behavior (Kollmuss, Agyeman, 2002). Both internal elements, such as personality, beliefs, conviction, culture, and background, as well as external factors, such as organizational climate, politics, rewards and punishments, and so on, play an equal role in influencing pro-environmental conduct. One of the most critical factors of pro-environmental behavior is aligning values between a company and a person (Foster et al., 2022). To uncover the fundamental mechanisms of pro-environmental behavior, it should be broadened.

Hypotheses

Emotional attachment to one's organization affects employees' attitudes positively and results in better identification and engagement (Baykal, Bayraktar, 2022). A reasonable work environment might lead to more engaged employees due to a match among people and the company's ideals (Rollins et al., 2021). Green organizational considerations outlined through GHRM practices are among the most significant contributors to a meaningful work climate for employees with environmental concerns and values (Chaudhary, 2019). A common understanding of the company's green activities conveyed through GHRM, strengthens employees' feelings of psychological ownership and creates a P-O fit (Chang et al., 2020). Social identity theory states that people who work for companies that behave responsibly grow to be proud of their employer, which strengthens their connection with the company (Yang et al., 2021). Employees' relationships with their companies are positively correlated with their level of conviction in a just world (Nurtjahjani et al., 2021). Exposure to GHRM is beneficial because it increases employees' likelihood of acting in a corporate citizenship manner when they feel that their organizations align with their values (Malik et al., 2021).

On the other hand, P-O fit is defined as the alignment between an individual's and an organization's beliefs, objectives, and convictions (Milliman et al., 2017). Employees put in more effort for their organization when their everyday duties match their aims, characteristics, and values (Unsworth, Mason, 2016). F. Faidal empirically showed the importance of P-O fit in encouraging people to engage in responsible behavior (Faidal, 2021). Employee green behavior describes workers' environmentally sustainability values.

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Much recent research showed the beneficial impact of P-O fit on organizational citizenship conduct (Cheema et al., 2020; Fauzan, 2023) and extra-role behavior in general (Baykal, 2019). Furthermore, in environmental management-related studies, corporate citizenship behavior is regarded as one of the most crucial reciprocal behaviors (Khan, Sarwar, 2023; Robertson, Barling, 2017). As a result of our research, we proposed that P-O can operate as a mediator in the interaction between GHRM and OCB. Hence, we hypothesized that:

H1: Person-organization fit can act as a mediator in the relationship between GHRM and responsible behavior.

The growing body of literature on OCB and responsible behavior has begun emphasizing the importance of unpaid and volunteer green activities (Boiral, Paillé, 2012). L. Mi with colleagues, for example, empirically established that when individuals have a high level of psychological involvement with their businesses, precisely when they have P-O fit, they are likely to embrace employee green behavior more frequently and kindly (Mi et al., 2020).

We used the “social exchange theory” to describe the influence of GHRM strategies (Emerson, 1976). This theory emphasizes how reciprocity affects long-term relationships between different organizational stakeholders (Paillé, Mejia-Morelos, 2014). It describes exchanging material and intangible benefits between individuals and organizations (Rizaie et al., 2023). HRM strategies can raise employees’ passion, develop competencies, and encourage participation in environmental projects (Chaudhary, 2019). In the environmental context, when a firm offers its employees training and advancement opportunities, they will act reciprocally toward the organization. Values related to sustainability and the environment have been shown in studies to increase the correlation between GHRM and workers’ enthusiasm for the environment (Gilal et al., 2019). Green management strategies can improve corporate pro-environmental behavior, through sustainable organizational culture creation, and sustainability-based training (Pham et al., 2018). T. Islam with colleagues empirically discovered that GHRM adds additional and in-role green behavior (Islam et al., 2021). They also indicated that most employees could do so because their values aligned with their firm’s. Hence, we hypothesized that:

H2: P-O fit can act as a mediator in the relationship between GHRM and pro-environmental behavior.

