

Green Human Resource Management and Project Citizenship in the Construction Industry: Mediating Role of Quality of Work Life and Green Employee Empowerment

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Abstract

Considering the behavioral aspects of project-based organizations, this study aims to measure the impact of Green human resource management (GHRM) on project citizenship behavior in the construction industry of Punjab, Pakistan. Another overarching objective of this paper is to investigate the impact of quality of work life and green employee empowerment on project citizenship behavior. Following the deductive approach and positivism research philosophy, data was collected from 217 professionals working in the construction sector of Punjab, Pakistan. SPSS and Amos were used to analyze the data. Analysis of moderation and mediation is performed by Process Macro version 23 by Hayes. The findings of this paper reveal that GHRM practices positively influence project citizenship behavior whereas green employee empowerment and quality of work life partially mediate the relationship between GHRM and project citizenship behavior. Moreover, individuals' green value moderates the effects of green employee empowerment and quality of work life on project citizenship behavior. This study gives insight to the project manager as to the fact that implementing certain GHRM procedures along with empowering the project team and providing quality work life to the team having individual green values will motivate team members to perform citizenship behavior.

Keywords: Green human resource management; quality of work life; individual green values; project citizenship behavior; green employee empowerment.

JEL Classification: M12

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1. Introduction

The construction sector plays a pertinent role in the development and growth of a country and in achieving the objectives of developing a society (Aman et al., 2022; Lopes, 2012). In developing countries like Pakistan, the construction sector plays a pivotal role in providing public facilities, infrastructure, and homes for financial development in advancing the national economy entirely (Ayeni & Popoola, 2019), where the engineers of the construction sector have to do extra duties on the weekend and the companies expect their employees to depend on each other to complete particular tasks swiftly (Bakker, 2010; Lindgren & Packendorff, 2006; Yang et al., 2022). Project Citizenship Behavior is a multidisciplinary variable that comprises five diverse but connected behaviors i.e. helping behavior, project loyalty, project compliance, individual initiative, and relationship maintenance (Braun et al., 2013).

Depending upon the urgency and nature of the work, usually, the schedules on the construction projects are quite short and unachievable, therefore, the Project Managers have to put in extra effort to achieve those targets, be it the scope, quality, or timeliness. It, therefore, requires project managers to work harder and get involved in an extra role/behavior which is called citizenship behavior and this behavior is beyond contractual obligations similar to written Job descriptions and signed contracts (Braun et al., 2013; Zhao et al., 2023). It should be noted that an employee, with a better quality of work life, would be more persuaded to perform citizenship behaviors. Green Human Resource Management (HRM) procedures have brought huge benefits to the organization as they helped the employees to achieve the organization's sustainable goals as well as the Individual's sustainable goals (Cherian & Jacob, 2012). In addition, empowerment is key to enhancing an employee's effectiveness and efficiency, as well as empowerment also increases employees' motivation toward achieving their goals (Jackson et al., 2014; Matthews et al., 2003). This empowerment, when practiced in performing green tasks, is termed green employee empowerment.

It is considered that conducting citizenship behavior on the job is not part of an employee's formal job obligations, but it is more regarded as the effective functioning of the organization. It relates more to choice and discretion, such as the attitude of the employees, conscientiousness, good manners, helpfulness, and cooperation (Sh & Sh, 2014). Research has highlighted that the empowerment of employees improves their motivation to perform job-related work efficaciously and effectively (Jackson et al., 2014; Marta et al., 2021; Putra et al., 2024). It has also been established through research work that employee empowerment towards activities increases their devotion to trust and efficiency (Afram et al., 2022; Akter et al., 2023; Tariq et al., 2016). Fan et al. (2023) also note practical obstacles to empowerment, such as insufficient top management support and lack of awareness. Therefore, while the benefits of employee empowerment are clear, those lead to higher performance and better employee engagement. The green goals include steps which include but are not limited to

double side photocopies, recycling of the old furniture of offices, and the use of energy-efficient appliances. On a project, sustainable goals can be achieved by an organization through green employee empowerment, for example, project managers offer support and progressive responses to empower employees, which may help them to execute tasks valuing a green environment thereby, saving project budget (Daily & Huang, 2001; Tariq et al., 2016). A positive relationship exists between GHRM and quality of work life (Akpa et al., 2022). Likewise, prior research has indicated that GHRM applications influence the lifestyle of employees and organizations can enhance the team's environmental performance by concentrating on GHRM practices (Naqvi & Siddiqui, 2019).

