

The Impact of Human Resource Management Social Responsibility on Environmental Citizenship Behaviors: The mediating Role of Environmental Empathy

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Abstract:

According to Egypt's Vision 2030 that focuses on the three dimensions of sustainable development: (the economic dimension, the social dimension, and the environmental dimension) in the context of preserving the rights of future generations. Therefore, it is necessary for organizations to integrate social and environmental issues into their strategies. Based on the Stimulus-Organism-Response (S-O-R) theory, this study aimed to identify the mediating role of employees' environmental empathy in the relationship between HRM Social Responsibility and environmental citizenship behaviors. A questionnaire was used to collect primary data. The sample size was 327 employees of industrial companies in New Damietta City. The results showed that HRM Social Responsibility has a

significant positive effect on employees' environmental citizenship behaviors, and employees' environmental empathy that partially mediates this relationship. These results contribute to expanding the scope of the research on the factors influencing employees' environmental behavioral intentions and provide important insights into how HRM Social Responsibility affects employees' environmental citizenship behaviors. Finally, the results were discussed, and theoretical and practical contributions were proposed, along with future research directions.

Keywords: Human resources management Socially responsible; environmental empathy; environmental citizenship behaviors.

1- Introduction

In the past fifteen years, Organizations have increasingly focused on considering the social and environmental dimensions in achieving the principles and goals of sustainable development in the past fifteen years. This interest may have contributed to the development of the concept of corporate social responsibility to include internal stakeholders of the organization. Human resources are considered one of the most important stakeholders that organizations are responsible for (Luu, 2020; Del-Castillo-Feito et al. 2022).

Many academics have shown an increasing interest in studying the relationship between corporate social responsibility and human resources management (Heikkinen et al. 2020; Omid and Dal Zotto, 2022).

The concept of HRM Social Responsibility has emerged as a qualitative shift and a necessary response to the developments in human performance functions. Considering the increasing interest in human resources as a real wealth for the organization, so it increases the obligation to improve human resources management practices and enrich its social responsibility to provide a working environment that guarantees the sustainability of human resources' contribution.

HRM Social Responsibility is a relatively new field in the literature of human resources management. Few research considers it an essential requirement for cultural change in organizations (Sancho et al. 2019; Shao and Peng, 2022a).

This subject draws its roots from the early writings on corporate social responsibility. However, it has not received sufficient attention from research in our Arab environments.

On the other hand, environmental empathy is one of the most significant determinants of employees' environmentally supportive behaviors.

Environmental empathy is one of the positive psychological factors associated with the environment, which is expected to reinforce employees' environmental behavior. Therefore, HRM Social Responsibility can be considered as the stimulus, environmental citizenship behavior as the response, and environmental empathy as the internal state of individuals.

The environmental citizenship behavior variable is of great importance to researchers in foreign studies, but previous studies on this behavior in our Arab environments are still in their cradle.

Environmental citizenship behavior can be defined as "voluntary or optional behaviors of employees, not required by their organizations and are not rewarded for, aimed at improving the environment (Ren et al. 2020; Mi et al. 2021; Islam et al. 2022).

Hence, there is a growing need for more attention towards studying employees' environmentally supportive behaviors to rely on them as an indicator of employees' future behaviors towards the environment.

Despite the focus of organizational behavior literature on identifying the most important contextual factors and psychological mechanisms that promote environmental citizenship behavior, empirical studies have focused on the partial perspective that considers pro-environmental behaviors as personal behaviors that support society.

The organizational behavior perspectives on environmentally friendly behavior do not provide theoretical contributions at the macro level. Therefore, the factors that affect the macro level must be considered to develop a comprehensive concept of environmental citizenship behavior (such as human resource management practices).

This study aims to link socially responsible human resource management and environmental citizenship behavior of organizations in the industrial sector.

Based on the above, the current research is expected to make four contributions. First, Expanding the scope of research on the concept of environmentally responsible organizational citizenship behavior by highlighting one of the most important predictors of it - socially responsible human resource management. When employees realize that their organizations have socially responsible human resource management, they are expected to engage in environmental citizenship behavior. Second, expanding the scope of research on the antecedents and mechanisms of environmental citizenship behavior and uncovering the social and psychological mechanisms through which socially responsible human resource management affects it by recognizing the mediating role of employees' environmental empathy in the relationship between socially responsible human resource management and environmental citizenship behavior. Third, the research provides an insightful view on the mechanisms that may explain why and when socially responsible human resource management affects employees' moral, social, and psychological motivations and behaviors that support the environment, which is a functional duty required by organizations considering Egypt's Vision 2030.

2- Theoretical background

2.1. HRM Social Responsibility

The concept of socially responsible human resource management emerged because of the increasing interest in addressing social and ethical challenges. In response to these challenges, many academics and practitioners have proposed implementing corporate social responsibility values and activities within the function of human resource management.

Socially responsible human resource management as a complex concept that links corporate social responsibility with human resource management (Shao et al., 2019b).

Orlitzky and Swanson, (2006) introduced the term socially responsible human resource management as a new practice in human resource management aimed at improving employees' participation in corporate social responsibility initiatives.

Shao and Peng, (2022) define socially responsible human resource management as an integral part of corporate social responsibility initiatives and an important tool for their successful implementation. This includes the need for recruitment programs that consider employees' ethics, personal characteristics, and training on social responsibility activities, as well as compensation and incentives that cover employees' social aspects, and focusing performance evaluations on social goals. In addition, building vision and setting values for the corporate social responsibility strategy (Zhang et al. 2022).

The increasing interest from previous literature on measuring corporate social responsibility from a human resource management perspective has led to the development of a flourishing research field in recent years, contributing to the academic debate on this topic (Rawshdeh et al. 2019; Omid and Dal Zotto, 2022).

However, previous literature in this field remains a fertile ground for scientific and applied research. Socially responsible human resource management aims to enhance various aspects of employee well-being, such as job satisfaction, organizational commitment, and performance (Shao et al. 2019). Therefore, it is important to explore the role of socially responsible human resource management in promoting environmental citizenship behavior and the potential mechanisms through which it affects it. This will not only contribute to the existing literature but also provide valuable insights for organizations seeking to enhance their environmental citizenship behavior through human resource management practices.

According to (Barrena-Martinez et al. 2019), it is seen as the social resource that employees acquire and feel through social support and positive relationships with others. While (Shao et al. 2019) sees it as a set of human resource management practices that include the idea of social responsibility. Such as appointing employees who show high moral and cognitive development, and exhibit the character traits of compatibility, formulating evaluation standards based on economic and social performance,

designing compensation systems that reward economic and social performance, and developing the skills of employees that accept stakeholder participation and communication with them.