Organizations are spiritual entities because people spend so much time in work that their spiritual identities are imprinted in their organizations, influencing all of their dispositions, including their pro-environmental proclivities (Li et al., 2023). People with a spiritual perspective are more likely to defend and conserve nature through moralistic support (Zahid et al., 2021). Employees play an essential role in organizational environmental activities; nevertheless, little is known about the leadership methods and workplace support that might foster these behaviors (Fatoki, 2019). Again, he empirically proved that workplace spirituality is a significant mechanism triggering pro-environmental behavior. GHRM positively affected work engagement through workplace spirituality (Javed et al., 2022). In their field study, N. J. Nourafkan with colleagues investigated the favorable impact of workplace spirituality on pro-environmental behavior (Nourafkan et al., 2023). Hence, we hypothesized that:

H3: Workplace spirituality can act as a mediator in the relationship between GHRM and responsible behavior.

Methodology

Research data and participants

Professionals employed by businesses in the service industry provided the research data. The Marmara Region, which is the region where the service sector is most concentrated in Turkey, was preferred. In company selection, companies with 100 or more employees were chosen. We assumed the organization would become more professional when the personnel reached 100 people. Company managers were contacted to collect the data, sometimes using social media platforms. Data was collected from 504 people through Google Forms. Of these, 72 were excluded from the analysis because the number of people working in the relevant enterprise was less than 100. Seven variables were excluded from the analysis due to missing data. As a result, the analysis was carried out with 425 data.

Demographic information

The mediating role of workplace spirituality and P-O fit in the impact of GHRM on environmental activism and citizenship action has been explored. In addition, the moderator effect of spiritual sensitivity was studied in this relationship. A questionnaire incorporating scales relevant to the themes above was distributed to 425 participants. The participant's demographic data is shown in Table 1.

Table 1. Demographic Information

Parameter	Characteristics	Counts	% of Total
Age (years)	20–29	79	18.6
	30–39	160	37.6
	40–49	119	28.0
	50–59	49	11.5
	60–69	17	4.0
	70–79	1	0.2
Gender	Woman	215	50.6
	Man	210	49.4
Education	High School	40	9.4
	Associate Degree	42	9.9
	License	139	32.7
	Master's Degree	122	28.7
	PhD	82	19.3
Your seniority in the company you work for (years)	0–5	197	46.4
	6–10	102	24.0
	11–15	55	12.9
	16–20	23	5.4
	21–25	22	5.2
	26–30	26	6.1
Your total working time in the profession (years)	0–5	96	22.6
	6–10	75	17.6
	11–15	96	22.6
	16–20	47	11.1
	21–25	46	10.8
	26–30	65	15.3

Table 1 shows that 84% of the participants are under 50. Furthermore, 19.3% of the participants have a PhD degree. Regarding professional background, most participants have less than ten years of seniority in their field and the company for which they work.

Measures

Three scales were used in the research model except for the demographic questions to assess the participants.

Green Human Recourses Management Scale

M. Shah (2019) created the scale to measure organizations' general inclination to adopt GHRM. The scale adapted to Turkish comprises 26 items split into seven dimensions: a four-item green job design dimension, a three-item green recruitment and selection dimension, a four-item green training and education dimension, and a four-item green performance management dimension, a five-item green wage management dimension, a three-item job security dimension, and a three-item

employee relations dimension Öselmiş (2020). Sample item: “My organization rewards participation in Green Education Programs.”

Workplace Spirituality Scale and Organizational Citizenship Behavior Scale

Originally developed and published by J. Milliman with colleagues (2003) and adapted to Turkish by D. Çakıroğlu and E. Aydoğan (2021), scales were used. The scale consists of three subdimensions: “meaningful work”, “a sense of community”, and “alignment with organizational values.” Sample item: “I feel free to express my spirituality at work.”

Responsible Behavior Scale and Pro-environmental Behavior Scale

These two scales were developed by D. Goldman with colleagues (2006) to measure the extent to which individuals appreciate green management practices and engage in green behavior and extra-role behavior about this appreciation. We used those scales adapted to Turkish by S. Timur and M. Yılmaz (2013). Responsible Behavior scale includes five items. A sample item: “I collect garbage in public places.” On the one hand, pro-environmental behavior is measured by two items. A sample item: “I take an active role in environmental organizations.”