Previous research has established that individual green value strengthens the association between green employee empowerment and citizenship behavior of employees, and the relationship between green human resource management, individual green value and green employee empowerment has already been explored (Hameed et al., 2020). Consequently, from the above discussion, it can be argued that prior researchers have explored constructs like GHRM, project citizenship behavior, quality of work life and individual green values separately. However, there is still a need to investigate the impact of GHRM on project citizenship behavior through different mechanisms like green employee empowerment and quality of work life. Moreover, there is a link between green employee empowerment and OCB towards the environment (OCBE) moderated by individual green value (Hameed et al., 2020), however, the moderating role of individual green value on the relationship between green employee empowerment & project citizenship behavior, quality of work life & project citizenship behavior has not been studied yet. In a vibrant project environment, individuals must put in all efforts, and do whatever it takes to successfully execute the project (Al-Kwafi et al., 2023; Frame, 2003).

It is also a considerable fact that in a developing country like Pakistan, resources are scarce and development projects are always in high demand, therefore, to fulfill the scarcity of resources, especially human resources, the 'on-project resources' have to observe extra role, however, the extent of such role and its effectiveness on the project has not yet been studied. It is further added that the United Nations releases a yearly report emphasizing the construction Industry to adopt green practices for the sustainability of the environment. However, Pakistan being a developing country is far behind in using state-of-the-art technology (Aslam et al., 2023) and following green practices in the construction sector. So, the current study will contribute to reduce the gap in the existing literature.

The current research enhances our understanding of the phenomenon in the project management context by exploring the nuances relationships of GRHM, project citizenship, work-life quality and green employee empowerment. The findings are also of great importance because it is drawn from the specific context of Pakistan wherein green practices are not yet fully implemented. Such findings provide a delicate comparison between developed and

developing countries in terms of GHRM practices and their outcomes in the construction industry. These findings extend the existing knowledge base on this phenomenon with empirical evidence and theoretical interpretation specific to the Pakistani context. The later text reviews the existing literature are also postulated to develop and test the hypotheses of this research.

2. Hypotheses Development

2.1 *GHRM and Project Citizenship Behavior*

Conventionally, the practices of human resource management are based on the performance of the person and performance is dependent on ability, motivation, and opportunity. This concept sets the basis for the Ability-Motivation-Opportunity (AMO) theory (Appelbaum, 2000). As the performance of the employee can be influenced by the behavior and vice versa and following the concept of AMO theory, it can be said that human resource management practices can affect the behavior of the employee. Therefore, HR policies can induce citizenship behavior in employees. Keeping the same context, we can investigate the application of AMO on the connection between GHRM and project citizenship behaviors (Boiral, 2009). Citizenship behavior being a dimension of extra-role behaviors is gladly displayed by the employees at the workplace as the ethical members of the institution (Shin, 2012). Team members working on a project or in a permanent organization who identify fairness and impartiality in jobs and institutional practices are more committed and exhibit citizenship behavior (Lau et al., 2016).

In the same fashion, it is also reported by earlier studies that organizational commitment has a positive relationship with citizenship behavior (Donglong et al., 2020; Lau et al., 2016). Research has found that by adopting better environmental standards organizations may have higher labor productivity (Delmas & Pekovic, 2013). This was also strengthened by the outcomes of a study where the GHRM values implementation increased both teams and the company's productivity and sustainability (Bahuguna et al., 2023; Cherian & Jacob, 2012; Faisal, 2023). It is considered that organizations/projects demonstrating best HR practices attract & keep a devoted workforce with the insight of fairness & fulfillment at the workplace showing a great deal of citizenship behaviors (Mousa & Othman, 2020; Zayas-Ortiz et al., 2015). Based on the above, it is proposed that:

H1: GHRM positively affects project citizenship behavior.

2.2 *Green Human Resource Management, Green Employee Empowerment, and Project Citizenship Behavior*

Green employee empowerment is crucial for an organization to achieve sustainable

goals (Tariq et al., 2016). Employee empowerment plays a vital role when the employees are allowed to implement self-sufficiency to recognize and efficiently resolve troublesome behaviors in an activity (Kim & Beehr, 2017). Currently, green human resources practices have three main components: (1) training of employees to consider green abilities in them; (2) green performance management through employees' motivation; (3) and employee involvement to provide green opportunities (Guerci et al., 2016; Masri & Jaaron, 2017; Pinzone et al., 2016). It has also been indicated that organizations working on a project can contribute towards sustainability through HRM (Madero-Gómez et al., 2023; Renwick et al., 2013). Therefore, it is assumed that one of the many aspects of GHRM is to empower the employees to make green decisions themselves as until the sustainable goals are not realized at the individual levels they cannot be achieved (Shaukat et al., 2023).

