

HRM/16

Impact of Green HRM on employee retention in Banking Sector through mediating role of perceived organizational support; environmental knowledge acting as moderator



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ABSTRACT

In today's world characterized by dynamicity, business environment has become dynamic and complex more than ever. Human resource management is very important for any organization to boost its performance. Green human resource Management is the emerging concept in the management in which organizations strive for new ways to improve the environment which help them improving their work rates. This study examines the GHRM impacts on policies of staff retention in Pakistan's banking sector, particularly in twin cities. i.e., Rawalpindi & Islamabad. The study results show that employee retention is positively related to the Green HRM which shows that if Green HRM policies are adopted by the organizations then it will significantly have impact on retention of employees. Therefore, the organizations should invest heavily on the environmental management which comprises of selection and recruitment, development and training, compensation and appraisal management.

Keywords:

Green human resource Management, Employee retention, Perceived Organizational Support, Environmental knowledge

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CHAPTER 1:

INTRODUCTION

1.1 Background:

In the development of organization, Human resource management policies are quite important. Many organizations are adopting the policies related to going green initiatives and trying to protect the environment to maintain ecological balance. HR policies mainly include recruitment and selection, employee performance management, employee development so these practices should be applied in systematic order to achieve green management (Sudin, Saad, & Kamaluddin, 2018). The positive appearance of the organization could also be uplifted by greater environmental performance which ultimately helps in the attraction of attention of high-performing employees in organizations (Paillé, Chen, Boiral, & Jin, 2014).

Organizations with green HR policies usually get benefit through brand image and increased sales (Yang, Hong, Modi, 2011) and preferred employee's outcomes (Osman 2012). Employees are the Organizational representatives and bring of the green strategy and policies of an organization. So, it is the responsibility of any company to keep these employees and educate them so that green goals may be achieved (Dilchert, 2012). There are many vital functions of management but the key function among them is human resource management because it relates useful resources like human capital. HRM known as vital in sustainability concept throughout the globe (Ahmad, 2015). Organizations are shifting their policies from human resource management to Green human resource Management, which can be illustrated as activities that improve resourceful environmental outcomes (Kramar, 2014). Furthermore, Green HRM policies and practices in an organization can be used to efficient use of organizational resources and foster environmentalism, raising employee's morale and satisfaction level.

In the recruitment of well-suited employees, employers invest and put much efforts in their training and development so that these employees can be retained in the organization for longer periods. According to Cardy and Lengnick-hall (2011), efforts should be taken in a way to retained employees and in making organizational environment so that the recruited employees could be retained easily. Sinha & Shukla (2013) said that Retention could be illustrated as the efforts drew by employers to make an environment that encourages employees through well-functioning activities and well-constructed policies through which firms' representatives' needs can be fulfilled.

In the past few years organization are paying more attention to environmentally friendly practices that leads to reduce costs, profit maximization and that results favourable for their workers. Hence the Green HRM policies and going green initiatives are becoming subject of interest for the H.R managers of the organizations and many Researchers. Green human resource is elaborated as “involvement of employees in all Human resource practices of a firm that leads in achieving optimal resource utilization and sustainable development (Likhitkar & Verma, 2017). According to Pallavi and Bhannu (2016) Green human resource is all about involving organizational workforce towards the sustainability and involving them in taking environmentally friendly activities to achieve substantial efficiency, notably focus on sustainable green practices and reduced paperwork.

Green HRM includes those guidelines and activities that initiates green behaviours amongst personnel and the effective utilization of organizational resources (Opatha ,2014). Despite the fact that studies on Green HRM are gaining popularity around the world, the majority of those studies are limited to its growing trend and theoretical in nature (Dumont & Deng, 2017; Renwick, Jabbour, 2016). Green human resource Management is about those HRM practices that focuses on efficient usage of resources to promote environment

and organization related sustainability (Jyoti, 2019). Green HRM is a phenomenon that is based on movements and green initiative that try to safeguard the land and ecology from further disasters caused by unsuitable human activities and natural calamities.

Green HRM practices assist companies to search for possibilities that would bring about extra efficiencies in strength control and constructing higher relations with diverse environmental stakeholders. Green HRM highlight that personnel ought to be inspired to satisfy their responsibilities related to environment. A higher combination of environmental control packages with human resource Activities is crucial for companies to benefit green image. Green HRM practices, including making plans company environmental control initiatives/packages/ activities, putting green targets, responsibilities, desires, concern, motivating personnel to expose commitment, and participation in inexperienced activities, encouraging them to have interaction in inexperienced interpersonal citizenship behaviour, making new personnel acquainted with greening efforts of the organization, imparting everyday comments to the personnel or groups to acquire environmental desires or enhance their environment related performance, and developing possibilities to the worker to contain and take part in inexperienced concept schemes, are in all likelihood to boom worker inexperienced initiatives (Saeed et al., 2019).

1.2 Contextual Analysis:

There has been detected an increase interest and awareness among organizations and enterprises on the importance of going green and embrace several techniques related to environment management. Those organizations where human resource department actively take initiatives in going green at office, Green human resource Management has become key operational strategy for those organization (Shoeb Ahmad, 2015).

In each country's economy, banks are considered as the backbone of the country's financial system thus they are crucial agents in the sustainable development movement. Now banks are adopting "Green banking" practices which are favorable to them in terms of costs savings, enhancing customer services as well as shielding environment.

Green banking in Pakistan has started progressing with digitization and introduction of solar powered ATMs adopted as core banking solution, internet banking, mobile App banking, issuance of remittance online and enormous other green banking products. To make it "green banking" offerings and practices efficacious and consumer friendly, it is of great concern that workforce of banks is given knowledge reorientation and re-skilled development training adequately. This approach has created the concept of Green Human resource Management, which combines environmentally friendly Human resource practices with environmental issues. It is essentially the use of environmentally friendly practices in hiring and selection, development and training, incentive management and appraisal systems, and other areas in order to boost production at a cheaper cost while also protecting the environment.

During this Covid-19 pandemic situation, role played by "green banking" and GHRM is perceived more as the health and welfare of human resource became the main concern of banks. Digitized banking, work from home etc. become the important approach of the human resource in banks.

1.3 Gap Analysis:

The concept of Green HRM is recently evolved as emerging trend among academic scholars and researchers entangled in human resource management. (Shahriari, & Hassanpoor, 2019). Some of the researchers like Shen, Dumont, & Deng (2016) said that Green HRM is essential strategy for creating awareness, developing green skills and to drive them to participate in important initiatives related to green management. Green HRM involves many functions such as

green recruitment and selection, green development and training, green pay and reward system, and benefit green employee motivation (Shahriari, & Hassanpoor, 2019).

