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Chapter: Sustainability Policies, and Environmental Activities in Corporate and Regional Contexts

Green HRM and prosocial rule-breaking: role of climate, intentions, and CSR

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Annotation. Drawing on the social exchange theory, this research examines how green HRM encourages prosocial rule-breaking through a green psychological climate and behavioural intentions. A time-lagged survey design was used to collect data from 230 employees across various organisations in Pakistan. Structural equation modelling is used to test the direct and indirect effects of green HRM on prosocial rule-breaking. Results show that green HRM does not directly influence prosocial rule-breaking. Its impact is mediated through green psychological climate and behavioural intentions. Moreover, external CSR negatively affects the relationship between green HRM and the green psychological climate. This challenges the common belief that CSR always plays a supportive role. These findings offer valuable insights for researchers and organisations looking to enhance sustainability-driven innovation and encourage discretionary behaviours. The study provides implications for both researchers and practitioners. Future research direction is offered to strengthen the field of sustainability and green HRM.

Keywords: human resource management, corporate social responsibility, prosocial rule-breaking, green psychological climate, green behavioural intentions.

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Introduction

As environmental sustainability becomes increasingly critical for organisations, green human resource management (GHRM) has emerged as an essential approach to fostering employee pro-environmental behaviours. GHRM integrates sustainability into various HR practices, such as recruitment, training, performance management, and rewards. Literature provides support that it helps to align employees' actions with the organisation's green goals (Jackson *et al.,* 2011; Renwick *et al.,* 2013; Zihan, Makhbul, 2024). A growing body of literature links GHRM to general environmental performance, sustainability, and green innovations (Zihan, Makhbul, 2024). However, the literature is lacking on its relationship with more complex behaviours, like prosocial rule-breaking (PSRB).

PSRB is intentional rule-breaking that benefits the organisation or its stakeholders (Morrison, 2006). PSRB involves employees bypassing organisational rules or policies to support the organisation, employees, or customers for the greater social good (Dahling *et al.,* 2012). GHRM impacts employees in many ways, but to the best of the knowledge of the authors, the impact of GHRM on PSRB is unclear. Social exchange theory (SET) offers a valuable framework for exploring the relationship between GHRM and PSRB. SET suggests that employees reciprocate the support they receive from the organisation by engaging in behaviours that benefit the organisation (Blau, 2017). It is posited that green HR practices promote environmental and social values, thus creating a green psychological climate (GPC). GPC is the collective perception among employees that the organisation encourages green behaviours and is committed to green values (Norton *et al.,* 2017). It is argued that due to the collective environment, GPC influences employees to develop green behavioural intentions (GBI). GBI is a personal intention to engage in environment-friendly actions. SET suggests that GBI can lead to PSRB for the greater social good. We propose that GHRM indirectly affects PSRB by creating GPC, which fosters GBI. Consequently, it encourages employees to disregard established protocols when they are convinced that doing so will advance the organisation's goals for a more significant societal impact. However, this paper argues that contextual and other organisational actions can impact the nature of this relationship.

CSR reflects the organisation's commitment to ethical, social, and environmental responsibilities (Aguinis, Glavas, 2012) and enhances the image of the organisation (Streimikiene, 2024). It also impacts the decision-making of potential job seekers regarding their job choices (Kollar *et al.,* 2024). CSR is a crucial factor that shapes the effectiveness of GHRM in promoting social behaviours. CSR enhances the legitimacy of GHRM initiatives (Kim *et al.,* 2014). When CSR efforts align with GHRM practices, employees may perceive that the organisation's commitment to sustainability is genuine, strengthening their motivation to engage in discretionary actions (Luu, 2019). However, when there is a perceived disconnect between CSR and GHRM, employees may become skeptical of the organisation's commitment to sustainability, reducing the likelihood of taking such initiative. Therefore, the alignment between CSR and GHRM may moderate the effectiveness of GHRM in creating the conditions that affect GPC.