While considering green behaviors we need to consider that it is voluntary behavior, therefore, each employee has his sole discretion to demonstrate such behavior (Tang et al., 2023). Furthermore, it has been studied that citizenship behaviors may also involve feelings internal and external of the organization (Lamm et al., 2013), which may assist the organization in accomplishing the objectives of the project (Norton et al., 2014; Ramos & Ellitan, 2023). Organizations can also empower their employees by directing green measures such as the ban on wasting toxic water in adjacent water resources or directing teams to carefully manage dangerous materials and apply any other similar GHRM practices (Robertson & Barling, 2013). It should be noted that most of the time, positive emotions such as happiness and joy influence citizenship behavior. Moreover, it has been contended that when there is a conducive environment in the organization that promotes the green initiative, an employee feels empowered, thus, showing citizenship behavior toward the project (Faisal, 2023; Ramus & Steger, 2000). Based on the above, it is hereby, theorized:

H2: Green employee empowerment mediates the relationship between GHRM and project citizenship behavior.

2.3 *Green Human Resource Management, Quality of Work Life, and Project Citizenship Behavior*

GHRM gets involved when a company adopts HR strategies, programs, practices, and guidelines that deliver the organization's environmentally friendly effect and sustainability procedures on a project (Malik et al., 2021). Researchers have introduced a broad categorization of GHRM practices which starts with the onboarding of an employee on the project and continues throughout the entire life of the employee (Bahuguna et al., 2023; Renwick et al., 2013). Singh and Nath (2020) emphasized the positive influence of green HRM on employee job satisfaction and organizational social evaluation, as well as its role in promoting environmentally friendly behaviors. To be environmentally, efficient, and workable at a time is feasible by implementing green practices. It has been found that

adaptable working arrangements are useful to increase work-life quality among employees (Ahmad et al., 2022). Green work-life quality is affected by GHRM which can green the team at the workplace (Hameed et al., 2020; Muster & Schrader, 2011; Papademetriou et al., 2023). In research work, it has been stated that GHRM helps a team to know the workout of natural resources and create support for a friendly environment (Birbirs & Worku, 2022).

It has been reported that there is a significant relationship between quality of work life and organizational citizenship behavior (Anriyani et al., 2023). Employees who show voluntary behavior and have helping behavior towards each other tend to have good performance (Mallick et al., 2014). However, the absence of quality of work life on a project may result in several issues which include but are not limited to absenteeism, stress, conflict, and contributing lack of performing citizenship behavior (Heriyadi et al., 2020). Therefore, to cater to such issues, project managers need to explore other factors that can promote positive citizenship behavior among employees and improve the quality of work life. It not only induces work commitment but also promotes collaboration among the teams through communication and reduces errors on the project (Organ & Ryan, 1995). The findings indicate a perception of quality of work life has a significant positive correlation with organizational citizenship behavior. From above it may also be perceived that:

H3: Quality of work life mediates the relationship between GHRM and project citizenship behavior.

2.4 Moderating Role of Individual Green Values

Previous research works have established that there is a positive effect of values, a person carries, on his performance on the project (Chou, 2014; Raza & Farrukh, 2023). Researchers have also strengthened this argument that a person with values inclined towards the environment is more likely to demonstrate voluntary behaviors that support environment conversation (Andersson et al., 2005), and the same goes for the project based office environment when such people became part of the team, they not only exhibit such behavior but can act as a catalyst to induce this behavior in other (Chou, 2014). Similarly, in research work, it has been claimed that green values are likely to affect an individual's extra-role behaviors and if individual and organizational green values match each other, effective environmental management emerges (Cheema et al., 2020). A shared ideology, between an individual and the organization, states that there is a close relationship between the person's values and the values of the organization in which it works. If both values are aligned, it not only improves the performance of the individuals by promoting work-related habits but also outshines the organization in the market (Paarlberg & Perry, 2007). This alignment improves the commitment of the employees and ultimately brings better results for the organization (Cohen & Liu, 2011). In a recent study, it has been theorized that individuals who realize their organization's participation in environment-related social activities are more associated with

their organization and demonstrate environment-related citizenship behaviors (Cheema et al., 2020).

Previous researchers have also highlighted that individual values affect employees' citizenship behavior (Ahmad et al., 2022; Hitlin & Piliavin, 2004; Ramus & Killmer, 2007). However, there are some inconsistent results in some of the research iterating the culture and environment of the project or organization in which studies are being conducted (Boiral, 2009; Khan et al., 2020; Lamm et al., 2013). Hence, this paves the way for the coming researcher to study the distinctive aspects of employees' citizenship behavior. Therefore, we consider that the relationship between green employee empowerment and project citizenship behavior as well as quality of work life and employees' project citizenship behavior may be moderated by individual green value. It is also argued that if the organization creates such an environment at the workplace through quality of work life and empowerment, it will get aligned among organizational values and individual values. This may provide a way forward for employees to present a more discretionary behavior i.e. project citizenship behavior. Therefore, we suppose that:

H4: Individual green value moderates the relationship between green employee empowerment and project citizenship behavior.

