

THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON CORPORATE ENVIRONMENTAL CITIZENSHIP

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THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON CORPORATE ENVIRONMENTAL CITIZENSHIP

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Abstract: This study primarily aimed to investigate the link between ability-, motivation-, and opportunity-enhancing human resource management (HRM) practices with organizational ethical climate, and corporate environmental citizenship. This study also investigates the role of organizational ethical climate as a mediator among the nexus of human resource practices and corporate environmental citizenship. The quantitative method of data collection has been used by the study and collected data by means of questionnaires. The simple random sampling has been used to select the respondents and sent the surveys by personal visit. For testing the hypothesis of the present study and evaluating the model's quality (that is measurement model and structural model) by using the smart PLS. The results revealed that human resources practices have positive association with corporate environmental citizenship. The results also exposed that organizational ethical climate positive mediating the nexus among the human resource practices and corporate environmental citizenship. These findings are suitable for the regulators who wants to formulate the policies related to the human resource practices that could enhance the organizational performance.

Keywords: human resource practices, organizational ethical climates, and corporate environmental citizenship

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Introduction

Research has indicated that organizational learning capability plays a moderating role in studies on organizational behaviour (Ayuso & Navarrete, 2018; Madaleno, Varum, & Horta, 2018). In their study on the effect of international experience on

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environmental strategies, Ayuso and Navarrete (2018); Pratama, Che-Adam, & Kamardin (2019) demonstrated that the former positively affects the latter via the years spent operating in foreign markets. An organization's environmental information becomes even more valuable the longer it operates in a foreign market, which enhances its ability to respond to environmental challenges. This study theorizes that an organization's ethical climate i.e. its green policies, practices and procedures will affect corporate environmental citizenship as moderated by its learning capability. The organization's learning capability helps it in assimilating, integrating and exploiting the environmental knowledge derived from its current ethical policies, procedures and values towards improving its corporate environmental citizenship. In their study on the effect of internationalization practices on corporate performance, Madaleno et al. (2018) found that organizational learning capability pose a moderating effect in the link between management practices and corporate performance. Internationalization practices improve corporate performance via the increase in foreign market sales. The link between internationalization practices and corporate performance is enhanced by organizational learning capability via the market knowledge accumulated from foreign market sales (Lubis et al., 2015).

Organizational ethical climate is demonstrated by the recycling and reduction of wastes which enhances corporate environmental citizenship. Employees are more inclined to go green when they are guided by written environmental policy. This current study hypothesizes that the correlation between organizational ethical climate and corporate environmental citizenship can be enhanced by organizational learning capability which maximizes the gathering, usage and dissemination of knowledge derived from the environmental policy.

Past research has proven the moderating role of organizational learning capability in studies on organizational behaviour relationships (Atrizka et al., 2020; Ayuso & Navarrete, 2018; Danilwan et al., 2020; Madaleno et al., 2018). Ayuso and Navarrete (2018); Pratama et al., (2020) revealed that international experience improves environmental strategies via the years spent in foreign markets. Organizations that have been operating for a long time in foreign markets would have gathered highly valuable environmental information that would help them to better respond to environmental challenges. This study theorizes that an organization's ethical climate i.e. its green policies, practices and procedures can improve its corporate environmental citizenship as moderated by its learning capability which in turn facilitates the assimilation, integration and exploitation of its environmental knowledge derived from its current ethical policies, procedures and values. A high level of learning capability will facilitate the organization in using and exploiting its green

ethical knowledge towards enhancing its corporate environmental citizenship (Candrasa et al., 2020).

Madaleno et al. (2018) found that organizational learning capability moderates the relationship between internationalization practices specifically management practices and corporate performance via the increase in foreign market sales. Organizational learning capability enhances the correlation between internationalization practices and corporate performance via the accumulated market knowledge derived from the foreign market sales.

There are mixed findings with regards to the correlation between organizational ethical climate and corporate environmental citizenship (Chin, Yean, & Yahya, 2018; Hakimah et al., 2019; Schaltegger & Burritt, 2018). The said relationship was found to be significant by Jin and McDonald (2017) and Brammer and Mellahi (2015), but insignificant by Zaman (2017). Todaro et al., (2018) and Horisch et al., (2020). When such inconsistency exists, a moderator is used in testing the relationship as proposed by Baron and Kenny (1986).