This study is significant in several ways. Firstly, it contributes to the growing literature on GHRM by examining how GPC and GBI influence PSRB. The relationship between GHRM and PSRB has been overlooked in the literature. Therefore, it adds to the existing literature by providing a detailed discussion of this relationship. Secondly, we expand the application of SET by exploring the impact of HR practices

on employees' perceptions of organisational support and their subsequent behaviours. Thirdly, the study explores the moderating role of CSR, adding a combined effect of different organisational sustainable strategies on employees' behaviours. In this way, this research fills a critical gap by addressing how GHRM can directly or indirectly foster PSRB through psychological and motivational pathways. Fourthly, most of the research on GHRM has been conducted in Western countries and developed contexts, which is less generalisable in other countries (Ren *et al.,* 2018; Renwick *et al.,* 2013). The current study is conducted in Pakistan (South Asia), which provided avenues for applying its results in less developed countries. It further addresses sustainable development goals by understanding the role of workplace policies and practices.

From a practical perspective, the findings will provide valuable insights for HR professionals and sustainability leaders on designing HR practices that promote environmental and social behaviours. Aligning CSR with GHRM practices will further strengthen the organisation's ability to create a supportive climate for sustainability. The study provides an understanding of how employees feel empowered to take the initiative and innovate, even if it means bending formal rules.

1. Theory Building and Hypotheses Development

1.1 Green HRM and Prosocial Rule-Breaking

GHRM refers to the implementation of environmentally conscious HR practices, including green training, performance appraisal, and employee participation in sustainability initiatives (Renwick *et al.,* 2013). GHRM shapes employees' perception of the organisation as a socially and environmentally responsible entity (Pham *et al.,* 2019). SET suggests that when employees perceive that the organisation invests in a green environment and recognises their contribution to sustainability, they likely feel obligated to reciprocate by engaging in behaviours that benefit the organisation (Blau, 2017). The present paper argues that employees deliberately break organisational rules to achieve organisational goals.

Research highlights that employees often break the rules for altruistic reasons, such as improving organisational efficiency or customer satisfaction (Morrison, 2006). We argue that GHRM motivates employees to engage in PSRB. Employees may feel aligned with organisational green values and perceive that rigid organisational procedures hinder the organization's performance. For this reason, they engage in PSRB to overcome these barriers. GHRM encourages employees to engage in PSRB by fostering a culture prioritising environmental sustainability. They view such actions as aligned with the organisation's overall objectives. The extant literature supports this notion that organisations' sustainability practices for the environment and internal and external stakeholders motivate employees to exhibit prosocial behaviours (John *et al.,* 2019). Therefore, SET suggests a reciprocal relationship between GHRM and employees' PSRB (Norton *et al.,* 2014). It has been found that there is no literature covering this relationship. Thus, the first hypothesis based on the above arguments and SET assumptions is proposed as follows:

H_1: Green HRM practices positively influence prosocial rule-breaking among employees.

1.2 The Mediation of Green Psychological Climate between Green HRM and Green Behavioural Intentions

SET posits that relationships between individuals and their organisations are based on reciprocal exchanges of resources and benefits (Cropanzano and Mitchell, 2005) when organisations invest in green HR practices that foster an environmentally sustainable work environment. In return, employees feel

obliged to reciprocate by engaging in behaviours that align with the organisation's environmental goals. GHRM practices, such as green training, performance appraisal, and employee participation in environmental initiatives, signal the organisation's commitment to sustainability, creating a GPC where employees perceive sustainability as a priority (Gazi *et al.,* 2024; Luu, 2019; Norton *et al.,* 2015).

Employees who experience a strong GPC perceive that their organisation supports and values pro-environmental behaviours. SET suggests that employees respond to this supportive environment by reciprocating with positive behaviours, such as GBI, or the intention to engage in environmentally friendly actions (Paillé *et al.,* 2014). GHRM thus cultivates a GPC, encouraging employees to develop GBI to reciprocate the organisation's investment in green development (Kim *et al.,* 2014). The literature also supports the idea that GHRM creates a climate to encourage employees to be involved in prosocial behaviours (Norton *et al.,* 2017). Based on the above arguments, the following hypothesis is formulated:

H_2: Green HRM positively influences green behavioural intentions through the mediating effect of a green psychological climate.