It is also seen by (Ramos-González et al. 2021) as a practical measure for human resource management departments adopted by organizations to achieve successful implementation of corporate social responsibility. “And studies by both (He and Kim, 2021) indicate that the organizational pursuit of socially responsible human resource management is an effective way to motivate employees and enhance their productivity. It is defined by (Al-Amin et al. 2021) as an integral part of corporate social responsibility initiatives and an important tool for successful implementation.

It defined by (He et al. 2021a) as a set of practices aimed at improving the social responsibility, motivation, and opportunities of employees, often including humanitarian goals and benefits such as hiring and retaining employees with a sense of social responsibility, providing training on corporate social responsibility, and evaluating the performance of employees' social responsibility, compensation, and promotions.

It is defined by (Zhang et al. 2022) as a set of human resource practices that consider employees' interest in corporate social responsibility, provide them with knowledge and training on social responsibility skills, and link employees' compensation and promotion to their performance in social responsibility practices.

Considering the above, socially responsible human resource management can be defined as: the practical procedures that human resource management departments in organizations should adopt to achieve successful implementation of social responsibility.

Many previous literature points to a positive impact of socially responsible human resource management on work-related behaviors such as work outcomes (Luu, 2021) and job performance (Barrena-Martinez et al. 2019), organizational identity (De Roeck et al. 2014), and turnover (Nie et al. 2018). However, it has not received much attention from researchers in the literature of social responsibility (Sancho et al. 2021; Frangieh and Yaacoub, 2019).

The previous literature relied on explaining the underlying reasons for the relationship between socially responsible human resource management and work-related behaviors on the theories of social identity and social exchange, where social identity theory is defined as the desire of individuals to seek to maintain some imagined superiority granted by members within the group" (Nie et al. 2018).

This theory suggests that individuals will become more familiar with the organization if they see it as having a good reputation. And getting to know this organization leads to increased self-esteem (Newman et al. 2016). The social exchange theory includes a series of interactions that generate commitments" When organizations commit to social

responsibility practices, employees feel the need to respond to the practices provided by the organization by producing positive work-related behaviors (López-Fernández et al. 2018; Del-Castillo-Feito et al. 2022).

2.2. Environmental empathy.

Stimulus-Organism-Response (S-O-R) theory, used by environmental psychologists, states that all environments surrounding humans contain stimuli (S) that affect the individual's internal state (O), and then drive individuals to take a position or behavior, which are It is shown as a reaction (R) and behavior consists of stimuli and responses. This means that learning is the process of linking stimuli and responses. So, if the stimulus associated with a particular response appears again, the response that is associated with it will also appear (Yin et al. 2021). According to this theory, it can be said that the psychological experiences of employees mediate the relationship between environmental stimuli or environmental stimuli and their environmentally friendly behavior. Both (Vesely and Klöckner, 2020) confirm that environmental management policies have a positive effect on the psychological experiences of employees. Psychological experience consists of ups and downs in the individual's internal state after receiving external stimuli, which include changes in perception, knowledge, and emotional experience (Bonnes, 2017). Environmental psychological experience refers to the attitudes of employees towards the

environment, their individual awareness, values, and emotional experiences that contribute to environmental protection (McDonald et al. 2015; Rosa and Collado, 2019).

Environmental empathy is defined as the understanding and sharing of an emotional experience of the natural world, mainly referring to the ability to feel and understand issues related to the natural environment (Tam, 2013). Environmental empathy can be predicted by organizational environmental management policies and is considered a key factor in environmental protection (Lu et al. 2020). Environmental empathy can affect an individual's attitude and behavior toward the natural environment (Kim and Cooke, 2020).

Environmental empathy contributes to bringing about change by practicing environmentally friendly activities. Empathy is widely defined as understanding an individual's feelings towards something, and there are two types of empathy: cognitive and emotional empathy. Cognitive empathy means to perceive and understand what the person is going through, and therefore empathize with them cognitively, meaning that you have not experienced the experience before, and you are unable to feel their feelings.

Based on the above, environmental empathy can be considered as a prototypical environmental emotional experience that can be predicted through organizational environmental management policies. In addition, they have positive effects on

the supportive attitudes and behaviors of employees towards the environment. Environmental empathy is expressed as the internal state of the individual in the S-O-R theory, representing the psychological and emotional experiences of employees in environmental protection.

2.3. Environmental citizenship behavior.

It refers to additional or discretionary individual roles that enhance organizational performance (Bavik, 2019). Researchers have classified environmental citizenship behavior into multiple categories according to the targeted area.

The concept of environmental citizenship behavior was first introduced by Daily et al. (2009), who described it as an individual and voluntary social behavior of employees that contributes to more effective environmental management of organizations (Ullah et al. 2021).

Gurmani et al. (2021) define environmental citizenship behavior as the voluntary behavior of employees that reflects additional voluntary efforts that benefit the natural environment and contribute to improving the environmental performance of the organization.

The concept of environmental citizenship behavior is related to organizational citizenship behavior, which is directed towards individuals or organizations, while environmental citizenship behavior is directed towards the environment (Neessen et al. 2021).

Ren et al. (2020) consider environmental citizenship behavior as a form of organizational citizenship behavior that describes the voluntary and proactive behaviors of individuals that are not rewarded but contribute to improving the effective performance of the organization in the environmental field. Individuals who score high in environmental citizenship behavior are willing to engage in positive environmental actions (Islam et al. 2022).

This has led to the concept of environmental citizenship behavior gaining attention in environmental management literature as a promising approach that supports the environmentally supportive behavior of employees in the workplace. Examples of environmental citizenship behaviors in the industrial sector include waste reduction, energy conservation for individuals and organizations, and the implementation of environmentally friendly practices at work (Zhao and Zhou, 2021). (Asghar et al. 2022) emphasize that the voluntary participation of employees in environmental activities plays a vital role in the environmental progress of organizations. Workers can perform various types of environmentally relevant behaviors through effective participation in the integration of environmental standards. (Ojedokun, 2021) defines environmental citizenship behavior as the reactions of employees after perceiving the implementation of corporate social responsibility practices and environmental activities in the organization. Khan et al. (2021) defines it as the voluntary efforts

of employees that contribute to the improvement of environmental sustainability in the workplace. As for the efforts exerted by employees to save the environment and participate in environmental concerns that lay the foundation for effective environmental management.