H5: Individual green value moderates the relationship between quality of work life and project citizenship behavior.

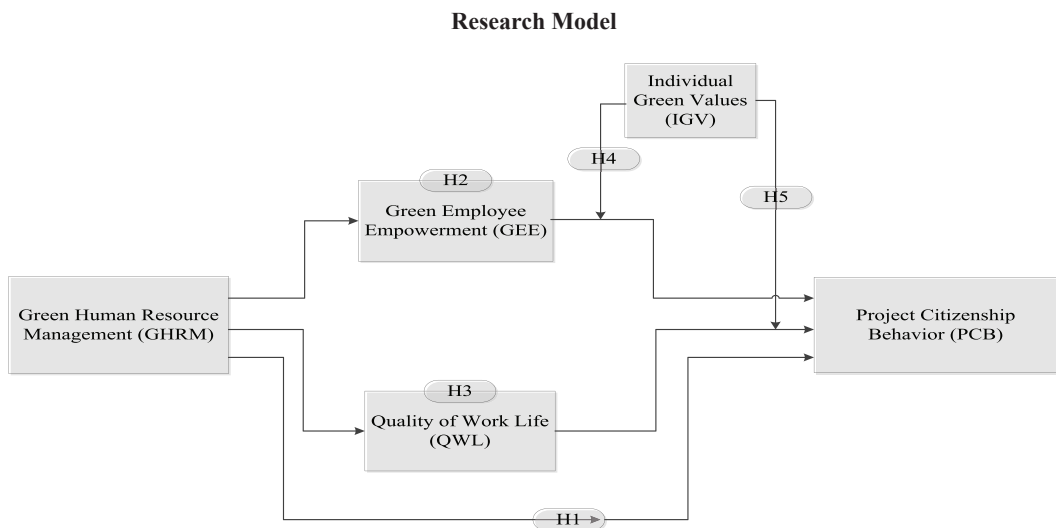


Figure 1: Displays the research model and established hypothesis.

3. Research Methodology

This is an empirical study conducted through a survey method. This study has followed a deductive approach as it narrows down from general to specific and this approach is applied when the study in hand is quantitative. The research is questionnaire-based and a systematic random sampling technique was used to choose companies for data collection. Systematic random sampling simplifies the process of selecting samples and ensures an even distribution across the population, enhancing representativeness and reducing bias (Madow, 1949). This method is simple to implement and efficient for large-scale surveys, saving time and resources.

3.1 Questionnaire Development

The questionnaire used in this research is adapted from different sources to collect data for the variables of the study at hand. To measure GHRM, this study has adapted 06 items from the scale developed by Dumont et al. (2017). Green employee empowerment was measured through a 7-item scale developed by Spreitzer (1995). To measure the quality of work life, 12 items were adapted from the scale developed by Dex and Bond (2005). To measure individual green values this study has adopted 3 items scale developed by (Chou, 2014). Project citizenship behavior was measured by using a 12-item scale developed by Braun et al. (2013). A five-point Likert-type scale i.e. 1= Strongly Disagree, 2= Disagree 3= Neutral, 4= Agree, and 5= Strongly Agree was used to collect the data.

3.2 Data Collection Process

The data was collected and analyzed to achieve the research objectives and to answer the research questions. The assessment and evaluation of this research is made by taking primary data obtained from the practitioners of the construction industry by using a structured questionnaire. The study at hand is based on objective in nature and the selected approach is deductive, so this study is quantitative research. The sample size was 143 construction firms of the C1 category working in Punjab Pakistan. Every firm questionnaire was distributed among two higher positions and two middle positions. A total of 205 (S value taken from Krejcie and Morgan (1970) sampling table (Krejcie & Morgan, 1970) against N value = 435) questionnaires were required to be administered and out of the distributed questionnaires, 217 responses were finalized for analysis.

3.3 Demographic Statistics

The analysis was conducted on 217 respondents who had responded via questionnaire. There was a total of 05 questions in the demographic part of the questionnaire. Out of 217 participants, 88.5% were male and 11.5% were female. This result depicts the true picture of

the construction industry in Pakistan. Females working in the construction field are less than males. Out of 217 respondents who participated in the research, only 7.8% were <25 years, 66.8% ranged between 26-35, 12.4% respondents from the age group 36-45 years, and 7.8% from the age group 46-55 years, and only 5.1% were from the age group of above 55. Out of 217 respondents, 44.7% of the respondents were holding bachelor's degrees while 44.9% of respondents had master's degrees while 5.1% of respondents had Ph.D. degrees. In the case of professional experience, out of 217 respondents, only 9.7% had less than 2 years of experience. 22.6% of respondents gave 3-5 years of experience, 30.9% of respondents have experienced between 6-10 years, and 36.9% had experience above 10 years. These details are also given in Table 1.