1.3 The Mediation of Green Behavioural Intentions between Green Psychological Climate and Prosocial Rule-Breaking

GPC shapes employees' perceptions that the organisation prioritises environmental sustainability, influencing how they approach their work and decision-making. When employees believe that the organisation genuinely values green practices, they will likely engage in behaviours that align with these environmental goals, even if they involve bending or breaking specific organisational rules. This leads to PSRB, where employees deliberately break the rules for the organisation's benefit, such as bypassing inefficient procedures to achieve better environmental outcomes (Morrison, 2006). The positive relationship between GPC and PSRB suggests that employees in a green climate are more likely to engage in rule-breaking to support the organisation's environmental mission (Dahling *et al.,* 2012).

It is argued that the relationship between GPC and PSRB is not direct, and the mediation of GBI further explains this relationship. It is posited that GPC impacts GBI by providing a collective green climate that encourages employees to develop their intention to reciprocate the organisation's commitment to sustainability (Paillé *et al.,* 2014). GBI motivates employees to take actions that reflect their environmental intentions, thus impacting PSRB. GBI is a crucial mediator between GPC and PSRB. Green intentions make employees justify breaking organisational rules because such actions enhance the organisation's social performance. Thus, the pathway from GPC to PSRB is reinforced through GBI (Robertson and Barling, 2013). Based on existing literature and SET, the third hypothesis is as follows:

H_3: Green behavioural intentions mediate the relationship between green psychological climate and prosocial rule-breaking.

1.4 The Serial Mediation of Green Psychological Climate and Green Behavioural Intentions between Green HRM and Prosocial Rule-Breaking

SET suggests that employees are involved in PSRB when they perceive organisational support and develop behavioural intentions based on that support (Blau, 2017). In this context, GHRM creates GPC, strengthening employees' GBI. The serial mediation process begins with GHRM, creating an organisational climate that signals the importance of sustainability (Renwick *et al.,* 2013). Employees working in this green climate are more likely to internalise the organisation's environmental and social

goals, thereby strengthening behavioural intentions to act in ways that fulfill those goals (Norton *et al.,* 2017).

Once employees develop GBI, they are more likely to engage in PSRB when they perceive that specific rules are counterproductive to achieving performance outcomes (Robertson and Barling, 2013). The GPC acts as the first stage in this process, shaping employees' environmental perceptions, while the GBI provides the motivational drive for PSRB. Thus, serial mediation occurs, where GHRM first influences GPC, which fosters GBI, leading to PSRB. This serial mediation framework highlights the interconnected pathways through which GHRM impacts rule-breaking behaviours to advance sustainability goals. The fourth hypothesis is set as follows:

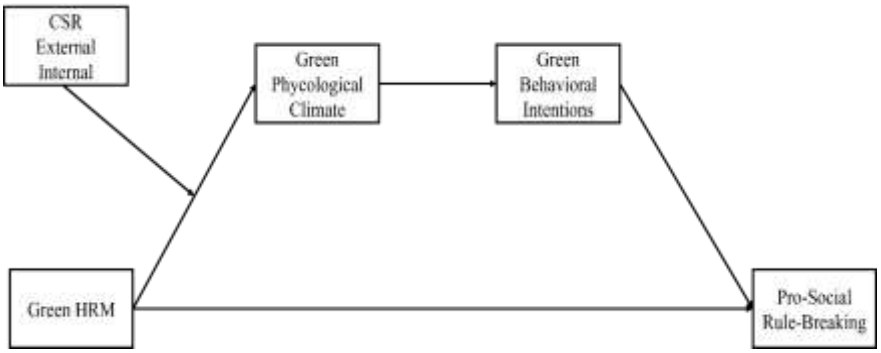
H_4: Green HRM and prosocial rule-breaking are serially mediated by green psychological climate and behavioural intentions.