All scales used in the research are arranged on a 5-point Likert-type scale.

Ethics committee report

The Istanbul Medipol University Social Sciences Scientific Research Ethics Committee approved the scales used in the research (Approval No: 2023/88, dated 12 June 2023).

Reliability and validity of scales

Confirmatory factor analysis and Cronbach’s alpha values were considered for the reliability and validity of the scales used in the study. Factor loadings, model fit indices, and Cronbach’s alpha values were reported for confirmatory factor analysis. Confirmatory factor analysis results of the GHRM scale are given in Table 2.

Table 2. Confirmatory factor analysis of the Green Human Recourses Management Scale

Factor	Indicator	Factor Loadings	Cronbach’s alpha
Green job design	YYİ1	.862	.928
	YYİ2	.876	
	YYİ3	.922	
	YYİ4	.846	
Green recruitment and selection	YYP1	.899	.917
	YYP2	.912	
	YYP3	.863	
Green training and development	YYE1	.904	.931
	YYE2	.849	
	YYE3	.897	
	YYE4	.864	
Green performance management	YYPY1	.905	.938
	YYPY2	.908	
	YYPY3	.873	
	YYPY4	.880	
Green wage management	YYÜ1	.875	.942
	YYÜ2	.941	
	YYÜ3	.941	
	YYÜ4	.885	
	YYÜ5	.763	

Green job security	YYİ1 (2)	.850	.864
	YYİ2 (2)	.886	
	YYİ3 (2)	.756	
Green employee relations	ÖY1	.845	.868
	ÖY2	.878	
	ÖY3	.791	

It is seen that the factor loads of the confirmatory factor analysis of the GHRM are above 0.5. In addition, when model fit indices are examined, it can be said that the model is suitable. ($\chi^2 = 1282$; $\chi^2/df = 4,61$; CFI = 0,924; TLI = 0,912; SRMR = 0,0488; RMSEA = 0,09). The Cronbach's alpha value for the scale's reliability was calculated as 0.981. The internal consistency coefficients of the sub-dimensions are given in Table 2. Confirmatory factor analysis results of the Workplace Spirituality Scale are given in Table 3.

Table 3. Confirmatory factor analysis of the workplace spirituality scale

Factor	Indicator	Factor loadings	Cronbach's alpha
Meaningful work	ÖA1	.892	.905
	ÖA2	.834	
	ÖA3	.734	
	ÖA4	.822	
	ÖA5	.683	
	ÖA6	.737	
Sense of community	ÖT1	.574	.919
	ÖT2	.691	
	ÖT3	.837	
	ÖT4	.750	
	ÖT5	.846	
	ÖT6	.867	
	ÖT7	.880	
Alignment with organizational values	ÖÖ1	.855	.940
	ÖÖ2	.636	
	ÖÖ3	.879	
	ÖÖ4	.873	
	ÖÖ5	.841	
	ÖÖ6	.781	
	ÖÖ7	.809	
	ÖÖ8	.845	

Table 4. Confirmatory factor analysis of the environmental behavior scale

Factor	Indicator	Factor loadings	Cronbach's alpha
Responsible behavior	ÇS1	.346	.76
	ÇS2	.493	
	ÇS3	.442	
	ÇS4	.519	
	ÇS5	.920	
Environmental activism	ÇÇ1	.947	.845
	ÇÇ2	.776	

The confirmatory factor analysis of workplace spirituality concludes that the factor loads are higher than 0.5. In addition, when model fit indices are examined, it can be said that the model is suitable. ($\chi^2 = 928$; $\chi^2/df = 4,7$; CFI = 0,905; TLI = 0,889; SRMR = 0,07; RMSEA = 0,09). The Cronbach's

alpha value for the scale's dependability was calculated to be 0.96. The internal consistency coefficients of the sub-dimensions are given in Table 3. Confirmatory factor analysis results of the Environmental Behavior Scale are given in Table 4.