There are enormous benefits of Green HRM such as it helps in increasing employee satisfaction and morale, their responsibility towards environment, cost cuttings etc. This also help in employee retention, when the turnover rate of employees is reduced by incorporating green practices this means that Green HRM also helps organization to increase employee retention rate (Deshwal 2015).

Since the literature suggests that perceived organisational support can be used as a mediator in further conquering the role of Green HRM policies in employee retention, the current research will look into the role of perceived organisational support in mediating the relationship between Green HRM and employee retention (Aboramadan, 2020). According to Mazni Alias and Christine Nya-Ling Tan (2020) it is advised that relative cognitive and motivational factor such as environmental knowledge could be used as moderator to further conduct comprehensive research on employee retention of a firm implementing green policies.

1.4 Problem statement:

As one of the researcher suggest that employee perceived organizational support can be used as mediator and employee environmental knowledge as moderator in further conquering the role of Green HRM in employee retention so the problem is that; The current study will examine that how environmental knowledge impact the relationship between Green HRM practices initiated by organizations and perceived level of organizational support by employees in implementing those green practices that ultimately leads to employee retention.

1.5 Research Questions:

- 1) What is the impact of GHRM practices on employee Retention?

- 2) Does the perceived organizational Support influence the relationship between GHRM and employee Retention?
- 3) Does the Environmental Knowledge influence the relationship between the GHRM and perceived organizational support?

1.6 Research objectives:

- 1) To examine the role of GHRM practices on employee retention.
- 2) To examine the relationship of perceived organizational support with GHRM and employee Retention.
- 3) To examine the impact of environmental knowledge on the relationship of GHRM and Perceived organizational support.

1.7 Significance of Research:

This research is significant because these variables GHRM, perceived organizational support, employee retention and environmental knowledge are not studied before in a particular relationship and in a context of banking sector.

The Proposed model aims to enrich existing literature, both theoretically and empirically. It also provides the guidelines to the organizations that how they could enhance employee retention by adapting green practices and build a positive reputation in the industry.

1.8 Operational definitions:

Variables	Definition	Source
	Green human resource is basically about utilizing each employee touch point/interface to elevate sustainable practices and enhancing	Gill Mandip (2012)

Green HRM	knowledge of employees about issues related to sustainability.	
Employee Retention	Employee retention is elaborated as set of activities conducted by organizations to retain employees. It is also defined as an effort taken by organizations to uphold employees by providing and maintaining a work environment that provides motivation.	Khalid et al. (2016) & Heman (2005)
Perceived organizational support	Perceived organizational support can be defined as the “employee conception about the organization that to what degree the organization will value their contribution and cares about their well-being”	Eisenberger <i>et al.</i> (1986)
Environmental knowledge	Environmental knowledge is defined as the awareness and knowledge about problems related to environment and their potential solutions.	Zsóka et al. (2013)

CHAPTER 2:

Literature Review

2.1- Employee Retention:

Employee retention is about the practices and arrangements taken by the organization to keep the valuable employees from leaving the organization. Employee retention is a great effort by organizations to hold key employees with a particular goal to achieve business goals (Frank et al., 2004).

In 1970's and 1980's the individuals and businesses have no idea about the employee retention and were unable to recognize the importance of retaining potential employees for prolonged period and its ultimate benefits to the organization. At that time people join business organization and remain there for life just to compensate their daily needs and earn livelihood. However, there are changes occurring in many industries due to job mobility and voluntary job changes as the workers are becoming aware of worker turnover. So as a result, management of organizations are stepped in and developed employee retention as a potential tool to for retaining experienced employees in the organization (Mckeown, 2004).

Employee retention contributes in achieving competitive advantage by keeping great performing and well- caliber employees in the organization for prolonged period. According to Berry and Morris (2008), retention can be defined as when the employees continue their work activities for longer period especially the productive and well performing ones. Employee retention highly depend upon the HRM practices persuade by the businesses to listen and manage the worker queries. However, retention possess multidimensions of human resource policies in organization like it starts from hiring best people for the business and keeping them within the enterprise's business portfolio (madiha et al., 2009).

Employee retention is playing very crucial role in every sector because rate of turnover results in more costs and non-fulfillment of organizational goals. Managements put a great deal towards retaining employees for longer period because it can be a way for them towards cost cuttings related to hiring process and trainings but also abet in retaining talented employees from getting hunt by other organizations (Kumar and Sandhya, 2011). However, when an individual employee leaves the particular organization the cost of that organization rises in terms of customer loyalty, loss of experienced workforce and the most important is disturbance in daily business operations which can be a disaster for that organization in the end (Brandt, 2016; Karsan, 2007; Huckman, 2008).

The principal premise basic examination on worker maintenance is that the capacity to draw in and hold representatives is important to organizations. Companies regularly view turnover as unwanted as a result of the expense related with enlisting and preparing substitution workers, just as the deficiency of information and related human resources, which contrarily influence efficiency (Beach et al., 2003:4; Holtom et al., 2008)

Organizational success is essentially dependent upon employee retention of organizations (Baruah, 2013; Senevirathna, 2017; Paul and Vincent, 2018). Employees with greater experience play a substantial role in the success of the firms so employee retention is always a great concern for them (Das and Baruah, 2013). Furthermore, ER has a direct impact on the sturdiness of firms, despite the fact that it is a difficult task in this age of strong competition (Baruah, 2013; Arachchillage, 2017; Nelms, 2017; Kaur, 2018; Sulamuthu and Yusof, 2018). Researchers have discussed two levels of retention: individual and group turnover (Muir and Li, 2014). Therefore, leaders need to cast off the motives for low ER with the assist of the human aid control department (Juneja, 2015; Deshwal, 2015). Some scholars contend that TL plays a vital role in Employee retention (Kossivi et al., 2016; Gyensare et al., 2017; Nasir and

Mahmood, 2016) and achievement of individual and organizational goals (Sow et al., 2016; Gyensare et al., 2017). Dimensions of TL, containing “idealized influence, inspirational motivation, intellectual stimulation, and individual persons consideration,” affect employee performance and retention (Jiang et al., 2017).

2.2- Green human resource Management:

The term Green human resource Management and practices arises from those organizations which were engaged in saving the environment and trying to maintain the ecological balance on earth (Prasad, 2013). The aim of this green concept is primarily based on shielding the environment and saving the land from man-made disasters. The most common concern of GHRM is to flourish skills of employees their knowledge and change their practices to achieve the organizational goals related to sustainable development (Renwick, et al. 2013).

Deepika and Karpagam (2016) said that Green human resource indulges in environmental related friendly practices and the efficient utilization of the resources to boost worker abilities, uplift their performance functionality and their devotion to their organization, also reducing the costs and wastage of resource materials. Likhitkar and Verma (2017) mentioned that Green HRM implies to worker engagement in their worker duties to achieve the goal of company as well as environment related sustainability. It also encompasses the combination of human capital and sustainability for the better utilization of firm’s resources. Green human resource indulges in those practices that convert a firm employee into green employee that ultimately prove valuable for organization, natural habitat and for individuals and their society (Opatha & Arulrajah, 2014).