1.5 The Moderation of Corporate Social Responsibility between Green HRM and Green Psychological Climate

CSR represents an organisation's commitment to ethical, social, and environmental responsibilities beyond profit maximisation (Aguinis and Glavas, 2012). CSR can enhance the effectiveness of GHRM by reinforcing the perception that the organisation is genuinely committed to sustainability. According to SET, when organisations invest in CSR initiatives, employees will likely perceive that the organisation provides meaningful social and environmental contributions, strengthening the reciprocal exchange relationship (Blau, 2017). CSR, as a moderator, strengthens the relationship between GHRM and GPC by amplifying employees' perceptions of the organisation's environmental commitment.

When CSR is high, implementing GHRM practices is more likely to foster a strong GPC because employees see these practices as part of a broader organisational commitment to social and environmental responsibility. For instance, in an organisation with robust CSR practices, employees may view green HR initiatives as authentic and aligned with the organisation's values, leading to a stronger GPC. Conversely, when CSR is weak, employees may perceive GHRM practices as isolated or token gestures, which could weaken the development of a GPC. Therefore, CSR moderates the relationship between GHRM and GPC by shaping employees' perceptions of the organization's commitment to sustainability. The fifth hypothesis is formulated as follows:

H_5: CSR moderates the relationship between green HRM and green psychological climate, making the relationship more robust when CSR is high.



Source: authors' work.

Figure 1. **Study Model**

2. Methodology

A two-phase data collection process was employed to test our study model depicted in *Figure 1*, the impact of GHRM on PSRB, with mediating effects of GPC and GBI, and the moderating role of CSR. The data was collected from employees across various organisations in Pakistan in two phases. Data for GHRM and external and internal CSR were collected in the first phase. GPC, GBI, and PSRB data was collected in the second phase. In the first phase, four hundred questionnaires were distributed, which yielded 345 responses. These respondents were asked again to complete the questionnaires in the second phase. 290 completed questionnaires were received in the second phase. After matching responses across the two phases and screening for completeness, a final sample of 230 questionnaires was used for analysis. The response rate (approximately 58%) is consistent with typical organisational behaviour studies, which report response rates between 50% and 70% (Baruch and Holtom, 2008).

Written informed consent was obtained from participants before their involvement in the study. Approval for the study was granted (REG/019/23/1346) by the Board of Advanced Studies and Research at the Business School affiliated with the third author of this paper. The research was conducted in alignment with the ethical guidelines of the Declaration of Helsinki. The participants were assured that their anonymity would be preserved and that the data would be used solely for research purposes.

Measures

In the questionnaire, validated scales were employed. Each item was rated using a five-point Likert scale, where 1 represents 'strongly disagree' and 5 indicates 'strongly agree'. GHRM was measured using a six-item scale developed by Dumont et al. (2017). A sample item is 'My company designates its green goals for employees'. CSR was assessed using a twelve-item scale developed by Turker (2009). A sample item includes 'the company engages in activities to preserve the environment as its goal'. GPC was measured using a five-item scale developed by Norton et al. (2014). A sample item is 'All employees are encouraged to save energy within the workplace'. GBI was measured using a three-item scale adopted from Norton et al. (2017). A sample item is 'I plan to act in an environmentally friendly way'. PSRB was measured using a thirteen-item scale developed by Dahling et al. (2012). A sample item includes 'I break organisational rules or policies to do my job more efficiently'. The Cronbach's Alpha values for these scales in this study are shown in *Table 2*.

3. Analysis and Results

A total of 56.5% of respondents were female, and 43.5% of respondents were male. The majority (56.1%) were aged between 26 and 35, with 43.9% aged 25 or younger. 37.8% had a Master's degree, 37.0% held a Bachelor's degree, and 17.4% had an MPhil/PhD. Most participants (65.7%) had less than six years of work experience. This demographic distribution suggests a relatively young, educated workforce, typical for studies focusing on pro-environmental behaviours, as younger, well-educated employees tend to be more responsive to sustainability initiatives (Kim *et al.,* 2014). The data indicates a nearly equivalent representation of the public sector (114) and the private sector (116). To ensure the generalisability of the results, the sample is evenly distributed across the service (117) and manufacturing (113) industries.