Both (Ismael and Al-Bradán, 2018) see environmental citizenship behavior as optional actions by employees in the organization, not required or rewarded, towards improving the environment. Meanwhile, (Malik et al. 2021) defines it as a conscientious social behavior by employees that contributes to better and sustainable environmental management for the organization.

Aslam et al. (2021) defines it as voluntary behavior not specified in the job description, practiced by employees voluntarily and contributes to making the organization and/or the community more sustainable. Environmental citizenship behavior consists of voluntary actions by employees, which can bring environmental benefits to the organization and the community. On the other hand, (Gurmani et al. 2021) defines it as the actions taken by employees when they care about the environment and support the organization's environmental management strategy, such as effective promotion and encouragement of others to protect the environment. Finally, (Xiao et al. 2021) defines it as the appreciative actions taken by subordinates within the organization that have not been rewarded or requested and are directed towards improving the environment.

From a broader perspective, (Yin et al. 2021) emphasizes that it is an environmental behavior in both the public and private sectors driven by the belief in the need for fair distribution of environmental products and shared formulation of sustainable policies.

Despite the differences among researchers regarding a clear and defined definition of environmental citizenship behavior, they agree on two main points of this concept: (1) environmental citizenship behavior is beneficial for the environment and society; and (2) it is a voluntary behavior outside the formal work requirements of the organization that is influenced by organizational strategies and employees' psychological experiences.

Summarizing the previous definitions, researchers see environmental citizenship behavior as voluntary environmental practices by employees, not required or rewarded by the organization, to improve environmental performance and activate sustainable environmental responsibility.

3- Research Problem

According to the increasing interest in environmental issues and the role of organizations in managing their social responsibility, literature in the past ten years has focused on studying the concept of socially responsible human resource management for its positive impact on improving organizational environmental performance (Massaro et al. 2018). As a concept that develops and enhances the relationships with employees and promotes sustainable

organizational building (De Stefano et al. 2018; Bombiak and Marciniuk-Kluska, 2019; Shao and Peng, 2022)

The environmental growth of organizations depends on the voluntary behavior of employees to carry out organizational environmental strategies. (Żelazna et al. 2020), Therefore, many studies have focused on exploring the concept of environmental citizenship behavior and its impact on organizational performance. However, there are still some challenges and problems facing researchers in this field, such as the lack of a unified definition of environmental citizenship behavior and its classification, difficulty in measuring it and determining its impact on organizational performance, and a lack of understanding of the factors influencing employees' environmental citizenship behavior. Therefore, the problem of this study revolves around understanding the concept of environmental citizenship behavior and identifying its impact and factors influencing the performance of organizations in the field of environment. This can help develop effective strategies for socially responsible human resource management in organizations, promote employees' environmental citizenship behavior, and contribute to improving the previous literature on environmental citizenship behavior of employees. Researchers have identified the problem of the study from both an academic and applied perspective, as follows:

Academic Perspective based on the importance of socially responsible human resource management; many researchers have sought to understand its positive effects on work behaviors. Based on social identity theory, social exchange theory and stakeholders, The results of many previous studies have indicated a positive correlation between socially responsible human resource management and organizational performance (Sancho et al. 2018), employee well-being (Celma et al. 2018), task performance and social performance (Shao et al. 2019b), knowledge sharing (Jia et al. 2019), perceived organizational ethics (Abdelmotaleb and Saha, 2020), organizational reputation (Ramos-González et al. 2021), employee volunteering behavior (Al-Amin et al. 2021), employee moral voice (Zhao et al. 2022), and work outcomes (Shao & Peng, 2022). And reducing fear of COVID-19 threats -(He et al. 2021a). And the rate of intention to leave job. (Nie et al. 2018; Qablan & Farmanesh, 2019).

Researchers have only observed one Arab study - to the extent of his knowledge - that addressed the variable of environmentally directed organizational citizenship behavior, which is the study (Ismael and Al-Bradán, 2018), where the study found a significant positive effect of green human resource management practices on environmental organizational citizenship behavior.

In contrast, there is a wealth of foreign studies that have studied and analyzed this variable. Researchers would like to

point out that previous literature has addressed the concept of environmental citizenship behavior with many synonyms and multiple names. The researchers will rely on the term environmental citizenship behavior as it is the most concise and comprehensive. Given the literature that has tested the positive effects of socially responsible human resource management, it is possible to point out its focus on studying the relationship between socially responsible human resource management and many organizational attitudes as most notably (work engagement and job performance).

However, it is worth noting in this context the importance of studying one of the most important types of attitudes, represented by the social responsibility of employees, such as environmental organizational citizenship behavior. Where (Zhao and Zhou, 2021) found a positive and significant effect of socially responsible human resource management on environmental organizational citizenship behavior. This study provided insight into the reasons and how socially responsible human resource management affects employees' environmental behavior.

Both (He and Kim, 2021) found a significant positive effect of socially responsible human resource management on environmental citizenship behavior of industrial companies in China.

The study confirms that both socially responsible human resource management and environmental organizational citizenship behavior are positive responses to sustainable development

challenges. Therefore, the study explores whether socially responsible human resource management enhances the performance of environmental citizenship behavior in organizations.

Based on the person-environment fit theory, Zhao et al. (2021) found that socially responsible human resource management has a positive effect on employees' organizational citizenship behavior towards the environment.

Despite the availability of these studies in the foreign environment, there are relatively few Arab studies that have addressed socially responsible human resource management and its relationship with employees' environmental behavioral intentions within the limits of the researchers' knowledge. In addition, there is still a gap in studying the role of some mediating and interactional variables in that relationship, especially in our Arab environments.

The researchers have benefited from reviewing previous literature in choosing the mediating and interactional variables in the study, based on the emphasis that the process of selecting mediating variables is not a random process based on the researchers' desire, but it must be based on a theoretical basis from the previous literature and research gaps.

Through reviewing previous literature, the most important mediating variables that need further research and testing are employees' environmental empathy. About this, it can be noted that this variable has been addressed in various contexts in some

previous studies, where it has been linked to some variables such as what was found in the research.

Afsar et al. (2020) which confirmed the positive effect of environmental empathy on pro-environmental behavior. Also, the study (Yin et al. 2021) tested the mediating role of employees' environmental empathy in the relationship between environmental social responsibility and environmental organizational citizenship behavior. Despite the availability of foreign studies, there is still a need to conduct more applied studies to test the relationship between employees' environmental empathy and environmental citizenship behavior in our Arab environments. In addition, there is a need to test the mediating role of employees' environmental empathy in the relationship between socially responsible human resource management and environmental citizenship behavior.