Green HRM includes guidelines and activities that initiates green behaviors amongst personnel and the effective utilization of organizational resources

(Opatha, 2014). Despite the conclusion of its benefits, studies on Green HRM are gaining popularity round the world however, a main percent of those research are confined to its emerging trend and theoretical in base only (Dumont, & Deng, 2017; Renwick & Adrian, 2016). Several management researchers have advised businesses to recruit, hire, train, empower, and develop workers that share the same environmental ideas and values as the organization. (Cheema, & Javed, 2020; Reijnders, 2001; Renwick, Redman, & Maguire, 2013). This can include increasing employees' pro-environmental actions (Saeed et al., 2019), reducing environmental waste (Robertson & Barling, 2013), and adding in green culture (Cheema et al., 2020), to elite environmental performance (Gilal et al., 2019).

Firms to build and align workers views and beliefs as part of the organization's values and beliefs through recruiting, hiring, training, and empowering them (Cheema, & Javed, 2020; Renwick, & Maguire, 2013; Reijnders, 2001).

Green human resource Management is about those HRM activities that focuses on efficient usage of resources to enhance and promote organizational and environmental sustainability (Jyoti, 2019). Green HRM is a phenomenon that is built on green initiatives and movements that try to safeguard the land and ecology from further disasters caused by unsuitable human activities and natural calamities.

The integration of environmental practices to the basic structure of human resource management is considered as green human resource management (Arulrajah et al., 2015). The three major components of basic human resource management activities are, human resource acquisition, human resource development and retaining the potential employees (Opatha, 2013). These basic functions are of most importance for employers to create a pool of talented human capital because human capital is always result in a great competitive

advantage. Due to the mixture of green practices with HRM practices, the GHRM is evolved as a great means to attain sustainability (Yong et al, 2020).

Green practices including hiring, training and development, performance, and worker involvement in Green HRM simply exert positive strain on personnel through altering their behaviours, personal norms, and perceived behavioural control. For example, Profitable personnel donate to organisational green policy in any capacity, recruiting personnel by looking for environmental awareness, concern, beliefs, morale, and understanding, imparting daily training to boost motivation to participate in pro-environmental activities, and developing techniques that can increase the extent of environmental dedication and participation amongst personnel can all contribute to a positive mindset in the direction of the environment. Environmental coverage elements and control guide behaviours are definitely associated with worker eco initiatives. Policies with inside the subject of human sources control can correctly align personnel with the company`s environment and business strategy (Renwick et al., 2013).

Green HRM practises assist businesses in identifying opportunities for increased efficiencies in resources management and the development of stronger relationships with a variety of environmental stakeholders. Green HRM emphasises the importance of motivating employees to fulfil their environmental duties. For businesses to gain from their inexperienced image, a better integration of environmental control packages with Human resource management practices is critical. Making plans for company environmental control initiatives/packages setting inexperienced targets, desires, and responsibilities, motivating personnel to expose commitment, concern, and participation in inexperienced activities, getting familiar new personnel with the organization's greening efforts, encouraging them to interact in inexperienced interpersonal citizenship behaviour, and conveying everyday comments to the person or enhance their environmental performance, and developing

possibilities to the worker to contain and take part in inexperienced concept schemes, are in all likelihood to boom worker inexperienced initiatives are all examples of green HRM practises (Saeed ,2019). Green HRM encourages personnel to take part with inside the enterprise`s inexperienced improvement strategy, and to offer pointers for enterprise's inexperienced improvement. Enterprises offer the possibility for personnel to take part for you to beautify their responsibility. While accomplishing Green HRM, groups may be selling a reputation of an accountable and moral corporation a good way to assist to defend the green environment. Because of those moral practices, personnel sense related and recognized with them and might show extra inexperienced behavioral intention (Ahmad et al., 2019).

2.3-Dimensions of GHRM:

2.3.1- Green human resource Planning:

Human resource planning is defined as the process through which it can be decided in advance that how many numbers of workforce will be required in future to the company according to its established objectives (Aswathappa, 2008). Human resource planning also makes sure the presence of right type of employees in required numbers at the time of need (Sayyadain, 2004) and it could be considered as the first and most important step towards the implementation of green practices in organizations. Organizations develop green or environmental objectives and require potential employees with good skills to meet goals and fill the vacant job positions. Green human resource planning achieves this objective in very organized manner (Arulrajah et al., 2015). The process of GHRP should be conducted in a flexible way to maintain a balance between the needs and supply of the workforce by the companies with future changing environmental conditions (Siyambalapitiya, 2018).

2.3.2- Green Job Analysis:

A job analysis is carried out to determine the task, duties, responsibilities, knowledge, and human characteristics that are necessary for a certain

employment job (Dessler & Tan, 2006). Job description and job specifications are developed by using the results of job analysis. Green job analysis helps determine the environmental responsibilities and tasks of a particular work, as well as the human characteristics of a person capable of performing those responsibilities and tasks. As a result, having a well-established job description and job specification that effectively embeds environment-related concerns, required duties, and other technical needs is required for green recruitment (Renwick, 2013).

2.3.3- Green Recruitment:

The most vital phase in establishing the green practices in any organization is the green recruitment and selection. According to many researchers, environmentally conscious businesses establish their own rules and procedures regarding employee requirements within their developed framework (Renwick., 2013; Nejati, 2019; Saeed., 2019; Islam et al, 2019). For this purpose, this type of companies mainly focuses on the recruitment and then uplift their existing employees by enhancing their knowledge and awareness about the environment. When the focus of the job description and job specification is on environmental shifts and the company's green expectations from potential future employees, the green recruitment a more effective (Mandip, 2012; Renwick, 2013). Hence the recruitment process must be indicating the clear purpose of the organization about the environment and advertisements must adhere this concept in attracting the potential green pool of employees (Crosbie & Knight, 1995; Wehrmeyer, 1996).

Currently, many businesses goal is to offer activity descriptions that may outline some of environmental troubles and responsibilities which might be related to obligations related to job posted by organization (Wehrmeyer, 1996; Renwick et al., 2008). Adopting green practises that are environmentally friendly can attract candidates to work for green organisations. So, obtaining a title as a "green

employer" is an excellent technique for attracting candidates (Phillips, 2007). Organizations can also use advertising to promote their green image, environmental performance, and environmental policy, which can assist attract applicants to apply for open positions. As a result, the description of a specific job function must include the environmental responsibilities connected with the role, as well as the skills and knowledge required to undertake green tasks. (Chaudhary, 2018).