Therefore, in the context of this study, organizational learning capability is used as a moderator in the relationship between organizational ethical climate and corporate environmental citizenship as it has been proven to aid organizational performance and innovation capacity (Gomes & Wojahn, 2017; Hameed, Basheer, & Anwar, 2018; Pratama et al., 2020). Based on the literature review, past studies had mostly neglected to examine the role of organizational learning capabilities in improving corporate environmental citizenship (Aisyah, Sukoco, & Anshori, 2019; Hussain et al., 2020).

Some other studies however had proven the moderating effect of organizational learning capability (Ayuso & Navarrete, 2018; Nisar, Prabhakar, & Strakova, 2019). For instance, Ayuso and Navarrete (2018) found that organizational learning capability moderates the relationship between international experience and environmental strategies. Likewise, Nisar et al. (2019) revealed that organizational learning moderates the correlation between potential absorptive capacity and realized absorptive capacity. Therefore, this current study explores the mediating role of organizational ethical climate improving corporate environmental citizenship.

Literature review

Past studies had highlighted the significance of HRM practices that enhance the ability of improving corporate environmental citizenship (Cassells & Lewis, 2017; Chin et al., 2017; Nguyen et al., 2015; Silitonga et al., 2020). Among such HRM practices are employee recruitment and selection whereby candidate employees are selected among those with environmental cognizance (Chin, Yean, & Yahya, 2017), because

candidates with awareness of green practices such as recycling can better promote corporate environmental citizenship. The environmentally-oriented organizations of today incorporate green awareness and conduct as part of their employee recruitment specifications because candidates that are passionate about the environment can help improve corporate environmental citizenship. To do so, environmental standards are needed as they highlight the organization's environmental responsibility (Ullah, 2017). Ullah (2017) outlined that numerous organizations apply environmental standards (i.e. ISO 14001 and organic labeling) when recruiting environmentally-aware employees. Such environmental standards serve as an indication of an environmentally-friendly work environment. Scholar stated that green organizations attract environmentally-oriented potential employees by putting up their green activities on their corporate website. Selection will be based on the candidates' level of environmental awareness as prevalent in their daily green practices. Hired candidates will display and take part in environmentally-oriented behaviours, therefore improving the corporate environmental citizenship of the organization. Another form of ability-augmenting HRM practice is training development which increases the organizational members' green consciousness and facilitates the organization in achieving improved environmental citizenship. According to Yu, Ramanathan, and Nath (2017); Pratama et al., (2020), environmental training improves environmental practices as it facilitates the building and development of organizational capacity and the needed capabilities for adopting environmental practices. Likewise, Cassells and Lewis (2017) indicated that environmental training drives preemptive environmental strategies. Environmental training improves the employees' green skills and knowledge thus permitting them to suggest innovative and creative ideas in implementing preemptive environmental approaches. Jabbour and Jabbour (2016) highlighted that the adoption of green practices necessitates advanced organizational skills which can only be derived via environmental training. For example, environmental training programs coach employees about energy conservation as well as waste and pollution reduction methods. Becoming good environmental citizens requires such green knowledge and skills. Meanwhile, some other studies outlined the effect of motivation-driving HRM practices on corporate environmental citizenship (Kuei, Madu, & Chow, 2015; Paillé, Valéau, & Renwick, 2020). Author stated that financial rewards (e.g. bonuses, pay increase, profit sharing) and non-financial rewards (recognition programs, paid vacations, recognition certificates, praises) are often utilized to boost employees' commitment towards environmental behaviour. For instance, organizations that present awards of recognition for innovative environmental ideas to their employees can improve their corporate environmental citizenship. Performance appraisals can also

improve corporate environmental citizenship via the incorporation of environmental performance standards into the performance appraisal system. Such standards motivate employees to practice sustainable approaches thus directly improving the organization's corporate environmental citizenship.

Masri and Jaaron (2017) suggested the use of green criteria in assessing and giving feedback to the employees' job performance towards developing environmentally-oriented performance appraisals. Meanwhile, certain organizations use negative reinforcements (e.g. wage delays, warnings and criticisms) as a method to drive the employees' environmental behaviour. In the context of environmental management practices in hotels, Chan, Hon, and Chan (2017) indicated that employees who failed to carry out the stipulated environmental management practices will be reprimanded. This proves that negative reinforcements are applicable in guiding employee behaviour towards improving corporate environmental citizenship.