The model fit indices demonstrate an overall satisfactory fit of the structural equation model. The validity analysis in *Table 1* presents key metrics for convergent and discriminant validity. Additionally, the diagonal values in bold represent the square root of AVE for each construct. The results indicate that the measurement model has acceptable convergent and discriminant validity based on established thresholds.

Table 1. Validity Analysis

	CR	AVE	MSV	MaxR(H)	ECSR	ICSR	GHRM	GPC	GBI	PSRB
ECSR	0.833	0.503	0.453	0.853	**0.709**					
ICSR	0.860	0.508	0.464	0.864	0.673***	**0.712**				
GHRM	0.847	0.527	0.464	0.857	0.379***	0.681***	**0.726**			
GPC	0.853	0.54	0.473	0.87	0.289***	0.416***	0.504***	**0.735**		
GBI	0.781	0.543	0.473	0.786	0.336***	0.360***	0.459***	0.688***	**0.737**	
PSRB	0.824	0.620	0.353	0.989	0.112	0.202*	0.285***	0.380***	0.595***	**0.787**

Notes: † p < 0.100; * p < 0.050; ** p < 0.010; *** p < 0.001; ECSR, External CSR; ICSR, Internal CSR, GHRM, Green HRM; GPC, Green Psychological Climate; GBI, Green Behavioural Intentions; PSRB, Prosocial Rule-Breaking.

Source: authors' work.

The correlation analysis presented in *Table 2* reveals no significant relationships between the demographics and study variables. The Cronbach's Alpha values along the diagonal indicate strong internal consistency for each construct, with all values exceeding 0.778. This demonstrates that the scales used to measure the constructs are reliable, further validating the significance of the relationships identified in the analysis.

Table 2. Correlations and Reliability Analysis

	1	2	3	4	5	6	7	8	9	10
1. Gender	-									
2. Age	-0.07	-								
3. Education	-0.02	0.18**	-							
4. Experience	-0.24**	0.39**	0.02	-						
5. ECSR	-0.03	-0.07	0.15*	-0.11	**0.83**					
6. ICSR	0.03	0.00	0.20**	-0.06	.74**	**0.86**				
7. GHRM	0.08	0.02	0.18**	-0.06	.44**	.75**	**0.86**			
8. GPC	-0.02	0.03	0.15*	0.02	.33**	.46**	.57**	**0.84**		
9. GBI	-0.10	0.01	0.07	0.05	.38**	.42**	.53**	.77**	**0.78**	
10. PSRB	-0.11	-0.04	0.04	0.04	.13*	.23**	.33**	.43**	.68**	**0.84**

Notes: **. Correlation is significant at the 0.01 level (2-tailed); *. Correlation is significant at the 0.05 level (2-tailed). ECSR, External CSR; ICSR, Internal CSR, GHRM, Green HRM; GPC, Green Psychological Climate; GBI, Green Behavioural Intentions; PSRB, Prosocial Rule-Breaking.

Source: authors' work.

