

**THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT
ON EMPLOYEE'S OUTCOME WITH MODERATING EFFECT
OF ENVIRONMENTAL VALUES: A COMPARATIVE STUDY
AMONG THREE MANUFACTURING COMPANIES IN
BATTICALOA**



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ABSTRACT

This study investigates the impact of Green Human Resource Management (GHRM) practices on employee outcomes, with the moderating effect of environmental values, focusing on selected apparel companies in the Batticaloa District of Sri Lanka. The primary objectives of the study were to (1) identify the existing levels of GHRM practices, environmental values, and employee outcomes (task-related and voluntarily green behavior); (2) explore the relationship between GHRM practices, environmental values, and employee outcomes; and (3) assess the moderating role of environmental values in the relationship between GHRM and employee outcomes.

The study adopted a quantitative research approach. The target population consisted of employees from three major apparel companies: Brandix Apparel Solutions Ltd, Perks Clothing Pvt Ltd, and Lootah Garments Pvt Ltd. Using the Krejcie and Morgan sample size determination table, a sample size of 346 was identified, and 307 valid responses were collected through a structured questionnaire. Simple random sampling was employed for respondent selection. The questionnaire consisted of items measured on a five-point Likert scale. The data were analyzed using SPSS 27.0, employing descriptive statistics, correlation analysis, and multiple regression analysis.

The findings revealed that GHRM practices particularly green training and development, green pay and rewards, and green involvement had a significant positive impact on employee outcomes. Furthermore, environmental values were found to significantly moderate the relationship between GHRM practices and employee outcomes. The study emphasizes the need for organizations to embed sustainability-focused HR practices to enhance environmentally responsible behavior among employees.

This study contributes to academic literature by integrating GHRM and environmental psychology. From a managerial perspective, it offers practical implications for incorporating green values into HR policies to foster sustainable employee behavior.

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