Lastly, in improving corporate environmental citizenship, Roscoe, Jabbour, and Chong (2019) indicated the significance of opportunity-enhancing HRM practices which align the employees' goals, capabilities, commitment and perceptions with the organization's environmental practices. Opportunity-enhancing HRM practices are demonstrated by the employees' engagement in environmental management practices. Cassells and Lewis (2017) highlighted that employees are driven to enhance corporate environmental citizenship through the efficient use of resources and reduction of wastes and pollution at the workplace. Such engagement in environmental behaviour can be encouraged via empowerment which affects corporate environmental citizenship when employees are allowed to contribute ideas with regards to environmental matters. According to Ukil (2016), empowered employees are more willing to contribute ideas with regards to environmental improvements due to the autonomy accorded to them to do so, and this in turn can lead to improved corporate environmental citizenship. Likewise, Hashemi and Ram (2017) suggested that empowerment can be encouraged via the solicitation of green ideas from all levels of employees. He also suggested that the scope of empowerment with regards to green issues could be widened by introducing schemes for the contribution of ideas (Hashemi & Ram, 2017) in which employees who do so will be rewarded financially (e.g. sponsored vacations) or financially (e.g. accolades). Such formal recognitions could drive the employees to engage in environmental behaviours, which in turn would lead to improved corporate environmental citizenship.

Past researches have acknowledged the significance of ability-enhancing HRM practices i.e. recruitment and selection as well as training and development in enhancing organizational ethical climate (Casey & Sieber, 2016; Essien, Kostopoulos,

& Lodorfos, 2019; Tamunomiebi, 2018). Guerci and Radaelli (2015) stated that an organization promotes organizational ethical climate via the recruitment and selection of new employees with an exceptional level of ethical perception and interpretation, which renders them capable of preserving environmental practices. The notion by stating that proper employee recruitment and selection can lead to the creation and retention of organizational ethical climate. For instance, an organization only selects and employs employees who fulfill the organization's green and ethical standards via behavioral-oriented interviews (i.e. where the candidates are screened for environmentally-oriented behaviors).

Park, Kim, and Song (2015) stated that training and development practices can enhance organizational ethical climate. In this current study, environmental-based education and training aims at developing employee awareness with regards to ethical and green issues where they are trained on how to respond to environmental issues and implement green practices at work. Such training and development programs lead to the establishment of a solid organizational ethical climate for protection of the environment. Casey and Sieber (2016) stated that organizational development practices improve employee capabilities in achieving ethical objectives and enhancing their own ethical knowledge. In short, ethics development programs offer guidelines with regards to environmental conservation so that employees can carry out their duties in an environmentally-friendly way.

Essien et al. (2019) all agree that motivation-enhancing HRM practices namely rewards systems and performance appraisal can improve organizational ethical climate. Guerci and Radaelli (2015) stated that motivation-enhancing practices can improve organizational ethical climate via the introduction of punishments, sanctions and benefits. Organizational ethical climate can be enhanced when employees are rewarded for practicing ethical behaviour. On the other hand, they will be punished with salary suspensions, for example, when they defy green ethical rules and regulations set by the organization. Therefore, unethical behaviours such as resource wastage can be curbed, leading to improved organizational ethical climate.

Performance appraisal is another motivation-enhancing practice that can improve organizational ethical climate (Guerci & Radaelli, 2015). Annual performance appraisals can incorporate environmental rating components which can drive the employees' green behaviour, resulting in improved organizational ethical climate. Additionally, organizations can also give environmental performance feedbacks all year around instead of only at certain times; such move will likely lead to improved organizational ethical climate. The numerous organizations incorporate their employees' ethical behaviour in their performance appraisal system where the

employees' green knowledge and capability are rated. By doing so, the employees are motivated to engage further in green behaviors and hence improve organizational ethical climate. According to Essien et al. (2019), performance appraisals drive organizational ethical climate via the incorporation of ethical behaviour as the main principle in establishing a solid organizational ethical climate.

Opportunity-enhancing practices can significantly contribute to organizational ethical climate via the provision of openings for ethical behavior engagement among the employees (Guerci & Radaelli, 2015). Such practices also drive the maximization of the employees' involvement in ethical issues. For instance, employees can be prompted to report unethical behaviors such as resource wastage at work, thus leading to the promotion of ethical awareness among them and ultimately improving organizational ethical climate.