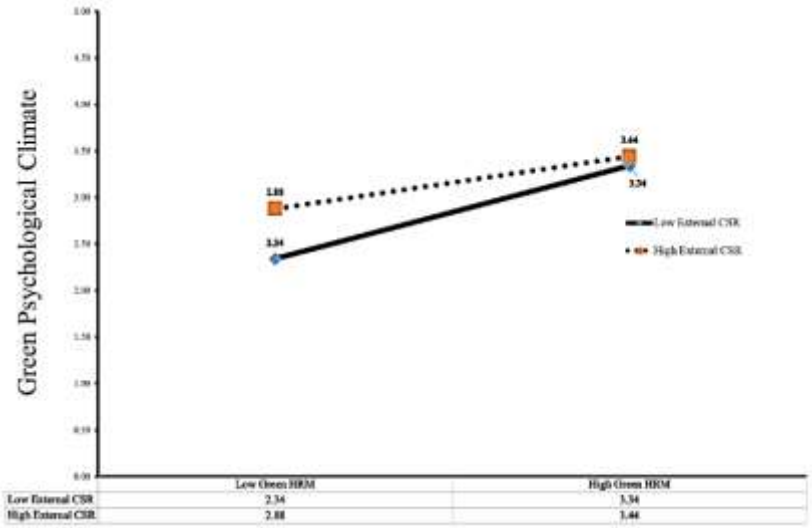
Table 3. Hypotheses Testing

Direct and Indirect Effects	Estimate	Lower	Upper	P
GHRM --> PSRB	-0.06	-0.16	0.05	0.23
GHRM --> GPC --> GBI	0.57	0.44	0.71	0.00
GHRM --> GPC --> GBI --> PSRB	0.46	0.30	0.67	0.00
GPC --> GBI --> PSRB	0.64	0.43	0.86	0.00
Moderating Effects	**Estimate**	**S.E.**	**C.R.**	**P**
ECSR --> GPC	0.16	0.06	2.74	0.01
ECSR x GHRM --> GPC	-0.11	0.04	-2.65	0.01
ICSR --> GPC	0.06	0.09	0.72	0.47
ICSR x GHRM --> GPC	-0.06	0.04	-1.61	0.11

Notes: ECSR, External CSR; ICSR, Internal CSR, GHRM, Green HRM; GPC, Green Psychological Climate; GBI, Green Behavioural Intentions; PSRB, Prosocial Rule-Breaking.

Source: authors' work.

AMOS was used to test the proposed hypotheses using structural equation modeling. The results of the direct, indirect, and moderating effects are presented in *Table 3*. H1 posits a direct relationship between GHRM and PSRB. The result is insignificant (β = -0.062; p > 0.05), indicating no direct significant relationship between GHRM and PSRB. The results support the second hypothesis regarding the mediating role of GPC between GHRM and GBI (β = 0.565; p < 0.05). The results also support our third hypothesis on the mediation of GBI between GPC and PSRB (β = 0.638; p < 0.05). Finally, our fourth hypothesis on the serial mediation of GPC and GBI between GHRM and PSRB is supported (β = 0.459; p < 0.05). It is also found that there is partial support for the last hypothesis on the moderating effect of CSR between GHRM and GPC, as external CSR moderates (β = -0.167; p < 0.05) and internal CSR does not moderate (β = -0.115; p > 0.05) the relationship between GHRM and GPC.



Source: authors' work.

Figure 2. **Moderation of External CSR on Green HRM and Green Psychological Climate**

The moderating effect of external CSR weakens the positive impact of GHRM on GPC. The graphical representation of the effect has been depicted in *Figure 2* below. The solid line represents the effect of low external CSR, showing that as GHRM increases, GPC improves from 2.341 to 3.339. The dotted line shows the impact of high external CSR, where GPC improves from 2.879 to 3.441 as GHRM increases. However, the difference between low and high external CSR is more pronounced when GHRM is low, suggesting that high external CSR initially leads to a higher GPC. However, its relative impact diminishes as GHRM increases. Thus, the interaction shows that external CSR is more significant when GHRM is weaker.

4. Discussion

The study offers insights into GHRM, GPC, GBI, PSRB, and CSR relationships. It aligns with and contrasts with previous literature while contributing to a deeper understanding of these variables. Firstly, a direct relationship between GHRM and PSRB was proposed, which was found to be non-significant. The literature on this relationship is scarce. However, our finding contrasts with existing literature that GHRM practices can directly influence employees' voluntary green behaviours (Kim *et al.,* 2014). This finding suggests that GHRM's effects on PSRB may be indirect and mediated through psychological constructs like GPC and GBI rather than having a direct impact (Zhao *et al.,* 2021).