2.3.4- Green Selection:

In green selection phase, the applicant's green awareness must be distinguished and organizations need to ensure that whether the personality of the applicant is matching with the pre-established goals and objectives of the organization or not (Tang, 2018; Shah et al, 2019 Saeed, 2019). According to the Arulrajah et al., (2015) the selection of best talented and environment friendly employees could be done only by environmental related selection criteria to further meet the expectations of organization as mentioned already in job description. Therefore, before the final selection of employees, organizations must need to asses them during interview according to their awareness and concern about environment (Crosbie, 1995; Wehrmeyer, 1996).

Green hiring and selection methods are an important component of GHRM activities that helps find green employees who practice green practices and helps establish a green culture (O'Donohue, W.; Torugsa, 2015). Based on the researches carried out previously, e.g., Chen, Y.; Jiang, O'Donohue, W.; Torugsa, (2017), it is found that, there possibly be three dimensions of green recruitment and selection, i.e., "green knowledge of candidates, green employer title, and green criteria to attract potential employees". The first and most important aspect of GRS is green awareness of candidates. Firstly, Green cognizance of applicants is the primary essential element of GRS. Firstly, it's for the green cognizance of employees (applicants) that permits a business

enterprise to attain its environmental desires and desires connected to cost effectiveness, etc. Therefore, the corporations must run a sequence of exams that permit them to select the best to make sure that applicants are closer to organizational strategic green desires. Secondly, the term "green corporation branding" usually refers to the enhancement of an employer's green reputation through increased environmental control influenced by GHRM policies (Donohue, W.; Torugsa, 2015). Third, In the hiring and evaluation of personnel, there should be standards related to "green practise." By consistently raising environmental awareness and embedding values and beliefs in new recruits, Environmental Recruitment and Selection guarantees that new members of the organisation not only understand the company's existing green culture, but also share environmental values.

2.3.5- Green Training and Development:

According to Ahmad (2015) organizations must have knowledge about their workers and green practices. The company's worker can persuade customers about purchasing green products. Longoni, Golini, and Cagliano (2014) stated that performance of employees related to environment could be enhanced by giving training related to environment. While zoogah (2011) stated that green training and development is all about giving freedom to workers to participate in environmentally friendly practices by giving them training in different working conditions through which they can minimize waste, retain energy and save environment. Employees can be made aware of the importance of green management and how to effectively use organizational resources through green training and development. Such training provides employees with much skills to tackle any organizational problems (Ahmad, 2015).

Green coaching is an aggregate of coordinated tasks that inspire and encourage personnel to collect talents across the safety of the surroundings and consider environmental troubles that is an important role in accomplishing environmental

objectives (Aykan,2017 & Calia, R.C.; Guerrini, F.M.; De Castro,2009). Green Coaching helps in improving employees' awareness, education, and talent concerning to practices related to environment (Aykan,2017). Researchers recommend that provision of environmental training should accompany training programs for all employees of a company, and that these training programs should not be limited to organizational units of organizations. (Calia, Guerrini, De Castro,2009). The authors recommend and support for a variety of green training and improvement initiatives, including employee education to ensure green workplace evaluations, energy efficiency, waste and recycling management, and private capacity building on green standards and methods. So, it's vital to include programmes, seminars, and classes in organisational training and improvement plans that allow workers to broaden and acquire information on green skills (Opatha, 2014).

2.3.6- Green Reward and Compensation:

Pallavi and Bhanu (2016) argue that the reward and compensation system provide a strong incentive for organizational personnel to adopt green initiatives and efficiently perform their jobs and obligations in order to benefit the company. Madhavi (2016) stated that the employees should be rewarded according to their contribution level in implementing green practices. According to Ramasamy (2017) green reward is a great motive given to employees against practicing environmentally friendly activities in the organization. Therefore, Employees that reduce wastage in the workplace should be rewarded (Deepika and karpagam, 2016). Jyoti (2019) said that U.S is implementing performance-based pay systems and managers and workers are being compensated over 10 percent against adapting environmentally friendly practices at work and producing eco-friendly products.

The strategic approach of compensation management signifies a green pay system, which is "a system of monetary and non-monetary incentives" that is pursued with the goal of attracting, keeping, and then motivating individuals who are most suited for contributing to the organization's green goals. (Alhaddi,2015). Yang Chen, (2017) advise that green travel advantages, green tax, and green reputation are examples of non-economic rewards that should be given alongside economic incentives. They could be encouraged to reduce their carbon emissions and pay more attention to environmental issues. Second, Exemptions for selling using bicycles and a less-pollution creating motor fleet are included in green tax incentives. Financial incentives such as these have been introduced by Uk companies and have a significant impact on employees' willingness to protect the environment. Third, green reputation includes a number of non-monetary rewards for staff, including as a positive public image for the company, paid leaves, and gift cards. According to Ramus (2001), green reputation incentives result in feelings of pleasure among coworkers and more effectively promote eco-initiatives.

2.3.7- Green Performance Appraisal:

Performance appraisal system plays a vital role in motivating employees to follow green practices (Deepika & Karpagam, 2016). Ahmad (2015) states that employees' job-related skills could be improved by performance appraisal system to make them more efficient while achieving the goals of firm. Likhitkar and Verma (2017) argued that employees who are adapting green practices in their works should be appraised properly to encourage them. For this purpose, top management plays a crucial role by retaining those employees who comes under working environmentally friendly practices by providing them rewards and green compensation. Effective and timely feedback to employees, which can be provided by an efficient appraisal system, is necessary to improve the firm's culture and motivate and assist them (Jackson et al 2011).

According to Tapamoy (2008), organizations aim to evaluate their ability to accomplish sustainable goals, which necessitates environmental performance management and evaluation. Arulraja et al. (2016) stated that it is essential to improve an organization's environmental performance in terms of environmental aspects. Green performance eliminates any non-green features and improves the organization's environmental effect. The creation of environmental performance indicators includes the setting of a set of environmental standards for all participants in the overall performance evaluation, environmental events, environmental responsibility, carbon emission reduction, environmental issues and actor protection, including policy communication. Ahmand (2015) argued that performance evaluation which determines the procedures and effectiveness of following compensation and compensation management systems is the most significant part of green performance management for both managers and employees. Therefore, a clear environmental performance indicator is required for the performance management system. The environmental impact assessment of a manager stresses his or her involvement in environmental management and can lead to increased EM performance accountability. Environmental consequences should be identified and managers should be encouraged to take responsibility for EM performance. Forfeiture is a negative method used to address the environmental performance of members who do not meet their environmental goals or do not meet their EM goals. Renwick, Redman, and Maguire (Renwick, 2013). When these negative measures are used correctly, they might encourage employees to become more environmentally aware and strive for more green goals in their future work.