Through reviewing previous literature, it can be confirmed that socially responsible human resource management is one of the most important reasons for increasing employees' environmental behavioral intentions. Despite the importance of studying socially responsible human resource management, its effects on employees' social responsibility have not received enough attention in our Arab environments. This current study attempts to contribute.

To fill this gap in the previous literature, which try to draw the attention of organizations to understand the further positive effects of

socially responsible human resource management, and to attract the attention of human resource managers within organizations to the importance of the positive image developed by employees regarding their sense of social responsibility towards them.

Practical Perspective, the researchers conducted some personal interviews with a few employees in industrial companies in New Damietta city. Some questions were asked about their vision regarding the availability of socially responsible human resource management within their companies and its impact on their behavior towards environmental citizenship. Through these meetings and intellectual discussions with these workers, the importance of testing the impact of socially responsible human resource management on their pro-environmental behaviors was evident. There is also a need to identify the role of the interaction between socially responsible human resource management and some mediating variables in influencing their environmental citizenship behavior.

Considering the above, the current study attempts to contribute to filling the academic and practical gaps by testing the effects of the active social role played by workers in protecting the environment and developing society. This is done through their contributions in improving and developing their organizations and society. The current study tests the relationship between socially responsible human resource management and environmental citizenship behavior, focusing on the mediating

roles of ethical reflection and environmental empathy of workers. It also seeks to identify the situations in which socially responsible human resource management has a greater impact on environmental citizenship behavior. There are still many questions that need to be answered about the relationship between socially responsible human resource management and environmental citizenship behavior of organizations. To understand the role that some mediating variables can play in this relationship, we will address them as follows:

3/1 Does socially responsible human resource management affect employees' environmental empathy?

3/2 Does employees' environmental empathy affect environmental citizenship behavior?

3/3 Does socially responsible human resource management affect environmental citizenship behavior?

3/4 What is the nature of the mediating role of employees' environmental empathy in the relationship between socially responsible human resource management and environmental citizenship behavior?

4- Research objectives

The research aims to analyze the relationship between socially responsible human resource management and environmental citizenship behavior, with a focus on the mediating role of workers' environmental empathy. It also aims to provide recommendations for implementing socially

responsible HR practices and promoting pro-environmental citizenship behavior among employees. The research aims are to the following:

4/1 Determining The impact of HRM socially responsible on environmental empathy.

4/2 Determining The impact of environmental empathy on environmental citizenship behavior.

4/3 Investigating The impact of HRM socially responsible on environmental citizenship behavior.

4/4 Determining The mediating role of environmental empathy in the relationship between socially responsible human resource management and environmental citizenship behavior.

5- Research Importance

Research is important both scientifically and practically.

5.1. Scientific Perspective

it fills a research gap in Arab studies regarding the relationship between socially responsible human resource management and environmental citizenship behavior. It also provides a proposal framework for understanding the motivations and behaviors of employees in this context. In addition, the research contributes to the literature on environmental management and social responsibility, which is a fertile area for theories and applied research.

5-2- Practical Perspective

the research derives its importance from the expected results, which can be provided to officials in the industrial zone in new Damietta city, a scientific framework for the relationship between socially responsible HR management and environmental citizenship behavior, through the mediation of employee's environmental empathy in that relationship. This contributes to enriching the results of research efforts in EGYPT. The importance of the research is also increased by its practical application, as the industrial zone in New Damietta city is one of the investment areas that export its projects product abroad. The industrial zone consists of two areas with a total of 545 acres, including 487 projects with total investments exceeding 10 billion pounds, and more than 35,000 technical, administrative, and employees. Most of the factories in the industrial zone in New Damietta city suffer from neglect and lack of occupational safety and health requirements which revealed the negligence of industrial security officials and environmental affairs in monitoring and following up to ensure the protection of its workers. This poses a risk of disasters, especially after the outbreak of several fires in many factories during the past period, which raised concerns among workers in this sector.

From the standpoint that it is imperative for the management of organizations to accept the inevitability of integrating social and environmental issues into their strategies,

the importance of the research from a practical perspective comes considering what Egypt's 2030 vision requires in terms into account the social and environmental dimension to achieve sustainable development.

Directing the attention of those responsible for managing industrial organizations in New Damietta city to take measures that can help protect the environment from environmental degradation and the rapid depletion of natural resources. In this regard, the role of human resource management plays a pivotal role in this context.

6- Hypothesis Development

6.1. socially responsible HRM and environmental empathy

The research showed that there is a positive significant impact of socially responsible HR management on environmental empathy (Hiad kim, 2021) and there is a positive significant impact of socially responsible HR management on environmental citizenship behavior so Socially responsible HR Management practices reinforce the employee's environmental empathy, therefore. we hypothesize the following:

H1: HRM socially responsible has a positive and significant impact on environmental empathy.

6.2. Environmental empathy and Environmental citizenship behavior

Many researchers have confirmed that employees' environmental empathy supports their environmental citizenship behavior (Klaeijssen et, 2018), and other researchers confirmed employee's environmental empathy have a positive significant impact on environmental citizenship behavior (lange and kayser 2022, Illies et al, 2017). Therefore, employees' feelings of environmental empathy led to enhance the level of environmental citizenship behavior (Ebersold et al. 2015, clause et al, 2022). Therefore, second hypothesis:

H2: Environmental empathy has a positive and significant impact on environmental citizenship behavior.

6.3. HRM Socially responsible and environmental citizenship behavior

It shows that socially responsible HRM emphasizes organizational interest toward the dimensions of sustainable development as an organization practical Policy to implement corporate social responsibilities initiatives (He and Kim, 2021). The researcher showed that socially responsible HRM and employees environmental citizenship behavior are considered a positive response to overcome the challenges facing achieving sustainable development, thus the study attempts to reveal whether socially responsible HRM practices in organization promote the environmental citizenship behavior of employees

and the question that arises is why socially responsible HRM affects environmental citizenship behavior. When companies support social responsibility practices, it is likely that employees will perceive their companies as being interested in the environment and will reciprocate their actions. (Li et al, 2019).