The Environmental Behavior Scale's confirmatory factor analysis shows that the factor loads are more than 0.5. Furthermore, when the model fit indices are checked, the model is adequate ($\chi^2 = 24.1$; $\chi^2/df = 2.68$; CFI = 0,99; TLI = 0,977; SRMR = 0,0224; RMSEA = 0,0629). Cronbach's alpha was assessed as 0.851 for the scale's dependability. Table 5 shows the internal consistency coefficients for the sub-dimensions. Table 5 shows the P-O fit scale confirmatory factor analysis results.

Table 5. Confirmatory Factor Analysis of the P-O Fit Scale

Factor	Indicator	Factor loadings	Cronbach's alpha
Person — organization fit scale	K1	.897	.955
	K2	.972	
	K3	.938	

The P-O fit's confirmatory factor analysis reveals that the factor loads exceed 0.5. Cronbach's alpha was calculated to be 0.955 for the scale's dependability.

Model analysis (hypotheses testing)

Table 6 provides the descriptive statistics of the variables generated following the validity and reliability study of the model's dimensions.

Table 6. Descriptive statistics

Parametrs	GHRM	Workplace Spirituality Scale	Responsible Behavior	Pro-environmental Behavior	P-O Fit
N	425	425	425	425	425
Mean	2.5	3.47	3.24	3.00	3.14
Median	2.35	3.52	3.40	3.00	3.00
Standard deviation	0.956	0.840	0.826	1.17	1.09
IQR	1.27	0.95	1.00	2.00	1.33
Minimum	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00

The model was tested with the variables given in Table 7.

Research hypotheses:

- P-O fit is a mediation variable between GHRM and responsible behavior.
- P-O fit is a mediation variable between GHRM and pro-environmental behavior.
- Workplace Spirituality is a mediation variable between GHRM and responsible behavior.

Table 7. Mediator effect analysis results of P-O fit scale

	Estimate	SE	95% confidence interval		Z	p
			Lower	Upper		
GHRM → P-O Fit	.699	.0414	.615	.781	16.91	<.001
P-O Fit → Responsible Behavior	.230	.0431	.149	.316	5.33	<.001
GHRM → Responsible Behavior	.202	.0463	.108	.291	4.38	<.001

Upon examining Table 7, it was found that the direct effect was 0.202, and the indirect effect was 0.161. Therefore, it was seen that the indirect effect was 44.3% of the total effect and was significant.

The P-O fit of employees has been observed to have a mediating function in the association between GHRM and pro-environmental behavior, per the findings of the mediation analysis. Table 8 presents the analysis results.

Table 8. Mediator effect analysis results of P-O fit scale

			Estimate	SE	95% confidence interval		Z	p
					Lower	Upper		
GHRM	->	P-O Fit	.699	.0430	.6113	.784	16.28	<.001
P-O Fit	->	Pro-environmental Behavior	.179	.0685	.0481	.316	2.61	.009
GHRM	->	Pro-environmental Behavior	.242	.0676	.1053	.365	3.58	<.001

Upon examining Table 8, it was found that the direct effect was 0.242, and the indirect effect was 0.125. Therefore, the indirect effect was found to be 34.1% of the total effect and significant.

The analysis results for the mediating effect between workplace spirituality, GHRM, and OCB are given in Table 9.

Table 9. Mediator effect analysis results of workplace spirituality scale

			Estimate	SE	95% confidence interval		Z	p
					Lower	Upper		
GHRM	->	Workplace Spirituality Scale	.543	.0341	.473	.608	15.91	<.001
Workplace Spirituality Scale	->	Responsible Behavior	.228	.0670	.083	.351	3.41	<.001
GHRM	->	Responsible Behavior	.239	.0456	.154	.336	5.24	<.001

When Table 9 was examined, it was determined that the indirect effect was 0.124, while the direct effect was 0.239. Therefore, it was seen that the indirect effect was 34.1% of the total effect and was significant.