Table 1
Respondent's Demographics

Total Respondent = 217			
Demographics	Classifications	Frequency	Percentage
Gender	Male	192	88.5
	Female	25	11.5
Age	<25	17	7.8
	26-35	145	66.8
	36-45	27	12.4
	46-55	17	7.8
	Above 55	11	5.1
Qualification	Bachelor's	97	44.7
	Master's	104	47.9
	PhD	11	5.1
	Professional Certification	5	2.3
Designation	Project Sponsor/Owner	20	9.2
	Project Director	15	6.9
	Project Manager	59	27.2
	Engineer	99	45.6
Job Experience	Assistant Engineer	24	11.1
	<2	21	9.7
	3-5	49	22.6
	6-10	67	30.9
	Above 10	80	36.9

4. Results

The established hypotheses presented in the research model have been endorsed by using SPSS version 28. Confirmatory Factor Analysis (CFA) was conducted through AMOS and SPSS version 28 was used for statistical analysis. The moderation and mediation analyses were conducted through Process Macro version 23 by Hayes (2018).

4.1 *Reliability of the scale*

Table no. 2 describes Cronbach alpha of the accumulated survey. To check the internal consistency of all the variables, their reliability is analyzed with Cronbach's alpha whose minimum cutoff value is 0.7 (Nunnally, 1975). In this research, the measured Cronbach alpha of every variable is higher than the cutoff value of 0.7, this study has a minimum value of 0.79 Cronbach alpha corresponding to individual green values. To check the Internal consistency of the construct, composite reliability is also calculated, and its value must be higher than 0.7 (Nunnally, 1975). A value more than 0.95 indicates that the variable is displaying a similar phenomenon. The value of composite reliability for all constructs lies in the acceptable range which implies the reliability of measurements made for our variables, and it is presented in Table 2.

4.2 *Validity of Scale*

Confirmatory Factor Analysis is carried out to check the validity of the measurement scales used for data collection. Factor loadings of different items of all the construct are checked

Table 2
Factor Loadings, AVE, Cronbach's Alpha and Composite Reliability

Construct	Item No.	Loadings	AVE	Cronbach's	Composite
Project Citizenship Behavior	PCB1	0.738	0.579	0.862	0.843
	PCB2	0.728			
	PCB3	0.762			
	PCB4	0.788			
	PCB5	0.763			
	PCB6	0.711			
	PCB7	0.784			
	PCB8	0.719			
	PCB9	0.71			
	PCB10	0.753			
	PCB11	0.823			
	PCB12	0.837			
Quality of Work Life	QWL1	0.813	0.576	0.927	0.842
	QWL2	0.792			
	QWL3	0.814			
	QWL4	0.762			
	QWL5	0.738			
	QWL6	0.74			
	QWL7	0.752			
	QWL8	0.732			
	QWL9	0.724			
	QWL10	0.794			
	QWL11	0.71			
	QWL12	0.726			
Green Human Resource Management	GHRM1	0.808	0.750	0.797	0.857
	GHRM2	0.859			
	GHRM3	0.877			
	GHRM4	0.886			
	GHRM5	0.896			
	GHRM6	0.869			
Green Employee Empowerment	GEE1	0.714	0.537	0.861	0.888
	GEE2	0.584			
	GEE3	0.545			
	GEE4	0.767			
	GEE5	0.826			
	GEE6	0.846			
	GEE7	0.789			
Individual Green Value	IGV1	0.773	0.684	0.943	0.866
	IGV2	0.849			
	IGV3	0.856			

Notes: AVE = Average Variance Extracted, PCB = Project Citizenship Behaviors, QWL = Quality of Work Life, GHRM = Green Human Resource Management, GEE = Green Employee Empowerment, IGV = Individual Green Value