According to social identity theory when employees realize that various stakeholders benefit from their company's social responsibility initiatives, they are more likely to cooperate with their companies and how the motivation to perform environmentally friendly behaviors that align with their companies' goals and mission. (Bhattacharya et al,2022)

Secondly, the study indicates that socially responsible HRM has a positive impact on employee sustainability behavior and attitudes by emphasizing individual sustainable values in decision-making, promoting green values in training, and considering sustainable performance during promotions (Shao and perg, 2022). It also increases employee commitment to their organization (She and Zhu, 2011), job satisfaction (Kundu and Gahlawat, 2015) and environmental organizational citizenship behavior (Newman et al, 2016. The study also suggests that organizational identity is positively related to employees' extra-role behavior (Schepers et al, 2021).

The researchers showed that employees who participate in volunteering activities have a higher level of organizational identity compared to non-participating employees (Countart et al, 2022).

The study also indicates that employees' perceptions of their companies' social responsibility affect their participation in environmental volunteering behaviors through organizational identity. Thirdly, resources conservation theory suggests that resources acquisition can be a strong motivator for employee behavior as it prevents individuals from experiencing the stress of resource loss. (Liao et al,2022). Thus, socially responsible HRM provides necessary resources such as knowledge and skills that encourage employees to engage in environmentally responsible behaviors, which in turn impact their social behaviors that should be followed; therefore, employees sense of responsibilities enhances their values towards altruism, making the more protective in participating in practices. (Zhao et al, 2021). we hypothesize the following:

H3: HRM socially responsible has a positive and significant impact on environmental citizenship behavior.

6.4. The Mediating Role of Environmental Empathy

The study also confirms that socially responsible HRM supports employees' environmental organizational citizenship behavior when they realize that their organization provides them with necessary resources to engage in environmentally supportive behaviors. One way to influence employees' behaviors and increase their support for corporate social responsibility is to adopt socially responsible HRM practices. Socially responsible HRM revolve around employees and

emphasizes their participation in corporate social responsibility projects, taking into consideration the contributions of corporate social responsibility in recruitment, training, performance evaluations, and promotions. Therefore, it can be said that socially responsible HRM practices offer motivational opportunities for employees to engage in environmentally responsible behaviors. In line with previous literature, we hypothesize the following:

H4: HRM socially responsible will indirectly affect environmental citizenship behavior through the mediation of environmental empathy.

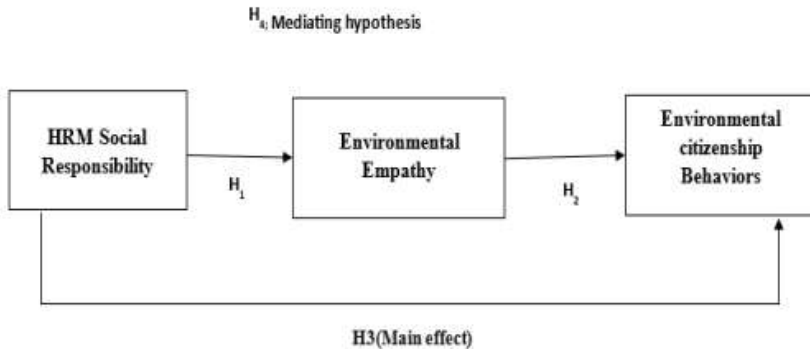


Fig. 1. The concept models.

7- Methodology

The study employs a descriptive analytical approach to examine the relationship between socially responsible human resource management and environmental citizenship behavior of industrial companies in New Damietta city through analyzing the

mediating role of environmental empathy in this relationship. The research methodology includes the study population and sample, measurement of research variables, data collection methods, and data analysis techniques as follows:

7.1. Sample

The research population consists of employees in industrial companies in New Damietta city. However, the researchers were unable to obtain statistics on the number of employees in these companies due to most companies refusing to disclose this information to avoid social insurance costs. Additionally, most of the workplace is temporary and changes constantly. However, the researchers were able to obtain statistics on the number of companies. Therefore, the research treated the research population which amounted to 512 companies as an unknown group.

Table 1

Distribution of sample size of companies according to type of industrial sector

N	Industrial sectors	No of company		Sample size	Valid questionnaire	Response rate
1	Wood industries	158	30,85	118	107	86%
2	Chemical and pharmaceutical industries	24	4,69	18	15	86%
3	Food industries	63	12,30	47	37	88%
4	Textile industries	12	2,43	9	5	55%
5	Plastic industries	44	8,59	33	28	85%
6	Electrical and engineering industries	6	1,71	5	4	80%
7	Paper industries	3	0,60	2	1	50%
8	Building materials industries	26	5,08	20	15	75%
9	Metal industries	26	5,08	20	17	85%
10	Diverse industries	150	29,30	112	98	87%
Total		512	100%	384	327	85%

Source: Prepared by the researcher based on the report of the New Damietta Development Authority 2021.

And due to the unknown population size, the researchers used a type of non-random sample (Quota sample) to suit such cases. The researchers divided the population into strata according to the type of industrial sector and took a sample from each stratum (type of sector). By using the proportional allocation equation for the number of companies according to each industrial sector, and by using the equation for determining the sample size in an unknown population with a confidence level of 95% and a margin of error of +5%, the sample size was (384) individuals, which is the ideal size for unknown populations. The unit of analysis consisted of both supervisory and non-supervisory employees in the companies under study.

7.2. Measurement

The study variables were measured using a set of scales that were used in previous literature and have been proven to be valid and reliable (please refer to the study appendix). A Likert scale with five levels of weighting was used.

7.3. Data collection

The researchers used a survey method and collected data from primary sources, using a questionnaire list for measuring the study variables. Care was taken to include the same items as the original scales in designing the questionnaire list, but with some modifications in the wording of some items to suit the nature of the study population. The questionnaire list was evaluated by conducting tests of validity and reliability for the

study measures to ensure their accuracy. And through communication with several industrial companies in New Damietta city and with the help of some colleagues, they were able to identify companies that were willing to participate in answering the questionnaire. They distributed (384) questionnaires to companies according to the type of industrial sector. (327) valid questionnaires were retrieved for statistical analysis, representing a response rate of (85%). The researchers took care to collect data at three different times for this study to minimize the common biases of the method.

7.4. Statistical analysis methods for data

The researchers relied on a few statistical methods to describe the study variables, including mean and standard deviation. They also used the Confirmatory Factor Analysis method using AMOS V.23 software to test the validity and reliability of the study measures. Hierarchical Regression and PROCESS macro method were also used to test the study hypotheses using SPSS V.26 software.