2.4- GHRM & Employee Retention:

According to Menon (2016) the main motive behind green practices also covers online recruiting and selection to lessen the traveling expense. These practices

allow the firm's management to reduce the operational cost by using alternative means and without dropping the human capital. The main logic behind accomplishing green practices in the organization contains two main reasons: the pivotal reason is to shield environment, the other is to conserve knowledge by retaining the knowledgeable workforce for prolonged period (Halawi & Zaraket, 2018). The principal premise basic examination on worker maintenance is that the capacity to draw in and hold representatives is important to organizations. Companies regularly view turnover as unwanted as a result of the expense related with enlisting and preparing substitution workers, just as the deficiency of information and related human resources, which contrarily influence efficiency (Beach et al., 2003:4; Holtom et al., 2008)

Green Practices desire from employees to become green by reducing their traveling costs, international visits, reducing bill payments, and getting cost-cognizant (Madhavi, 2016). According to Tangthong, Trimetsoontorn, and Rojniruntikul (2014), human resource practices play an important role in improving firm performance. Businesses carry out these practices to harvest elite. The Green HRM practices empower the associations to decrease the operational expense, increment representative commitment, and worker maintenance, which permits the organizations to play out their business exercises in a superior manner (Strandberg & Krasnik, 2009).

Employee retention contributes in achieving competitive advantage by keeping great performing and well-caliber employees in the organization for prolonged period. According to Berry and Morris (2008), retention can be defined as when the employees continue their work activities for longer period especially the productive and well performing ones. Employee retention highly depend upon the HRM practices persuade by the businesses to listen and manage the worker queries. However, retention possess multidimensions of human resource

policies in organization like it starts from hiring best people for the business and keeping them within the enterprise's business portfolio (madiha et al., 2009).

The term Green HRM is a developing idea among academic scholars and experts associated with HR management (Shahriari, & Hassanpoor, 2019). Green HRM is an aiding instrument to create green abilities in representatives, like mindfulness, and propels them to partake in significant initiatives (Shen, & Deng, 2016). Green HRM involves various components like green hiring, green development and training, green pay and reward and appraisal system (Hassanpoor, 2019). Green HRM has a few advantages, such as increasing worker confidence, ability procurement, lessor, and company social responsibility. Green HRM also aids in lowering employee turnover rates; when turnover rates are reduced by any movement on the opposite side, this expands the standard for dependability, implying that Green HRM practices aid in increasing employee retention (Deshwal 2015). Green HRM is considered as HR's eco-friendly capabilities, as well as the fact that it aids in representative conservation. Furthermore, Likhitkar and Verma (2017) found in their studies that Green HRM activities, such as compensation on representative maintenance survey examinations can increase worker retention.

H1: Green HRM practices have a positive and significant effect on Employee Retention.

2.5-Perceived Organizational Support:

Employees' views that their donation is valued and that the organisation cares about their well-being is an external form of coping, also known as perceived organisational support (Eisenberger, 1986). Social exchange theory, states that employees who are supported by firm will pay off debts and repay the organization's care. Hence, supported people feel responsible to help the supporting agency achieve its goals and contribute to the agency's overall improvement and standard performance by exhibiting high-quality attitudes and

behaviours. Organizational support theory, on the other hand, says that the self-improvement process is jeopardised to the extent that POS helps employees achieve their social and emotional requirements (Eisenberger et al., 1986). Employees who are supported by the organisation should perform better, especially in terms of well-being, because POS meets their basic human needs in the workplace. In social exchange theory, POS is primarily considered. Employees that are well supported in the company will be rewarded for their effective work habits. Employees' perceptions of how an organisation regards them are important in influencing their attitudes that benefit the company as pointed out by Beheshtifar and Zare (2012).

A stronger employee-employer relationship is important for organizational success because it creates a friendly and congenial work environment that encourages productive job behaviour. The idea of Perceived Organizational Support (POS), which measures the amount to which employees believe the organisation cares about their well-being and values their donations, is one way to measure this relationship (Robbins et al., 2018). Employees can determine how concerned their organization is about their values, beliefs, habits, and morality. When employees are involved in decision-making and their bosses are concerned about their well-being, employees view their organisation to be fair and helpful. Human resource planning, training and development, and performance review are other elements that influence employees' willingness to support their organisations (Al-Hawary & Nusair, 2018).

Hobfoll et al. (2018) Organizational support is stated as a performance resource that assists employees in developing personal resources like intrinsic motivation, positive emotions, and self-efficacy, which leads to beneficial psychological and organisational results like less emotional stress. (Karatepe, 2015; Michel et al., 2013) Employees' sense of control and job anxiety can both be enhanced by POS. (Bal et al., 2010) To deal with stress, people try to

conserve existing resources while gaining new ones, as proposed by the COR theory.

Considering social exchange theory, perceived organizational support increases the expectations of employees that organization would give them greater reward, in consequence employees become motivated in order to meet organizational goals. Moreover, employees also need praise, and approval to develop positive bond with organization according to perceived organizational support. Number of studies support that job performance and organizational commitment improved through perceived organizational support (Chiang & Hsieh, 2012; Miao & Kim, 2010).

H2: There is a positive and significant relationship between GHRM and perceived organizational support.

2.6- Relationship between POS, GHRM and Employee Retention:

POS is a worker's belief that the organization values their donations and is concerned about their welfare (Eisenberger, 1986). Recognition of employees for support, concern and admiration is also indicated by POS (Lamm et al., 2015). The ability of employees to adapt to their work environment is bolstered by POS. POS also builds and fosters employee commitment and a sense of responsibility for the company, according to studies (Schneider, 2008). In a nutshell, POS strengthens employees' retention habits by fostering their commitment to and sense of responsibility for the company (Eisenberger et al., 2001).

In the same genre, POS has also been observed to have an impact over retention of employee (Arshadi & Hayavi, 2013). Furthermore, POS support leader member exchange theory with organizational support Ahmad, et al. (2010). Social exchange theory and leader exchange theory are not on same grounds. POS enhances the expectancy that greater the effort greater the reward would be, which also encourage employee retention. Perception of employees to whom

organization value are engaged in organizational citizenship behavior (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Normative commitment, continuous commitment and effective commitment are directly related to POS and employee retention. In consequences of this POS is important for retention of employees.

H3: Perceived Organizational support mediates the relationship between GHRM and Employee Retention.

2.7-Environmental Knowledge:

From the customers' point of view, environmental information could be characterized as individual's capacity to appreciate and assess problems encompassing human utilization exercises and practices that can impact the climate emphatically or contrarily (Haron et al.,2005). Past writing recommends that overall ecological information emphatically influences shopper convictions and mentalities towards harmless to the ecosystem items (Johnson, 2019; Balaji, 2016; Mohd, 2013). This pragmatic change rises above past convictions and mentalities into predictable activities. For example, Pothitou et al. (2016) posited that individuals with a more extensive information on household energy saving habits are probably going to accomplish them by changing their propensities. Additionally, individuals with higher natural information depict more significant levels of favors towards ecological conduct like eating less meat suppers, habitually utilizing public vehicle, and purchasing things that have less leftover trash (Head & Fielding, 2012).