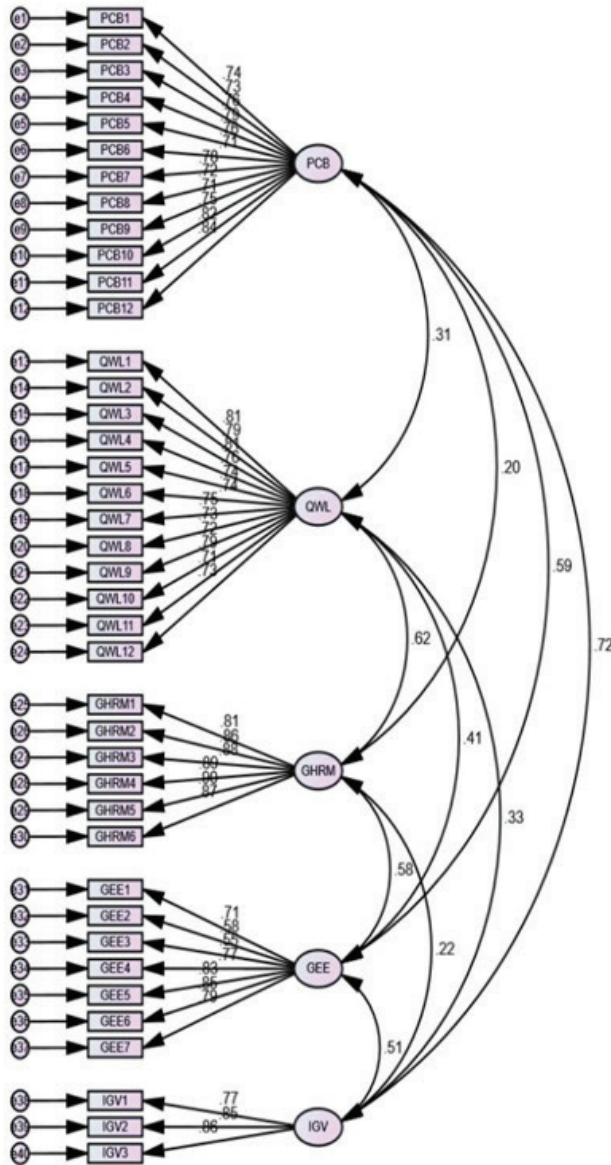


Figure 2 : A model with Items and Factor Loadings

By performing confirmatory factor analysis in AMOS software to know the portion of variable that can be retained and that can be excluded in further testing. As per Chin (1998), the cutoff level of factor loading of any item is 0.6. Figure 2 shows the factor loading of items used in this research and factors having loading less than the threshold can be excluded. All the values are more than the cut-off value of 0.6. The average variance extracted (AVE)

measured for this survey is also presented in the attached Table 2. AVE explains the validity of the aggregated constructs and it explains the extent to which variables are being explained by their items. The acceptable value of AVE is more than 0.5 (Hair et al., 2017). AVE provides the validity of the constructs explaining that every item is the construct is measuring it. For discriminant validity, we provide the correlation between square root of AVE following Fornell and Larcker (1981) criteria. As shown in Table 3, the square roots of AVE are higher than the inter-variable correlation implying discriminant validity of each variable (Hair et al., 2017).

Table 3
Discriminant Validity

	GHRM	GEE	QWL	IGV	PCB
GHRM	(0.733)				
GEE	0.588	(0.761)			
QWL	0.415	0.312	(0.759)		
IGV	0.581	0.203	0.622	(0.866)	
PCB	0.513	0.718	0.328	0.220	(0.827)

4.3 *Hypotheses Testing*

SPSS and Hayes Process Macro are used for the testing of the hypothesis and the model used for analysis was developed based on a conceptual model. In this established model, we have a total of 5 variables. One dependent variable, two mediating variables, one moderating variable, and one dependent variable. The direct effect is studied by performing linear regression analysis. For the analysis of mediation, we used 5000 bootstrap samples by using Hayes templates, Model 4. We used the same SPSS with PROCESS macro by (Preacher & Hayes, 2004), using 5000 bootstrap samples and used Model 1 of the Hays templates for the moderation model. A higher value of the path coefficient indicates a strong relationship between dependent and independent variables. P values of less than 0.05 show a significant relationship corresponding to a T value of greater than 1.96. Table 4 presents the hypotheses results.

It is reported that there is a significant positive impact of GHRM on project citizenship behavior with a P value < 0.00 and a total effect of 0.91. Moreover, values between the upper (ULCI) 0.98 and lower (LLCI) 0.84 limit do not contain any zero values which means that the total effect is quite significant, thus hypothesis 1 is supported. The second hypothesis of this study assumes that the relationship between project citizenship behavior and GHRM is partially mediated by green employ empowerment as the mediating variable effect size is 0.48 having no zero values between ULCI 0.60 and LLCI 0.37, providing support to hypothesis 2. The third hypothesis of this study identifies that the relationship between project citizenship behavior and GHRM is partially mediated by the quality of work life

as the mediating variable effect size is 0.63 having no zero values between ULCI 0.74 and LLCI 0.51, thus hypothesis 3 is supported. The fourth hypothesis of this study conceives that the relationship between green employee empowerment and project citizenship behavior is mediated by individual green value as the value of the coefficient of interaction came out as -0.06 with a significant p-value of 0.01. Moreover, there is no zero value between ULCI -0.10 and LLCI -0.10 indicating a significant support for hypothesis 4. It is further hypothesized that individual green values moderates the effects of green employee empowerment and quality of work life on project citizenship behaviors. Both of these hypotheses 5 and 6 did not get support as shown in Table 4. The next section discusses the findings and concludes the study with theoretical and practical implications.