8- Results

8.1. Demographic characteristics of the study sample

Through descriptive statistical analysis, the researcher can highlight the most important demographic characteristics of the study sample. As shown in Table (2), approximately 67.7% of the respondents are males (n=221) and 32.4% are females (n=106). About 41.9% of the respondents are in the age group of 25-35

(n=137), 30.3% are below 25 (n=99), 20.2% are between 35 and 45 (n=66), and 7.6% are above 45 (n=25). Around 45.9% have work experience between 3-5 years (n=150), 31.2% between 5-10 years (n=130), 11.0% more than 10 years (n=36), and 3.4% less than 3 years (n=15). In terms of job level, approximately 58.7% of the study sample work in middle management (n=192), and 30.6% in executive management (n=144). Lastly, 58.4% work in executive management (n=100).

Table 2
Demographic characteristics of the study sample
N=327

variables	categories	frequencies	%
gender	male	221	67,6
	female	106	32,4
age	Less than 25	99	30,3
	25-35	137	41,9
	35-45	66	20,2
	More than 45	25	7,6
experience	Less than 3	11	3,4
	3-5	150	45,9
	5-10	130	39,8
	More than10	36	11,0
position	Top level	35	10,7
	Middle level	192	58,7
	Executive level	100	30,6

8.2. Evaluation of the measurement model

The results in table (3) show that all standardized loadings for the items of the study variables are greater than 0.50, indicating that the variance explained by each item belongs to the variable it is supposed to measure. The use of the t-test also shows that all loadings are significantly different from 0 ($P < 0.001$). Additionally, all average variance extracted (AVE) values are above the accepted minimum of 0.50, according to the recommendations of Fornell and Larcker's (1981). This supports convergent validity and indicates a strong consistency between items of each variable. Furthermore, table (3) shows that all composite reliability (CR) values and Cronbach's alpha (α) are above the accepted statistical minimum of 0.70, indicating high reliability of the study measures. As for discriminant validity, it can be checked by calculating the square root of the average variance extracted (AVE) for each variable and comparing it to the correlations of that variable with other variables in the measurement model. The results in table (4) show that the square root of AVEs for each variable is higher than the correlations with other variables, ranging from 0.571 to 0.719, while correlations ranged from 0.848 to 0.386. The Heterotrait-Monotrait Ratio (HTMT) was also used to measure discriminant validity. The results in table (4) show that HTMT values between study variables are lower than 0.85, confirming the distinctiveness of dimensions and the lack of overlap between

items. Regarding the evaluation of the problem of multicollinearity, the Variance Inflation Factor (VIF) was used for each variable. The results in Table (3) indicate that the VIF is less than 3, indicating that the data does not suffer from multicollinearity problem according to the recommendations of Bagozzi et al. (1991). As for testing the normal distribution of the data, the results in Table (3) show that the values of skewness and kurtosis range between ± 1.96 , confirming the absence of a problem related to the normal distribution of the data according to (George and Mallery ,2010). Finally, the measurement model showed indicators that indicate the fit quality of the proposed model for the study (Model Fit). The value of χ^2 (0.435) was 1290.73, which is significant at a level $> P 0.001$. The df/χ^2 ratio was 1.86, CFI = 0.904, IFI = 0.930, TLI = 0.932, and RMSE = 0.082. These statistics met the quality criteria of Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Incremental Fit Index (IFI) with values of 0.90 or higher, Root Mean Square Error of Approximation (RMSEA) with a value of 0.08 or less, and Standardized Root Mean Square Residual (SRMR) with a value of 3 or less, as specified by Hair Jr et al. (2016).

Table 3
Statistics for assessing the validity and reliability of the measure of the study variables.

code	Standard Loading	CR	VIF	α	AVE	Mean	SD	T	Skewness coefficient	Kurtosis
Socially Responsible Human Resources Management (SRHRM)										
SRHRM1	0.82	0.91	1.499	0.83	0.681	4.55	0.51	26.30	-0.36	3.22
SRHRM2	0.90					4.43	0.62	24.65	-0.74	1.28
SRHRM3	0.79					3.60	0.56	24.47	-0.46	1.38
SRHRM4	0.85					4.35	0.64	24.39	-0.53	0.39
SRHRM5	0.80					4.50	0.58	26.41	-0.75	1.12
SRHRM6	0.84					4.51	0.60	27.43	-0.79	1.36
Environmental empathy (EB)										
EE1	0.83	0.95	3.128	0.91	0.609	4.33	0.71	26.37	-0.94	1.15
EE2	0.67					4.83	0.76	25.39	-0.54	1.87
EE3	0.73					4.04	0.92	28.06	-0.76	0.98
Environmental Citizenship Behaviors (ECB)										
ECB1	0.84	0.89	2.076	0.79	0.592	4.26	0.72	24.20	-0.83	0.87
ECB2	0.84					3.39	0.74	27.75	-1.27	1.93
ECB3	0.77					4.46	0.66	26.47	-0.95	1.31
ECB4	0.81					3.31	0.74	24.30	-0.84	0.24
ECB5	0.82					4.20	0.81	23.09	-1.07	1.33
ECB6	0.75					3.25	0.78	25.47	-1.06	1.69
ECB7	0.85					4.29	0.76	27.89	-1.05	1.53

Table 4
Correlations between study variables and discriminant validity

Variables	(AVEs)		
	(¹)	(²)	(³)
1-Socially responsible HRM	0.756		
2- Environmental empathy	0.546	0.859	
3-Environmental citizenship behavior	0.581	0.656	0.768
- **Significant correlation coefficient at significance level (P<0.001) - Discriminant validity: (a) measured by obtaining the square root of the extracted variance average as shown in the shaded diagonal values in the table			

8.3. Hypothesis tests

The results indicate the validity of the direct assumptions of the study as shown in Table (5). The results indicate a significant positive effect of socially responsible human resource management on environmental empathy, supporting the validity of the first assumption. The results also indicate that environmental empathy has a significant positive effect on environmental citizenship behaviors, supporting the validity of the second assumption. The results also indicate a significant positive effect of socially responsible human resource management on environmental citizenship behaviors, supporting the validity of the third assumption.

Table 5

Path coefficients for direct impacts between study variables

variable	Independent variable	Dependent variable	Direct path coefficient	P-value	Hypothesis test outcome
H1	HRM Socially responsible	Environmental empathy	0.161	<0.001	sig
H2	Environmental empathy	Environmental citizenship behavior	0.120	0.003	sig
H3	HRM Socially responsible	Environmental citizenship behavior	0.193	0.006	sig

Regarding the mediation role of environmental empathy in the relationship between socially responsible human resource management and environmentally responsible citizenship behavior, the results indicate the validity of the indirect study hypotheses as shown in Table 6. The results suggest that environmental empathy partially mediates the relationship

between socially responsible human resource management and environmentally responsible citizenship behavior, supporting the validity of the fourth hypothesis of the study.