Past studies have demonstrated the effect of organizational ethical climate on corporate environmental citizenship. Dyck, Walker, and Caza (2019) indicated that organizational ethical climate affects corporate environmental sustainability via the emphasis of efficiency values i.e. waste and redundancy elimination in the operation process. For instance, an organization can integrate the call for energy and waste reduction in its ethical standards to prompt employees to turn off unneeded lights, switch off their computers after working hours, and utilize recycled papers. Such reduction initiatives can help improve corporate environmental citizenship.

According to Chin, Yean, and Yahya (2018), organizational ethical climate is significant in inhibiting the loss of value for investments in environmental strategies. Chin et al. (2018) stated that organizational ethical climate is a key determiner of the participation of organizations in environmental management improvement projects such as clean production. Organizational ethical climate affects corporate environmental citizenship via the integration of the organizations' green values, beliefs and assumptions. For instance, an organization's core value in natural environmental protection can improve the ethical climate for preserving the natural environment which leads to improved corporate environmental citizenship. Paillé and Meija-Morelos (2019) indicated that corporate environmental citizenship is driven by the organization's ethical judgments and perceptions as mirrored in its policy, vision and mission statement, which in turn will determine the employees' actions and behavior. Organizations would be more prone towards engaging in corporate environmental behaviour when ethical policies, vision and mission statements are in place. Resultantly, they would avoid polluting the environment or using toxic substances in their production process so as to improve their environmental citizenship. Schaltegger and Burritt (2018) also discovered the positive relationship between organizational

ethical climate and organizational performance specifically in green innovation. The authors stated that organizational ethical climate affects employee commitment in generating creative and innovative ideas for the production of green products and processes. An organization that intends to improve its green innovation performance would need to first improve its ethical climate. One instance is when the employees provide innovative solutions for reducing waste and pollution as part of their organization's ethical values in protecting the environment.

Likewise, Jin and McDonald (2017) stated that the code of ethics i.e. the organizational ethical climate affects corporate philanthropy i.e. corporate environmental citizenship. Code of ethics is part of the organization's ethical values and norms in driving organizational ethical behaviour. Hence, an effective code of ethics enhances organizational ethical climate and ultimately improves corporate philanthropy. The ethical climate affects corporate environmental practices as it drives employees to respond to green issues. Organizational ethical climate values including universalism, respect, genuine care for the natural environment, and self-transcendence can significantly affect corporate environmental practices as the said values provide green guidelines for the employees to follow.

Cabana and Kaptein (2019) found that organizational ethical values i.e. organizational ethical climate demonstrated via organizational systems, policies, and codes can affect organizational citizenship behaviors. Organizations maintain their ethical values by continuously engaging in and rewarding ethical behaviors and punish unethical behaviors so as to improve organizational citizenship behaviors. Hence, organizational ethical values prompt employees to behave according to the set ethical values.

Past research has demonstrated that organizational learning plays a moderating role in studies on organizational behaviour (Ayuso & Navarrete, 2018; Madaleno et al., 2018). Ayuso and Navarrete (2018) indicated that international experience improves environmental strategies based on the number of years spent in the foreign market. An organization gathers even more valuable environmental information the longer it operates in a foreign market, which improves its capability in responding to environmental challenges. This current study theorizes that organizational ethical climate i.e. an organization's green policies, practices and procedures affects corporate environmental citizenship as moderated by organizational learning capability (Basheer, Hafeez, Hassan, & Haroon, 2018), which facilitates the organization in assimilating, integrating and exploiting the environmental knowledge derived from prevailing green policies, procedures and values. A high level of organizational learning capability can facilitate the utilization and exploitation of green knowledge towards improving corporate environmental citizenship. Madaleno et al. (2018) found that

internationalization practices specifically management practices affect corporate performance as moderated by organizational learning capability. Internationalization practices drive corporate performance via the increase in foreign market sales. Organizational learning capability solidifies the effect of internationalization practices on corporate performance via the accumulated market knowledge derived from foreign market sales.