Discussion

GHRM fosters a green company culture by engaging people to maximize their environmental commitment (Li et al., 2023). As previously said, in order to promote greener businesses, GHRM focuses on converting conventional employees into green employees (Jermsittiparsert, 2021). Adopting GHRM methods is crucial for firms that wish to position HR as an active partner in developing a more environmentally friendly workplace (Adriana et al., 2020). GHRM boosts productivity, lowers costs, and engages employees, all while aiding the firm in operating in an environmentally responsible and sustainable manner (Hosain, Rahman, 2016). Companies that embrace GHRM proactively can cultivate a "green" image, reducing the negative impacts of unfortunate events (Baykal, Bayraktar, 2022). As a result, on the path to corporate sustainability, implementing GHRM, supporting green corporate citizenship, and environmentally friendly practices enhance the long-term viability of the company and its performance. As a response, businesses have begun to seek alternate measures to reduce the influence of GHRM on environmentally good behaviors, one of which is to encourage spirituality in the workplace (Javed et al., 2022).

According to S. Ren with colleagues, the literature currently in publication on employees' perceptions of GHRM practices is deficient in empirical emphasis (Ren et al., 2018). Our findings in this study reevaluated the impact of GHRM procedures in generating OCB and pro-environmental behavior based on employee views. D. Gonzalez-Sanchez with colleagues urged significant GHRM practices to be included in strategic interventions to encourage environmentally friendly employee behavior (Gonzalez-Sanchez et al., 2018). GHRM influences OCB and employee pro-environmental

behavior (Dumont et al., 2017; Ojo et al., 2022; Suwanti et al., 2018; Zhao et al., 2021). In this work, we attempt to explain how this impact occurred. This study aimed to look into workplace spirituality, and P-O fit as potential primary mediators of GHRM's positive impact on responsible and pro-environmental behavior. This study is unique in exploring the effects of P-O fit and workplace spirituality as mediators in the link between GHRM and employee pro-environmental behavior and responsible behavior.

To attain this purpose, our study revealed the positive influence of GHRM on workplace spirituality, as previously demonstrated by U. Javed et al. (2022). Like our study, their work from 2022 revealed the beneficial effects of GHRM on establishing workplace spirituality in an organizational context, and this study revealed the beneficial effects of GHRM on organizational engagement and OCB about the environment (Javed et al., 2022). In contrast to this study, ours investigated the favorable effects of GHRM on pro-environmental behavior and OCB that were mediated by P-O fit rather than work engagement. Furthermore, our findings corroborated the findings of research, which empirically established the importance of spiritual leadership as a mediator fostering a psychological green climate in which GHRM encourages employees' in-role green behavior (Li et al., 2023).

Regarding the study's objective, this analysis adds to the corpus of knowledge demonstrating how GHRM influences the fit between individuals and companies. As previously said, employees' values that align with their organization influence how committed they are to achieving corporate objectives (Zheng et al., 2023). As a result, when green values increase employees' proclivity to engage in green behaviors, the link between GHRM and green behaviors strengthens both within and outside of one's position (Islam et al., 2021). The favorable effect of GHRM on P-O fit discovered in this work backs up the empirical findings of previous studies (Mi et al., 2020; Hicklenton et al., 2019; Cesário et al., 2022; Iqbal, Piwovar-Sulej, 2023).

Furthermore, the body of research on the beneficial impact of P-O fit on OCB is promising, and our study added one more proof to these studies (Afsar, Badir, 2016; Suwanti et al., 2018; Ashfaq, Hamid, 2021; Gorostiaga et al., 2022). Similarly, our findings are consistent with recent research indicating a beneficial influence of P-O fit on employee green behavior (Duarte, Mouro, 2022; Lu et al., 2019). Our study is unique because it is the first to identify these two effects in the same model in the Turkish business environment.

As previously stated, no evidence exists in any previous study on employee pro-environmental behavior for concurrent mediator effects of workplace spirituality or P-O fit in the relationship between GHRM and responsible behavior. However, there is evidence that P-O fit and workplace spirituality have separate mediation effects. For example, fit between employees' environmental values and organizational attitudes toward environmental management can attenuate the impact of CSR perceptions on employees' organizational citizenship actions (Cheema et al., 2020). Workplace spirituality influences sustainable behaviors positively (Nourafkan et al., 2023). Their research approach, however, is different from ours in that it found that favorable employee perceptions of corporate social responsibility (CSR) elevate their sense of workplace spirituality, which in turn encourages more environmentally conscious employee conduct. Unlike previous investigations, we can demonstrate these mediating effects simultaneously using our model.