The second finding on the mediation of GPC between GHRM and GBI aligns with existing literature. GHRM influences employees' perceptions of a green work environment, which fosters pro-environmental intentions (Ren *et al.,* 2018). Literature suggests that GPC encourages employees to engage in behaviours that align with the organisation's green goals (Luu, 2019; Norton *et al.,* 2017). This alignment with the literature suggests that GHRM is an effective driver of GPC, which in turn influences the green behavioural intentions of employees. The third finding corroborates the existing literature that employees' green intentions, shaped by the organisational climate, influence their willingness to engage in prosocial behaviours (Dumont *et al.,* 2017).

The serial mediation of GPC and GBI between GHRM and PSRB was observed. This is the novel finding of the present study, as no literature is available on this relationship. This finding aligns with the GHRM literature, which increasingly focuses on multiple mediation pathways (Dumont *et al.,* 2017). This finding underscores the importance of organisational climate and employee intentions in translating GHRM practices into PSRB. Lastly, an interesting finding on the moderating role of CSR offers a unique perspective. The results show that external CSR negatively moderates the relationship between GHRM and GPC. The non-significant moderation effect of internal CSR contrasts with some earlier studies, which suggest that internal CSR shapes employees' perceptions and behaviours (John *et al.,* 2024; Turker, 2009).

The study findings provide several significant theoretical implications through the SET lens. The insignificant effect of GHRM on PSRB suggests complex explanations. This indicates that GHRM alone does not sufficiently motivate risky and discretionary behaviours like PSRB (Morrison, 2006). Employees may perceive PSRB as risky behaviour that contradicts organisational norms (Dahling *et al.,* 2012). While GHRM promotes sustainability, it may not explicitly encourage PSRB, unless leadership signals that such behaviour is valued (Ahmed and Khan, 2024). SET emphasises the role of reciprocal exchanges (Blau, 2017; Cropanzano and Mitchell, 2005), which suggests that GHRM requires a supportive environment to influence such behaviours (Ren *et al.,* 2018). It is argued that additional psychological mechanisms, such as GPC and GBI, justify employees' engagement in PSRB. This suggests that organisations must foster a culture of social support and flexibility to motivate employees for PSRB (Norton *et al.,* 2017; Paillé *et al.,* 2014).

Further, SET helps explain how employees reciprocate organisational investments in green HR with positive behaviours such as GBI (Cropanzano and Mitchell, 2005). Employees respond to a supportive climate by developing intentions to engage in green behaviours and exchanging perceived value (Blau, 2017). The mediating role of GBI between GPC and PSRB expands the understanding of PSRB in a sustainability context. Previous research on PSRB primarily focused on efficiency or service-related rule-breaking (Morrison, 2006). However, this study confirms that employees may break the rules to support the organisational goals. Prosocial motivation encourages employees to engage in prosocial behaviours (Dumont *et al.,* 2017; Liu *et al.,* 2016) that may involve bending the rules to achieve desired outcomes.

Finally, the negative moderation of external CSR on GHRM and GPC is an unexpected but significant finding. When organisations heavily invest in external CSR, employees might perceive these actions as efforts to build external legitimacy rather than genuinely focusing on internal change (Shahzadi *et al.,* 2024). This enhances employee cynicism (Shahzadi *et al.,* 2024) when internal GHRM efforts are underfunded or poorly implemented compared to evident external CSR activities. Consequently, external

CSR initiatives can paradoxically reduce the effectiveness of GHRM in developing a supportive psychological climate for sustainability.

Based on the findings, several practical implications for organisations are offered. Firstly, organisations should focus on creating a strong GPC. By cultivating GPC, the positive effects of organisational strategies on employees' involvement in green behaviours can be maximised. This implies that organisations should not rely solely on implementing GHRM policies. Instead, they should also invest in creating a work environment that promotes green values and psychological engagement with sustainability issues. There must be a balance between HRM practices and employees' involvement in sustainability initiatives. Furthermore, it is suggested for organisations to focus on internal green initiatives and ensure their external CSR activities are genuine, visible, and impactful. Organisations should balance internal and external CSR efforts to fully leverage GHRM's potential to drive employee engagement in green initiatives.