In the context of this study, organizational ethical climate is demonstrated via the recycling and reduction of wastes which improves corporate environmental citizenship. Employees tend to become even more environmentally-friendly when a written policy is in place to guide their behavior. As theorized in this study, organizational learning capability can solidify the effect of organizational ethical climate on corporate environmental citizenship by maximizing the possibilities of gathering, utilizing and distributing the knowledge derived from the environmental policies to boost corporate environmental citizenship. Based on these literatures, the present study has developed the following hypotheses:

H1: Human resource practices are positively and significantly correlated with corporate environmental citizenship.

H2: Human resource practices are positively and significantly correlated with organizational ethical climate.

H3: Organizational ethical climate positively impacted on the corporate environmental citizenship.

H4: Organizational ethical climate positively mediating among the nexus of HR practices and corporate environmental citizenship.

Materials and methods

The aim linked with the article is to examine the role of HR practices on corporate environmental citizenship along with the mediating role of organizational ethical climate among the nexus of HR practices and corporate environmental citizenship. To achieve these goals, a quantitative methods of data collection has been used by the study and collected data by means of questionnaires. The simple random sampling has been used to select the respondents and sent the surveys by personal visit. The employees of textile industry are the respondents and sent a total of 400 questionnaires and after one month only 312 were returned, while only 280 were used for data analysis, whereas we had rejected the remaining 32 questionnaires were rejected because they were incomplete or have missing data, therefore the response rate for the current study was 70%. We have also done the data screening before the data analysis procedure to make sure that distribution of data will not affect the results (Ong &

Puteh, 2017). For testing the hypothesis of the present study and evaluating the model's quality (that is measurement model and structural model by using the smart PLS.

Results

For testing the hypothesis of the present study and evaluating the model's quality (that is measurement model MM and structural model SM) we have used the smart PLS SEM. Because PLS is not strict about the normal distribution of data. We have also used the data screening for checking the multicollinearity, normality, linearity, outliers, and missing data. The factor loading test is the most important in MM. we use this test for the examination of each item loadings on their individual constructs. If the items of constructs are consistent the high factor loadings will be there. The results of factor loading must be equal or greater than 0.70. If the factor loading value is greater than 0.70 it indicates strong consistency between the construct measures (Hair, Matthews, Matthews, & Sarstedt, 2017).

Table 1. Cross loadings

Items	ABL	CEC	MOT	OEC	OPP
ABL1	0.886	0.608	0.824	0.608	0.812
ABL2	0.896	0.592	0.763	0.631	0.794
ABL3	0.898	0.594	0.798	0.595	0.816
ABL4	0.884	0.593	0.751	0.611	0.799
ABL5	0.915	0.688	0.834	0.679	0.857
ABL6	0.883	0.604	0.809	0.609	0.799
CEC1	0.654	0.913	0.668	0.884	0.698
CEC3	0.587	0.897	0.612	0.804	0.636
CEC4	0.591	0.875	0.651	0.774	0.617
CEC5	0.553	0.815	0.533	0.754	0.578
CEC6	0.611	0.900	0.586	0.850	0.649
CEC7	0.638	0.912	0.628	0.822	0.675
CEC8	0.584	0.837	0.576	0.804	0.653
MOT1	0.831	0.634	0.918	0.632	0.860
MOT2	0.780	0.563	0.870	0.543	0.776

MOT3	0.821	0.650	0.931	0.641	0.836
MOT4	0.815	0.635	0.906	0.598	0.837
MOT5	0.812	0.662	0.927	0.642	0.853
OEC1	0.636	0.818	0.571	0.902	0.617
OEC10	0.623	0.844	0.637	0.905	0.704
OEC2	0.624	0.801	0.599	0.898	0.622
OEC3	0.599	0.818	0.582	0.864	0.626
OEC4	0.634	0.796	0.600	0.881	0.647
OEC5	0.572	0.751	0.530	0.817	0.577
OEC6	0.587	0.794	0.573	0.874	0.623
OEC7	0.553	0.792	0.532	0.845	0.601
OEC9	0.661	0.885	0.669	0.896	0.683
OPP1	0.777	0.627	0.796	0.638	0.880
OPP2	0.786	0.630	0.766	0.585	0.834
OPP3	0.808	0.656	0.797	0.668	0.904
OPP4	0.831	0.683	0.815	0.686	0.911
OPP5	0.800	0.628	0.852	0.599	0.864

The composite reliability (CR) is the degree at which the similar latent construct is explained by the consistent item. Basically, it measures the set of diverse but comparable items. The value of CR lies between 0 to 1. the high values shows the high concentrations of reliability, it means that the latent variable is reflected by the construct indicator. The value of CR must be equal or greater than 0.7.