Past writing proposes that natural information emphatically influences customer convictions and perspectives towards ecological amicable products (Choi and Johnson, 2019; Goh and Balaji, 2016; Mohd Suki, 2013). Green human resource Management is about those HRM activities that focuses on efficient usage of resources to enhance and promote organizational and environmental

sustainability (Jyoti, 2019). Green HRM is a phenomenon that is built on green initiatives and movements that try to safeguard the land and ecology from further disasters caused by unsuitable human activities and natural calamities.

The individual-environment matching theory holds that the likeness of knowledge and values between individuals and organizations is conducive to the generation of amicable relations between the two sides. Kristof pointed out that employees-environment matching builds employees' satisfaction and commitment to the organization. Zhao Huijuan and long Lirong (2016) also found that employee-environment alignment can significantly and positively predict employees' emotional commitment. so, individual's knowledge and values will have an affect on their decision-making and intention. Employees will judge the organization according to their own knowledge and values in the process of choosing the organization or in the working process. The end result will determine the relationship in different firms. Barr, (2007) pointed out that when individual's knowledge of enterprise green policy, environmental management systems and waste management increases, employees will enhance their recognition of organizational green management, which may increase their green behaviour in the workplace.

2.8- Relationship Between Environmental Knowledge and GHRM and POS:

Environmental knowledge is basically awareness of ecological issues and human interactions and their various relations with the environment (Burchett, 2015). To prevent the adverse effects on environment such knowledge and skills are required which can provoke pro-environmental actions. Levy and Marans (2012) states that knowledge about problems and their procedures which can lead to solutions have great influence on pro- environmental behaviors. Earlier

researchers have stated that beside the initiatives to promote environmental sustainability, obstacles are there in people's knowledge about environmental issues (Burchett, 2015). These could be because of the failure in adjusting Green HRM with environmental administration in the firm. The significance of adjusting Green HRM with ecological administration as this arrangement supports individuals through information and disposition improvement to participate in natural administration drives. Studies have shown that Green HRM practices will affect the ecological information of workers (Tang et al., 2017).

Employees can be made aware regarding importance and usefulness of workplace and greening through uplifting environmental protection, training and education by developing and instructing policies of performance management, environmental selection and recruitment, involvement and rewards and others (Renwick, 2013; Saeed, 2019; Zhang et al., 2019). In a case study of technical development corporation of Toyota showed that good training modules, relationships, feedback, involvement and maintaining knowledge stocks these HR practices promotes knowledge transfer.

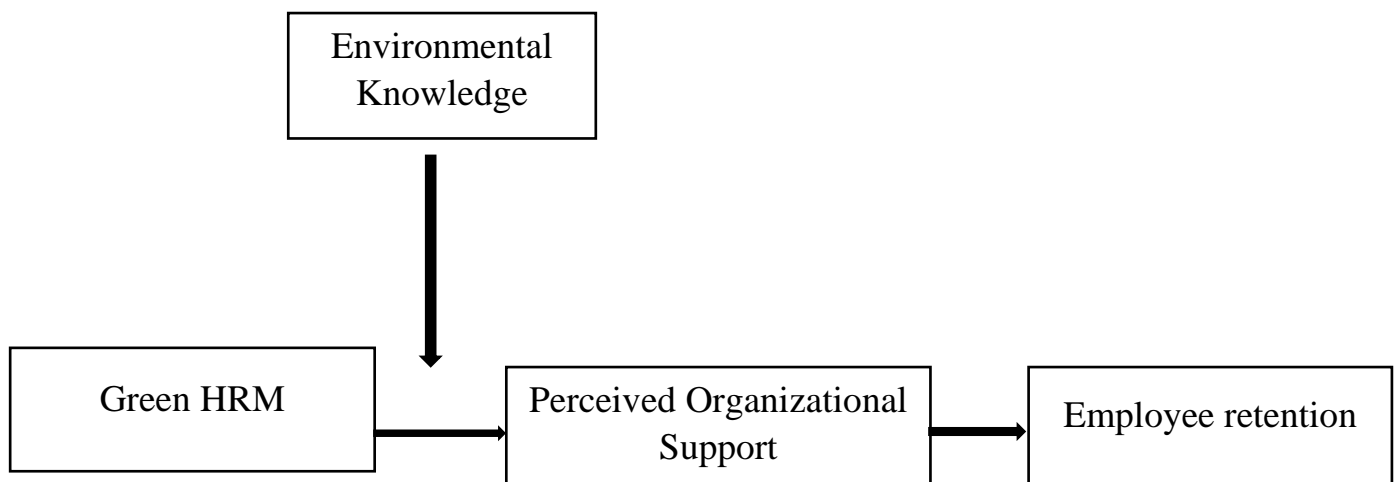
Studies suggests that after people have a higher knowledge of environmental problems, methods and solutions, their cognizance and knowledge in their position in defensive the surroundings might be correspondingly progressed in order that people can have a better reputation of the GHRM exercise carried out via way of means of the organization, so that it will growth their experience of integration and obligation to the organization (Shaoying Zhu, Yuxin Wu and Qian Shen, 2022)

H4: Environmental knowledge positively moderates the relationship between GHRM and Perceived organizational support.

2.9- Theory of Organizational Support:

Some of the key theories regarding employee perceived organizational support include a theory of organizational support proposed by Eisenberger in 1986 asserted that employee conception about the organization that to what degree the organization will value their contribution and cares about their well-being. POS increases employee's morale and their obligation to help organization achieve their set goals, increased employee commitment and their expectation regarding increased employee benefits. The results related to employee's behavior could be reduced turnover rate which ultimately leads to employee retention in an organization.

Theoretical framework:



CHAPTER 3:

Methodology

3.1- Research Design:

The research design of this study is quantitative, hypotheses/ explanatory and cross sectional in nature. This research is also based on the analysis of primary data for the purpose of identifying the relationship between Green human resource Management on Employee Retention with the mediating role of Perceived Organizational Support. The r

esearch has also developed four hypotheses through a deductive approach.

3.2- Population:

The Population under the study is bankers, specifically of the twin cities (Rawalpindi, Islamabad) of Pakistan. The data will be collected from some private and semi-government banks through structured questionnaire.

3.3- Sampling Technique:

The type of sampling that will be used in this research is “Non-probability Convenience Sampling”.

3.4- Sample Size:

The size of the sample for the Research is selected by keeping the rule of thumb (Green, 1991). As in our Research there are four variables so according to variables, the sample size selected would be $8(4) + 50 = 82$.

3.5- Unit of Analysis:

The units of analysis under this study were managers and employees both female and male and the data collected is one time.