Table 6

Path coefficients for direct, indirect, and total impacts among study variables

Variable	Independent variable	Mediator variable	Dependent variable	Direct path coefficient	Indirect path coefficient	Total path coefficient	Hypothesis test results
H4	HRM Socially responsible	Environmental empathy	Environment citizenship behavior	0.193***	0.110***	0.303***	sig

9- Discussion

First, regarding the relationship between socially responsible human resource management and environmentally responsible citizenship behavior, the results of this study align with the findings of studies conducted by Zhao and Zhou (2021) and Liao et al. (2022). They indicate that socially responsible human resource management has a positive impact on environmentally responsible citizenship behavior. Therefore, it can be said that socially responsible human resource management enhances values oriented toward selfless concern for the well-being of others, which contributes to supporting environmentally responsible citizenship behavior and encourages employees to engage in pro-environmental behavior. Additionally, it can be argued that socially responsible human resource management and environmentally responsible citizenship behavior are positive responses to overcome the challenges facing sustainable

development. Thus, the researchers conclude that the more capable human resource management is in implementing social responsibility toward employees, the more it provides motivating opportunities for them to engage in environmentally responsible citizenship behavior.

Second, regarding the mediating role of environmental empathy in the relationship between socially responsible human resource management and environmentally responsible citizenship behavior, the results of this study align with the findings of studies conducted by (Bernardi and Pedrini , 2020) and Zhao and Zhou (2021). They confirm that environmental empathy is one of the positive attitudes of employees toward environmental protection and is an important predictor of their environmentally responsible citizenship behavior. Therefore, employee participation in certain socially responsible human resource management activities contributes to stimulating their positive emotional experiences related to the environment (environmental empathy). Consequently, the researchers infer from this result that socially responsible human resource management influences environmentally responsible citizenship behavior through environmental empathy.

10- Theoretical Contributions

The current study aimed to contribute to knowledge and fill some research gaps related to the impact of socially responsible human resource management on environmentally responsible

citizenship behavior and the mediating role of environmental empathy in the relationship between socially responsible human resource management and environmentally responsible citizenship behavior. This was done in response to the recommendations of previous literature, allowing for the generalization of the findings. The following provides a detailed explanation:

Firstly, the study expanded the scope of research on employees' environmentally responsible citizenship behavior by identifying one of its predictive indicators, which is socially responsible human resource management. Many researchers have emphasized the importance of uncovering environmentally friendly behaviors among employees within organizations, as these behaviors can alleviate the monotony of technological and sustainable systems and contribute to creating value for green protection within organizations (Evans et al. 2017; Chang et al. 2021). By attempting to integrate organizational and individual variable analyses, the researchers suggest that when employees perceive socially responsible human resource management practices within their organizations as positive gestures towards sustainable development, they are likely to adopt environmentally directed organizational citizenship behavior. Therefore, the researchers expanded the research scope in their study to include the literature on employees' organizational citizenship behavior (e.g. Dekas et al. 2013; Luu, 2017) by investigating how and when socially responsible human resource management enhances employees environmentally directed

organizational citizenship behavior. This result is also consistent with the findings of previous studies (e.g. Zhao and Zhou, 2021; He and Kim, 2021), which emphasize that organizational human resource management initiatives can encourage employees to support the organization's environmental management systems and voluntarily engage in environmentally directed organizational citizenship behavior. Secondly, based on social cognition theory, the current research expanded the scope within the environmental context. Previous studies primarily focused on the direct links between human resource management practices and environmentally friendly behavior or performance (e.g. Kim et al. 2019; Ribeiro et al. 2022). The current study contributes to developing an understanding of the indirect influence of ethical reflection and employees' environmental empathy on the relationship between socially responsible human resource management and employees environmentally directed organizational citizenship behavior. Additionally, individuals' concerns about environmentally friendly management systems are further indicated, suggesting that individual behaviors are influenced by the interactive effects of their characteristics and environments. Moreover, the current research complements previous literature on the relationship between socially responsible human resource management and personal characteristics related to ethics.

(Zhao et al. 2022; Omid and Dal Zotto, 2022) (Chen et al. 2021; Ali and Nisar, 2022; He and Kim, 2021).

Thirdly, the mediating role of ethical reflection was examined, and it was found that socially responsible human resource management has an impact on employees' ethical reflection and environmentally responsible citizenship behavior. The results indicated that the mediating role of ethical reflection was stronger when socially responsible leadership was low, and it served as an alternative to socially responsible human resource management systems, weakening the impact of socially responsible human resource management on employees' ethical reflection and environmentally responsible citizenship behavior. However, this conclusion does not imply that leadership methods can always serve as alternatives to human resource management, as this depends on specific cultural contexts. (Tsai et al. 2011) pointed out that cultural differences affect employees' interaction with organizational work systems and leadership behaviors. (Kloutsiniotis et al. 2022) emphasized that transformational leadership creates contextual conditions that enhance the impact of human resource management systems. Similarly, both (Zhen et al. 2018; Gürlek and Uygur, 2021) affirmed that servant leadership and human resource management practices have a positive impact on service quality and performance. While few previous studies focused on using leadership as an alternative to human resource management (Hempel et al. 2012; Chuang et al. 2016), the results of the current research support this perspective. Therefore, it has not yet been revealed whether leadership

behaviors and human resource management practices are substitutes or complementary in different cultural backgrounds. Additionally, there are many other variables that were not included in the current research model, indicating a need for further research on this topic.

11- Practical Contributions and Recommendations

The results of the current research indicate that socially responsible human resource management stimulates employees and encourages them to adopt environmentally responsible citizenship behavior, indicating a relationship between organizational practices and individuals' environmentally friendly behaviors in the workplace. Therefore, companies should focus on formulating socially responsible human resource management practices to demonstrate organizational values aimed at environmental management. Consequently, some recommendations can be provided to company executives that can support the adoption and implementation of socially responsible human resource management practices, as follows:

A. Enhancing employees' environmental citizenship behavior by increasing socially responsible human resource management practices. This can be achieved by following the steps below:

- Industrial companies should implement a range of initiatives that create a supportive environment for

promoting environmental citizenship behavior. They should provide incentives to achieve environmental citizenship goals by encouraging employee participation in expressing their ideas and opinions regarding environmental issues and improving environmental practices.