Managerial implications, limitations, and further studies

As evidenced from our study, organizations' adoption of GHRM applications motivates their employees more in terms of sustainability and environmentally friendly activities. Our study is unique and adds value to the literature and practitioners by demonstrating that the factors of workplace spirituality and P-O fit mediate the sound effect of green human resource practices. However, it also has some limitations. The most important restriction on the study's generalizability is that its sample

comprises white-collar workers employed in service businesses in Turkey. Broader geographic areas and industry sectors can be included in the sample to increase the study's generalizability. The model can be examined in longitudinal studies or cross-cultural research. The model can be updated in future studies using different mediator and moderator variables. Long-term studies can be designed to show how this positive effect on employees by GHRM applications serves the success and sustainability of the company in the long run.

Conclusion

At the point recently reached globally, the increase in environmental concerns encourages individuals and organizations to take various actions toward environmental sustainability. GHRM takes place at the point where these actions, which find response at every level in organizations, from production to management, touch the people who form the basis of the organization. The reflections of GHRM practices on individuals' lives outside the organization emerge as an exciting research topic. The results of our research in this direction indicate that GHRM practices positively affect the behaviors of responsible behavior and pro-environmental behavior of employees, which shows people's consciousness and sensitivity towards the environment. In addition, the results of our research reveal the mediating effect of the fit of individuals with the responsible behavior and pro-environmental behavior of employees. Furthermore, workplace spirituality has also emerged as a mediating factor in the relationship between GHRM practices and responsible behavior. The research results are essential and unique in emphasizing the importance of soft elements such as workplace spirituality and P-O fit within the organization in the reflections of GHRM practices in individuals' lives outside the organization. Ensuring the fit of employees with their organizations and creating workplace spirituality in line with global environmental concerns is also essential in touching individuals' lives outside the organization of GHRM practices adopted based on these concerns.

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Received: 11.12.2023

Использование экологичного управления человеческими ресурсами для поощрения проэкологичного поведения сотрудников: роль духовности на рабочем месте и соответствия личности и организации

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Аннотация. *Цель.* Глобализация бизнеса привела к переходу от традиционного измерения успеха, основанного на финансах, к экономике, основанной на потенциале, которая включает в себя принципы экологичного управления предприятиями. Хотя эти изменения в деловом мире привели к появлению экологичных методов управления персоналом, эта новая модель управления персоналом также стимулировала экологически безопасное поведение сотрудников. *Метод.* В данном исследовании мы предположили, что соответствие сотрудников организации и духовность на рабочем месте могут быть важными посредниками между экологичным управлением персоналом и экологически безопасным поведением сотрудников, и мы проверили это предположение на служащих в Турции. Наше полевое исследование, которое мы провели с участием 425 человек и проверили результаты в программе AMOS, подтвердило предположения, изложенные в исследовательских гипотезах. *Результаты.* Результаты нашего исследования показывают, что экологичные методы управления персоналом положительно влияют на ответственное и экологичное поведение сотрудников. Результаты нашего исследования раскрывают опосредующий эффект соответствия между ответственным и экологичным поведением сотрудников. Более того, духовность на рабочем месте также стала опосредующим фактором во взаимосвязи между экологичными методами управления персоналом и ответственным поведением. *Ценность результатов.* Результаты исследования имеют важное и уникальное значение, поскольку подчёркивают важность таких «мягких» элементов, как духовность на рабочем месте и соответствие личности и организации внутри организации, в отражении экологичных методов управления человеческими ресурсами в жизни людей за пределами организации.

Ключевые слова: экологичное управление человеческими ресурсами, духовность на рабочем месте, соответствие личности и организации, ответственное поведение, проэкологичное поведение.