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Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
ABL	0.950	0.951	0.960	0.799
CEC	0.951	0.952	0.960	0.773
MOT	0.948	0.951	0.960	0.829
OEC	0.962	0.963	0.967	0.768
OPP	0.926	0.930	0.944	0.773

For the establishment of convergent validity (CV) of construct the most commonly used measure is average variance extracted (AVE). It commonly implies the average proportion of change between observed variables (Hair et al., 2017). For the examination of inter-item consistency of measured items this study has used the value of Cronbach's alpha coefficient. Hair, Hult, and Ringle (2016) has suggested that the minimum value of Cronbach alpha should be equal or greater than 0.7. On construct level for the establishment of convergent validity the most commonly used measure is the AVE. It implies to the average proportion of the variance extracted commonly among the observed variables of a construct (Hair et al., 2017). Cronbach's alpha coefficient value was used in this study to examine the inter-item consistency of the measurement items. According to Hair et al. (2016), the value of Cronbach's alpha must be higher than 0.70.

Table 3. Validity

	ABL	CEC	MOT	OEC	OPP
ABL	0.894				
CEC	0.887	0.879			
MOT	0.892	0.792	0.811		
OEC	0.697	0.727	0.673	0.876	
OPP	0.710	0.734	0.615	0.724	0.879

For the evaluation of the construct validity we have used the Discriminant validity (DV) as an indicator. It refers to the extent at which on empirical standards a construct is totally different from the other constructs. So, the establishment of DV indicates that the uniqueness of the construct and its ability to capture the occurrence which is not exemplified by other constructs of model (Hair et al., 2017). By using the Fornell-Larcker criterion we can assess the DV, which help in assessing the correlations of the latent variable with the square root of AVE. Discriminant validity can be assessed by the Fornell-Larcker criterion, which assesses the square root of the AVE values with the correlations of the latent variable. After assessing the MM in next step, we have also assessed the structural model. Which indicates the examination of the predictive capabilities and their relations among the constructs (Hair et al., 2017). With the help of bootstrapping procedure, we can examine the significance of path coefficient model (Hair et al., 2017). The standard error for each path coefficient of model was presented by the all the bootstrap samples the outcomes and the significance of path model relations was assessed by associated t-test (Ringle, Sarstedt, & Mitchell, 2018).

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Table 4. Direct relationships

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
ABL -> CEC	0.212	0.214	0.100	2.109	0.035
ABL -> OEC	0.228	0.231	0.109	2.102	0.036
MOT -> CEC	-0.019	-0.007	0.116	0.267	0.231
MOT -> OEC	-0.021	-0.007	0.125	0.166	0.868
OEC -> CEC	0.927	0.926	0.014	67.233	0.000
OPP -> CEC	0.496	0.484	0.146	3.407	0.001
OPP -> OEC	0.536	0.523	0.156	3.442	0.001

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Table 5. Mediation

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
ABL -> OEC -> CEC	0.212	0.214	0.100	2.109	0.035
MOT -> OEC -> CEC	-0.019	-0.007	0.116	0.167	0.868
OPP -> OEC -> CEC	0.496	0.484	0.146	3.407	0.001

In PLS we perform the effect size to explain the variance in value of r-square to differentiate either the consequence of some specific endogenous latent variable by exogenous latent variable have substantial effect or not.

Result discussions

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This study primarily aimed to investigate the link between ability-, motivation-, and opportunity-enhancing human resource management (HRM) practices with organizational ethical climate, and corporate environmental citizenship. This were positively related to corporate environmental citizenship but not motivation enhancing HRM practices. There are many theoretical implications offered by this study. First of all, this study had attempted to fill the research gaps by assessing the effect of the AMO-enhancing HRM practices on corporate environmental citizenship. These outcomes are matched with the past researches results such as that of Jabbour and Jabbour (2016) and Ullah (2017) who found that ability-enhancing HRM practices such as recruitment, rewards and compensation, and environmental-related trainings can boost corporate environmental citizenship as employees are equipped with the necessary knowledge for identifying environmental issues and subsequently taking the appropriate measures to tackle them. For instance, the recruitment of employees with