- It is important to establish mandatory standard conditions that ensure a minimum acceptable level of both environmental citizenship behavior and socially responsible human resource management practices among employees. Resource management in industrial companies should develop projects and plans related to their environmental social responsibility for the coming years. These initiatives should include implementing standardized procedures for training employees and encouraging them to engage in environmental citizenship behaviors.
- Additionally, systems for promoting voluntary work and environmental behaviors should be established. Human resource managers in industrial companies should encourage employee participation in volunteer work and consider environmental practices as an integral part of performance evaluations.
- All necessary practical measures should be taken to ensure the implementation of environmental

management systems that protect the environment from harmful impacts caused by industrial companies.

B. To implement socially responsible human resource management practices, the following steps can be followed:

- Develop recruitment plans that prioritize hiring employees based on their environmental awareness and religious motivations for environmental preservation.
- Design training and development programs based on employees' environmental awareness skills and experiences.
- Create training programs that aim to change employees' environmental citizenship behaviors.
- Foster environmentally friendly practices such as using clean energy sources, water treatment and reuse, and water conservation.
- Utilize environmental performance indicators in performance management systems and employee evaluations.
- Foster a climate of mutual learning among employees to motivate their environmental citizenship behaviors and raise awareness about the importance and role of environmental conservation.

- Disseminate the culture of social responsibility and environmental management in the industrial sector through official and unofficial communication channels.
- Involve employees in solving environmental issues and develop plans to improve their environmental citizenship behaviors.

Considering the above, a set of recommendations can be formulated as an operational guideline according to what is outlined in Table No. (7).

Table 7

Operational guideline for implementing recommendations directed at industrial companies in practice.

Recommendation	Implementation Recommendation	Responsible Person	Dead Time
<p>1-Need to select and hire employees with environmental skills and behaviors</p>	<p>- Identify environmental requirements in job analyses (e.g. responsibilities for environmental reporting, employees' experience requirements related to environmental social responsibility). - Employee assessments should focus on environmental management (e.g. knowledge of energy consumption, health standards, and potential emissions). -Interviews should revolve around environmental social</p>	<p>-Top level -HRM</p>	<p>From 6 months to one year</p>

Recommendation	Implementation Recommendation	Responsible Person	Dead Time
	responsibility behaviors to enable organizations to identify suitable candidates who prioritize environmental performance. -Employ individuals who align with the company's social responsibility strategy and ethical culture. -Consider promoting employees to leadership positions to maintain the social participation credibility of the company from its members' perspective.		
2-Need to focus on enhancing socially responsible human resource management practices	-Evaluate environmental impact as a tool to achieve environmental goals -Emphasize environmental behavior of employees in the workplace in performance evaluations, linking it to rewards and compensation -Increase employees' awareness of environmental protection by providing incentives that contribute to promoting environmentally friendly behaviors -Establish environmental management goals -Monitor compliance with environmental standards	- HRM	From 1-2 years

Recommendation	Implementation Recommendation	Responsible Person	Dead Time
3-The need to start training and raising awareness among employees about the positive impacts and outcomes of environmental management	<ul style="list-style-type: none"> - Provide a conducive environment for employees that helps them implement environmental sustainability performance standards. - Educate employees about the value of environmental management activities, train them on energy-saving and waste reduction methods, and promote environmental awareness. - Provide opportunities for employees to participate in solving environmental problems. 	-HRM -Training department	Measured annually
	-Measure employee's attitudes towards identifying shortcomings related to the development of their moral reflection and increasing their level of environmental empathy -Support initiatives and proposals to improve and develop employee's moral reflection and environmental empathy	-TOP Management -HRM	From 1 to 2 years
4-The need to start supporting and encouraging employees to adopt environmental citizenship behavior	-The commitment of company officials to be role models through values, ethical and human behaviors related to the concept of environmental citizenship, both in words and actions. -Develop plans to encourage employees to provide innovative ideas and initiatives	Training department HRM.	Measured annually

Recommendation	Implementation Recommendation	Responsible Person	Dead Time
	and empower them to improve and develop their level of environmental citizenship behavior. -Commit to establishing a code of conduct based on principles and ethical values that govern the behavior of employees in environmental citizenship. - Human resource management.		

12- Study limitations and future research

The limitations of the current study should be acknowledged and addressed in future research. Firstly, the influence of Egyptian industrial sector culture on the research variables was examined, but specific variables that illustrate cultural differences between the Egyptian context and other Arab and foreign contexts were not considered. Therefore, future research could explore other variables such as collectivism and power distance. Secondly, the current study utilized a cross-sectional design, which focuses on collecting data from the sample at one time point. Future research could conduct longitudinal studies, which collect data at two different time points to verify unexpected or contradictory results. This would provide more accurate results, even though the targeted industrial companies have significant internal differences in their corporate social responsibility policies and human resource management

practices. Thirdly, there are some mediating variables that the researchers recommend studying in previous research, such as environmental empathy and moral reflectiveness, which may provide a deeper understanding of the relationship between the studied variables. Fourthly, future studies could focus on examining the role of other modifying variables in this framework, such as perceived organizational response.

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Appendix

The measurement scale	
Construct	Indicators
HRM Socially Responsible (Adapted from; Orlitzky and Swanson, 2006).	<ol style="list-style-type: none">1. There is harmony between my personal identity and the corporate social responsibility identity in recruitment and selection.2. My company provides appropriate CSR training to promote CSR as a core organizational value.3. My company provides social responsibility training to develop employees' skills in participating and communicating with stakeholders.4. My company pays attention to the social performance of employees in promotions.5. My company considers employees' social performance in performance evaluations.6. My company links employees' social performance to rewards and compensation.
Environmental empathy (Adapted from; Kim and Cooke ,2020).	<ol style="list-style-type: none">7. How compassionate do you feel for the environment?8. How sympathetic do you feel about the environment's current condition?9. How moved do you feel for the future of the environment?
Environmental Citizenship Behaviors (Adapted from; Raineri and Paill'e ,2016).	<ol style="list-style-type: none">10. I encourage my colleagues to adopt more environmentally conscious behaviors.11. I stay informed about my company's environmental efforts.12. I make suggestions on ways to protect the environment more effectively.13. I volunteer for projects or activities that address environmental issues in my company.14. I spontaneously give my time to help my colleagues take the environment into account.15. I take environmental measures that contribute to improving the mental image of my company.16. I encourage my colleagues to adopt more environmentally conscious behaviors.