Table 4
Hypothesis Testing

Hypothesis no.	Path		Coefficient	SE	T	P	LLCI	ULCI	Results
H1	GHRM→PCB	Direct Effects	0.91	0.04	-	0.00	0.84	0.98	Supported
H2	GHRM→GEEP→PCB	Direct Effects	0.42	0.05	-	0.00	0.32	0.53	Supported
		Mediating Effects	0.48	0.06	-	-	0.37	0.59	Supported
H3	GHRM→QWL→PCB	Direct Effects	0.28	0.05	-	0.00	0.18	0.38	Supported
		Mediating Effects	0.63	0.06	-	-	0.51	0.74	Supported
H4	GEE→IGV→PCB	Moderating Effects	-0.06	0.02	-	0.01	-0.10	-0.10	Not Supported
H5	QWL→IGV→PCB	Moderating Effects	-0.05	0.02	-	0.00	-0.09	-0.02	Not Supported

5. Discussion

The objective of this research is to study the effect of GHRM on project citizenship behavior in the construction industry of Punjab, Pakistan by taking green employ empowerment and quality of work life as mediating variables and moderating variables as individual green values. This study is performed in the construction sector and the outcome of this study presents a basis to analyze the impact of GHRM on project citizenship behavior. The dependent variable (project citizenship behavior) is measured with its items and observed that it is substantially related to its independent variable of green human resource management. Quantitative research methodology is applied to perform this study. Afterward, data was collected from 217 respondents from individuals working in the construction industry of Punjab via a survey questionnaire. The SPSS and Process Macro of Hayes were used to perform analysis of the collected data. The reliability and validity of the model were

checked via different parameters i.e. Cronbach's alpha, average variance extracted, composite reliability and CFA.

The current research targets to study the effect of GHRM on PCB in the project environment of the construction industry of Punjab, Pakistan. This research examines whether each of the GEE and QWL mediates the above relationship between GHRM and PCB as well as the role of IGV as a moderator between GEE and PCB, and QWL and PCB. Based on the results presented above, we can consider that: One of the objectives of this study is to check the effect of GHRM on project citizenship behavior (PCB) in the environment of construction projects in Punjab, Pakistan. As already analyzed in the earlier studies conducted in the international environment of the hotel industry (Pham et al., 2019), GHRM positively affects the PCB. The results show that the value of the effect is about 90.54%.

It has been observed in the earlier studies that the relationship between GHRM and OCBE is mediated by green employee empowerment based on which it was considered that a study may also be conducted to check whether GEE also mediates the relationship between GHRM and PCB or not, which is found because of this research that shows that GEE partially mediates the relationship between GHRM and PCB with the effect of 0.4221 (42.21%). In addition to the above previous study has revealed that GHRM positively affects employee performance through the impact of quality of work life/work life (Naqvi & Siddiqui, 2019), as well as a study has also shown that there exists a relationship between QWL and citizenship behavior (Sh & Sh, 2014). Therefore, to check whether QWL mediates the relationship between GHRM and PCB or not, I conducted this research, and the current research has revealed partially mediates the relationship between GHRM and PCB with an effect of 0.2752 (27.52%). The last objective of the research was to check whether the relationships between GEE and PCB, and QWL and PCB, are moderated by individual green values.

Earlier studies have shown that IGV moderates the relationship between GEE and organizational citizenship behavior towards the environment (Hameed et al., 2020). However, I have conducted this study to check whether this IGV also moderates the above-stated two relationships or not. The current research has revealed that IGV moderates the relationship between GEE and PCB as well as the relationship between QWL and PCB. The results of the research show that when the project team has individual green values, and the same is empowered using the GHRM practices then the team tends to perform citizenship behavior on the project in the construction industry of Pakistan.

This particularly relates to human behavior, as in a few responses, it has been seen that the respondents have not favored the sustainability to support the project citizenship behavior on the project site, however, most of the projects' team agreed to the fact that when progressive environment is given to team members at the projects' site the workforce

reciprocally tries to perform citizenship behavior which is imperative in current times. Likewise, is the matter where the quality of work life is associated with the replacement of green employee empowerment i.e. when GHRM offers an improved quality of work life to a team that also possesses individual green values in its attitude then it tries to execute project citizenship behaviors. Below is given the model with results that emphasize the above-mentioned discussion.