high environmental practice sensitivity such as recycling and energy saving showcases the organization's positive environmentally-friendly behavior and this is in line with the past studies such as Lasrado and Arora (2018) who also exposed the effective HR practices could enhance the corporate environmental citizenship. In terms of opportunity-enhancing HRM practices, the study found that such practices can improve the likelihood of the employees contributing to corporate environmental citizenship. Among the examples of how to increase employee engagement in environmental processes is the usage of suggestion boxes and meetings. The second contribution of this study is that it examined the AMO-enhancing HRM practices based on the AMO theory that contributes to improving corporate-environmental citizenship. Drawing on the AMO theory, organizations are urged to integrate the AMO elements into corporate environmental citizenship as they can help align employee behaviors with the environmental objectives set by the organization (Roscoe & Chong, 2019). For example, the motivational element can improve employee commitment through contingent rewards and performance management practices and this findings are similar to the outcomes of Zhao and Zhou (2020) who also exposed that the HR practices are positively impacted on the corporate environmental citizenship.

Conclusion and recommendations

Thus, the ongoing study has concluded that the textile industry of Indonesia has managed the effective HR practices in the organization that is the reason of it positive influence on the corporate environmental citizenship. In addition, textile industry has effective ethical climate that improve the HR practices influence on the corporate environmental citizenship. This study has some limitation that could be the future directions for upcoming studies such as this study has taken only few practices of HR and recommended that future studies should add more practices in their analysis. In addition, the current study has focus on the mediation role while ignored the moderating impact on the model and suggested that future studies should incorporate this aspect in their studies. Finally, the findings are generalized only on the textile sector of Indonesia and recommended that the upcoming studies should add other business in their examination.

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WPLYW PRAKTYK ZWIĄZANYCH Z ZASOBAMI LUDZKIMI NA "OBYWATELSTWO KORPORACYJNE"

Streszczenie: Celem tego badania było przede wszystkim zbadanie związku między praktykami zarządzania zasobami ludzkimi zwiększającymi zdolności, motywację i możliwości (ZZL) a organizacyjnym klimatem etycznym i postawą korporacyjną w zakresie ochrony środowiska. Niniejsze badanie bada również rolę organizacyjnego klimatu etycznego jako mediatora pomiędzy splotem praktyk w zakresie zasobów ludzkich i korporacyjnego obywatelstwa środowiskowego. W badaniu wykorzystano ilościowe metody zbierania danych, a dane zebrano za pomocą ankiet. Wybrano respondentów i przesłano ankiety podczas osobistej wizyty. W celu przetestowania hipotezy niniejszego badania i oceny jakości modelu (tj. Modelu pomiarowego i modelu strukturalnego przy użyciu inteligentnego PLS). Wyniki ujawniły, że praktyki w zakresie zasobów ludzkich mają pozytywny związek z korporacyjnym obywatelstwem środowiskowym. pozytywne pośrednictwo w powiązaniu między praktykami w zakresie zasobów ludzkich

a korporacyjnym obywatelstwem środowiskowym Wyniki te są odpowiednie dla organów regulacyjnych, które chcą sformułować polityki związane z praktykami dotyczącymi zasobów ludzkich, które mogłyby poprawić wydajność organizacji.

Słowa kluczowe: praktyki związane z zasobami ludzkimi, klimat etyczny organizacji i obywatelstwo środowiskowe przedsiębiorstwa

人力资源实践对企业环境公民的影响

摘要: 这项研究的主要目的是研究能力、动机和机会增强型人力资源管理 (HRM) 做法与组织道德氛围和企业环境公民之间的联系。这项研究还调查了组织道德氛围在人力资源实践和公司环境公民关系中的中介作用。本研究使用了定量的数据收集方法, 并通过问卷调查的方式收集了数据。简单随机抽样已用于选择受访者, 并通过个人访问发送了调查。为了检验本研究的假设并评估模型的质量 (即使用智能 PLS 的度量模型和结构模型。结果表明, 人力资源实践与企业环境公民之间存在正相关关系。结果还暴露了组织道德氛围) 这些发现非常适合希望制定与人力资源实践有关的政策以提高组织绩效的监管者。

关键字: 人力资源实践, 组织道德氛围和公司环境公民

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