3.6- Data Collection:

The Questionnaire was distributed among the employees of banking sector. As the official language of Pakistan is English so the questionnaire was also kept in English because past researchers also used this language and gathered data without any difficulty.

1. ***Green human resource Management:*** Green human resource Management is measured with a six-item scale developed by Dumont et al. (2017) which uses a 7-point Likert scale ranging from 1= strongly disagree to 7= strongly agree.

2. ***Employee Retention:*** Employee retention is measured with 4 item Scale used by Alnaqbi, W. (2011) which uses a five -point scale ranging from 1= strongly agree to 5= not sure.

3. ***Perceived Organizational support:*** Perceived organizational support was measured with a six-item scale developed by Eisenberger et al. (2001) which uses a seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

4. ***Environmental Knowledge:*** Environmental knowledge is regarding the environment, the employees possess and how to mitigate that is measured by using the 5-point Likert scale adapted from Gatersleben, Steg, and Vlek (2002).

3.7- Analytical Tools:

This study will apply statistical analysis using SPSS, regression analysis, correlation, and structure equation module (for best fit model) for this study.

Chapter: 4

Results and Analysis

4.1 Frequency:

Table 1

Gender

	Frequency	Percentage
Male	78	52
Female	73	48
Total	150	100

The data collected from the banking sector of Islamabad and Rawalpindi. The total number of respondents were 150 from which 78 were male and 73 were female employees.

Table 2

Age Group

	Frequency	Percent
20-30	80	53.3
31-40	55	36.6
41-50	15	10
Total	150	100

Results showed that most of the respondents fall in the category of 20-30 and 31-40 with highest percentage of 53.3% and 36.6% respectively. Thus, the least respondents fall in the category of 41-50 with percentage of 10%. So, we can assume that the average age of people working in banks lies in between 20-30.

4.2 Reliability:

The degree to which an assessment tool gives stable and consistent results is known as reliability. Cronbach's Alpha measures internal coherence, i.e. how strongly the collections of things in a group are related. This is to measure how reliable the scale is used in the questionnaire.

In reliability test, Cronbach alpha value tells the reliability of factors internally that how these variables are consistent with each other. The value of reliability should be greater than 0.60 which we can also see in the given table below.

Table 3

Variable	No. of items	Cronbach's Alpha
Green human resource Management	6	.871

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Green human resource Management is seen through reliability test. Value “.871” shows that the reliability of the data is 87.1% and results from this data can be considered as a true outcome.

Table 4

Variable	No. of items	Cronbach's Alpha
Perceived Organizational support	6	.876

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Perceived Organizational Support is seen through reliability test. Value “.876” shows that the reliability of the data is 87.6% and results from this data can be considered as a true outcome.

Table 5

Variable	No. of items	Cronbach's Alpha
Employee Retention	4	.825

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Employee Retention is seen through reliability test. Value “.825” shows that the reliability of the data is 82.5% and results from this data can be considered as a true outcome

Table 6

Variable	No. of items	Cronbach's Alpha
Environmental knowledge	3	.809

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Environmental knowledge is seen through reliability test. Value “.809” shows that the reliability of the data is 80.9% and results from this data can be considered as a true outcome.

4.3 Correlation:

Correlation tests are used to see how closely an independent variable and a dependent variable are related. It discusses the relationship's strength and direction. That is, there is a positive or negative relationship between the independent and dependent variables. The test's results range from 1 to +1, indicating whether the relationship is positive or negative.

Table 7

		Correlations			
		GreenHRM	PerceivedOrg Support	EmployeeRet ention	Environmenta lKnowledge
GreenHRM	Pearson Correlation	1	.768**	.573**	.290**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
PerceivedOrgSupport	Pearson Correlation	.768**	1	.434**	.428**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
EmployeeRetention	Pearson Correlation	.573**	.434**	1	.052
	Sig. (2-tailed)	.000	.000		.530
	N	150	150	150	150
EnvironmentalKnowledge	Pearson Correlation	.290**	.428**	.052	1
	Sig. (2-tailed)	.000	.000	.530	
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Table shows that all the variables are positively correlated with Green human resource Management. Most corelated variable is perceived organizational support with the value of .768 and $p < 0.05$ and the least correlated variable is environmental knowledge with the value of .290.

4.4 Regression:

Regression analysis is done to check the effect of independent variable on independent variables as well the effect of moderation and mediation on relationship of independent and dependent variables.

Table 8

Model	R Square	F	Beta	t	Sig.
1	.591	213.483	.768	14.611	0.000
2	.638	129.468	.403	4.382	0.000

Model 1 R square tells us the direct relationship between Green human resource Management and perceived Organizational support which means GHRM brings 59.1% change in the POS. the value of Beta tells the magnitude and direction of the relationship and its value ranges from +1 to -1. Here the value of beta is positive .768 so the nature of the relationship is positive. but after introducing the moderation i.e. environmental knowledge in the model 2, the percent change becomes 63.8%. Its means that moderator is positively impacting the relationship and when we have both GHRM and environmental knowledge there will be more perceived organizational support by employees. The significant value i.e. P value is 0.000 which is less than 0.05 states that results are significant. Hence the hypothesis is accepted.

Table 9

Model	R Square	F	Beta	T	Sig.
1	.329	72.454	.573	14.611	0.000

2	.329	35.999	-.16	-.149	0.882
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Here the model 1 i.e. Green human resource Management and employee retention has direct relationship as the R square value is .329 stating that GHRM brings 32.9% change in the employee retention. The value of Beta is .573 and the P value is significant 0.000 which means that the nature of relationship is positive. But in model 2, after introducing the mediation i.e. perceived organizational support R square value remains same but beta value becomes negative i.e. -0.16 and P value also becomes insignificant. Its means that mediation does not have any impact on the relationship of GHRM and Employee retention.

Chapter: 5

Discussion

Green human resource Management is the emerging concept in the world and adopted by many organizations for the sustainable development and preservation of the natural environment. Many organizations adopt green practices to uplift their reputation in the market because awareness about green initiatives and environment friendly practices is spreading at a greater pace. Now stakeholders i.e. employees as well as end consumers are more concern about that whether the organization, they are preferring is showing concern about the environment or not. Employee's morale and satisfaction increases when they know that they are working with the organization which has adopted the environmentally friendly practices and this satisfaction increases the employee retention when employees perceived that their organization is aligning with interests related to environment and also assist them in achieving green goals.

So, the current research focused at how environmental knowledge influences the relationship between green HRM practices adopted by organizations and employees' perceptions of organizational support in implementing those green practices, which leads to employee retention.