6. Conclusion

The results of this study have identified the significance of project citizenship behavior in construction projects and its dependency on GHRM in the Punjab province. Similarly, this dependency of project citizenship behavior on green human resource management, as evidenced by the results, highlights the importance of this study for the construction industry.

The study in hand summarizes the picture of construction projects in Punjab regarding the increment in project citizenship behavior on projects by the execution of the GHRM via quality of work life and green employee empowerment and the impact of individual green value. when a proper environment is given to the agreed team members at the projects' site the workforce normally tries to perform citizenship behavior which is too necessary in current times. Likewise, is the matter where the quality of work life is associated with the replacement of green employee empowerment i.e. when GHRM offers an improved quality of work life to a team that also possesses individual green values in its attitude then it tries to execute project citizenship behaviors. The model provided in section 2 above with results also emphasizes the above-mentioned discussion. However, there still exist other factors that need to be explored and analyzed. It is further emphasized that GHRM practices must be implemented on the projects along with the other related aspects so that the employees are provoked to perform citizenship behavior for the betterment and progress of our country.

6.1 *Theoretical and Practical Implications*

The current research moved beyond the existing body of knowledge and examined the effects of GHRM on citizenship behaviors through the mediation of employee empowerment and quality of work-life balance. The existing literature mainly focuses on conventional attitudes and behaviors of employees while studying GHRM, and its effects on sustainability-related phenomena are less studied. Further, individual green values, which is one of the important determinants in shaping employees' sustainable behaviors, is largely overlooked in the existing literature. Likewise, project citizenship behavior is relatively a unique phenomenon as citizenship behaviors is largely studied in conventional organizations, and less studied in project-based organizational contexts. The current study tapped into these less-studied phenomena and enriched our knowledge of the effects of GHRM on sustainability-related employee behaviors. Further, providing empirical evidence

from project-based organizations is also a unique contribution this study made. Lastly, this study is conducted in a developing country where the application of green practices is in its early stages. Since the existing literature largely contains research conducted in developed countries, empirical evidence from a developing country will enrich the comprehensiveness of the existing literature.

In addition to the theoretical implications, the findings of this research place great emphasis on project managers who have a significant role in the project and have to manage a diverse team. This study gives insights to the project managers as to the fact that implementing GHRM practices including empowerment and providing quality work life will lead employees to perform citizenship behaviors in project organizations. The findings of the study also highlight that personal green values play a significant role in strengthening the effects of employee empowerment and quality of work-life balance on employees' citizenship behaviors, recommending project managers to be conscious of employees' green values at the time of hiring. In addition, the policies of human resources of any organization may be considered as one of the main constituents of any organization depending upon which an employee's productivity output and willingness to work may increase or decrease.

The said research indicates the factors that may influence the willingness of an employee to work more eagerly on a project even without caring about the monetary and/or fringe benefits of a project. It should be kept in mind that organizations invest huge amounts in their employees to strengthen their human resource capital because organizations' performance depends on the performance of their employees. However, implementing better GHRM policies may get them some benefits without spending much. When individuals have a sense of empowerment and quality of work-life balance, they may be marked as willing workers to perform and influence others to perform citizenship behavior to timely completion of the projects as and when needed. Thus, project management organizations need to place a substantial focus on employing green HRM practices and prioritize the employees' well-being by providing sustainable working as well as post-service benefits.

6.2 *Limitations and Future Recommendations*

The first and foremost limitation of this study is that it has only been conducted for construction projects in the province of Punjab, Pakistan. It should be kept in mind that construction projects are quite different from projects in other sectors like IT, social, healthcare, etc. in most aspects i.e., dynamically, strategically as well as involve many other sectors and huge manpower and machinery. Therefore, the result must be generalized to other industries. Moreover, this research has only considered one province of Pakistan i.e., Punjab and even in this province most of the respondents were in the capital city of Lahore. It should further be noted that this research cannot even be generalized for Pakistan as we all know that even Punjab has different culture and traditions within itself and from other provinces and

human behavior may change with the culture and provided environment.

The current research particularly considers the GHRM, GEE, QWL, and IGV as its basis however, it may be noted that the research has not even been conducted in Pakistan that studies the factors influencing the performance of PCB on projects. It is recommended that such type of study may also be performed by undertaking individual values, human capital, leadership styles, reward systems, and further motivational perceptions (Jiang & Tetric, 2016). It should also be borne in mind that this study only considers 03 out of 08 constructs of quality of work life as well as only 03 out of 05 constructs of project citizenship behavior particularly due to the limited number of questions in the questionnaire as with the increase in the no. of questions the respondents start losing interest in responding and the result gets destroyed. Therefore, separate research may also be conducted considering the remaining constructs.

Data Availability Statement: Primary data was collected through a questionnaire.

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