Hypothesis 1:

H1: Green HRM practices have a positive and significant effect on Employee Retention

The hypothesis 1 was accepted, as there is positive effect of Green human resource Management on employee Retention. According to the Table 9 the Beta value is positive (beta = 0.573) and significant. Green human resource Management brings some change in the employee retention as shown by the value of R square (.329). so, there is positive relationship between Green human resource Management and employee retention and these results are consistent with the paper of halawi and zaraket (2018) which states that organizations accomplish green practices to shield environment as well to retain the knowledgeable workforce for longer period.

Hypothesis 2:

H2: There is a positive and significant relationship between Green human resource Management and perceived organizational support.

The hypothesis 2 was accepted as there is significant effect of Green human resource Management on perceived organizational support. According to the table 8 the beta value is positive (.768) and significant and Green human resource Management does bring significant change in the perceived organizational support which is shown by the value of R square (.591) so, there is strong relationship between Green human resource Management and perceived organizational support. The result of this study supported the expectations that Green human resource Management will significantly predict the employee perceived organizational support. This implies that those organizations who adopt the green HR practices and also implement them, their employees perceive more organizational support towards meeting their own individual green goals.

Hypothesis 3:

H3: Perceived Organizational support mediates the relationship between GHRM and Employee Retention.

This hypothesis is rejected as there is no effect of perceived organizational support on Green human resource Management and employee retention. According to the table 9 the beta value is negative (-0.16) and insignificant and perceived organizational support does not bring any change in the relationship of Green human resource Management and employee retention which is shown by the value of R Square (.329).

Hypothesis 4:

H4: Environmental knowledge positively moderates the relationship between GHRM and Perceived organizational support.

This hypothesis is accepted as the environmental knowledge positively moderates the association concerning Green human resource Management and perceived organizational support as the value of Beta is positive (.403) and significant. Environmental knowledge brings a significant change in the relationship of Green human resource Management and perceived organizational support which is shown by the value of R Square (.638). These outcomes are reliable with (Burchett, 2015), Environmental knowledge is basically awareness of ecological issues and human interactions and their various relations with the environment. To prevent the adverse effects on environment such knowledge and skills are required which can provoke pro-environmental actions. Levy and Marans (2012) also states that knowledge about problems and their procedures which can lead to solutions have great influence on pro- environmental behaviors.

5.1 Conclusion:

The research was conducted in private, government, and semi-government banks in Islamabad and Rawalpindi to assess the influence of green human resource management through perceived organisational support on employee retention with the moderating effect of environmental knowledge.

To sum up, analysis was carried out in order to determine the outcome of the proposed hypothesis. The relationship each hypothesis is described separately. The objective of the H1 was to examine the relation between green human resource management and employee retention. Using linear regression, it was determined that there is a positive and statistically significant relationship between green human resource management and employee retention. The purpose of the H2 was to determine the relationship between green human resource management and perceived organizational support, and it was discovered that the two have a statistically strong and positive relationship. The H3 was to examine if perceived organizational support could mediate the relationship between Green HRM and employee retention. Furthermore, it was discovered that there is a weak and statistically insignificant mediation of perceived organizational support between GHRM and employee retention. The H4 was related to empirically evaluate the moderating effect of environmental knowledge between the GHRM and Perceived organizational support.

5.2 Limitations and Future research:

It is important to point out some of the above study's limitations. First, the research is only limited to Islamabad and Rawalpindi based Banks so the results cannot be generalized for all Pakistan. Research can be done in other areas of Pakistan in order to get larger picture of the research. Secondly, cross sectional study design was applied for the data collection but in future research longitudinal design to present study model could also be used. Finally, Future researchers should be required to take cognitive and motivational aspects like awareness and attitude into account as potential moderators of these relations.

Sample Size can also be further increase for future research as the data was drawn from a relatively small sample.

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Appendix:



Bahria University
Discovering Knowledge

Questionnaire

Please take a few minutes to complete this survey. We are conducting a research on Examining the Impact of Green Human Resource management on employee Retention: The Mediating Role of perceived organizational support and Moderating Role of Environmental knowledge. We would be very thankful if you fill out the questionnaire. The information you provide will be kept in confidential and will only be used to complete this research study. Data gathered will be presented in aggregate and no individual respondent or institution will be identified.

1. Name, employee ID, or any primary key (which is unique) _____ e.g. ID card number, Mobile number
2. Gender: Male Female
3. Age Group: 20-30 31-40 41-50 51 and above
4. Education/qualification: a) Below Bachelors b) Bachelors c) Masters and Above
5. Type of Organization: a) Government b) Semi-Government c) Private
6. Your designation / grade?
a) Line Management b) Middle Management c) Top Management

1= strongly disagree	2= disagree	3= slightly disagree	4=neutral	5= slightly agree	6= agree	7= strongly agree
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Mention the extent to which you agree with the following statements:(Green Human Resource management)

1	My organization sets green goals for its employees	1	2	3	4	5	6	7
2	My organization provides employees with green training to promote green values	1	2	3	4	5	6	7
3	My organization provides employees with green training to develop employees' knowledge and skills required for green management	1	2	3	4	5	6	7
4	My organization considers employees' workplace green behavior in performance appraisals	1	2	3	4	5	6	7
5	My organization relates to employees' workplace green behaviors to rewards and compensation	1	2	3	4	5	6	7
6	My organization considers employees' workplace green behaviors in a promotion	1	2	3	4	5	6	7

1= strongly disagree	2= disagree	3= slightly disagree	4=neutral	5= slightly agree	6= agree	7= strongly agree
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Mention the extent to which you agree with the following statements:(perceived organizational support)

1	Organization values my contribution to its well-being	1	2	3	4	5	6	7
2	Organization strongly considers my goals and values	1	2	3	4	5	6	7
3	Organization cares about my general satisfaction at work.	1	2	3	4	5	6	7
4	Organization cares about my opinions.	1	2	3	4	5	6	7
5	Organization tries to make my job as interesting as possible.	1	2	3	4	5	6	7
6	The organization takes pride in my accomplishments.	1	2	3	4	5	6	7

1= strongly agree	2= Agree	3=Disagree	4= strongly disagree	5= Not Sure
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Mention the extent to which you agree with the following statements:(Employee Retention)

1	I think a lot about leaving organization	1	2	3	4	5
2	I am actively searching for an alternative to the organisation	1	2	3	4	5
3	As soon as it is possible, I will leave the organisation	1	2	3	4	5
4	If I had another job offer that paid the same as the one I have, I'd leave here in a minute.	1	2	3	4	5

1= Not at all aware	2= slightly aware	3=somewhat aware	4= moderately aware	5= extremely aware
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Mention the extent to which you aware with the following statements:(Environmental knowledge)

1	I know about the problem of environmental pollution caused by human activities	1	2	3	4	5
2	I have good knowledge about environmental issues	1	2	3	4	5
3	I am aware of how to protect the environment from pollution on the organization premises.	1	2	3	4	5