Lastly, PSRB is suggested to be a complex behaviour and thus requires careful examination regarding its consequences. While PSRB is a positive deviance that drives innovation and increases flexibility (Miao *et al.,* 2024), it has risks. In highly regulated industries such as healthcare and finance, rule-breaking, even with good intentions, can result in ethical violations or legal repercussions (Asadullah *et al.,* 2024). Wang and Kim (2024) argue that repeated PSRB can undermine trust in the organisation. Employees' engagement in unsanctioned actions can create inconsistencies in how the organisation meets its long-term environmental objectives. This can make it challenging to enforce legitimate rules, creating a culture where employees feel justified in frequently breaking rules. This can lead to organisational inefficiencies, regulatory breaches, or even reputational damage if rule-breaking is not managed correctly (Dahling *et al.,* 2012). Thus, while PSRB can support sustainability goals, organisations must carefully manage these actions to avoid undermining formal sustainability frameworks (Ren *et al.,* 2018).

Although our study provides a valuable contribution to literature, it has some limitations and provides directions for future research. Future research could address this by employing multi-source data or incorporating objective measures of employee behaviour, such as supervisor ratings of PSRB, to validate self-reported data better. Future research should adopt a longitudinal or experimental design and can test our theoretical model across multiple time points to more conclusively determine cause and effect. Lastly, other theoretical frameworks are suggested to test this relationship.

Conclusions

The relationship between GHRM and PSRB has been overlooked. This study has aimed to investigate this relationship using the SET framework. It investigated the impact of GHRM on PSRB using the serial mediation of GPC and GBI. The findings demonstrate that while GHRM does not directly lead to PSRB, it significantly influences PSRB through GPC and GBI mediating roles. This highlights the importance of fostering a supportive and green psychological environment that encourages employees to engage in discretionary behaviours aligned with sustainability goals. The study also uncovers an unexpected negative moderating effect of external CSR on the relationship between GHRM and GPC. It suggests that employees may perceive external CSR efforts as detached from internal sustainability practices, potentially reducing the effectiveness of GHRM in shaping pro-environmental behaviours. Nevertheless, more research is needed to test these results in different contexts. These findings contribute to the growing literature on GHRM by offering a nuanced understanding of the psychological and motivational pathways through which GHRM can promote sustainability-driven innovation. Organisations aiming to enhance employee engagement in environmental and social initiatives must implement GHRM practices

and create a coherent and aligned internal climate that supports sustainability. Careful management of the potential misalignment between external CSR and internal green practices is suggested.

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ŽALIASIS ŽMOGIŠKŲJŲ IŠTEKLIŲ VALDYMAS IR PROSOCIALUS TAISYKLIŲ LAUŽYMAS: KLIMATO, KETINIMŲ IR SĮA VAIDMUO

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Santrauka. Remiantis socialinių mainų teorija, šiame tyrime nagrinėjama, kaip žaliasis žmogiškųjų išteklių valdymas skatina prosocialų taisyklių laužymą, atsižvelgiant į žaliąjį psichologinį klimatą ir elgesio ketinimus. Įvairiose Pakistano organizacijose buvo surinkti duomenys apie laiko vėlavimą iš 230 darbuotojų. Tyrime naudotas struktūrinių lygčių modeliavimas, siekiant įvertinti tiesioginį ir netiesioginį žaliąjį žmogiškųjų išteklių valdymą prosocialaus taisyklių pažeidimo prevencijai. Rezultatai atskleidė, kad žaliasis žmogiškųjų išteklių valdymas tiesiogiai neveikia prosocialaus taisyklių pažeidimo. Jo poveikį lemia žaliasis psichologinis klimatas ir elgesio ketinimai. Be to, išorinė SĮA neigiamai veikia ryšį tarp žaliojo žmogiškųjų išteklių valdymo ir žaliojo psichologinio klimato. Tai kvestionuoja vyraujantį požiūrį, jog SĮA visada atlieka tik antraeilį vaidmenį. Šios išvados suteikia vertingų įžvalgų tiems tyrėjams ir organizacijoms, kurie nori sustiprinti tvarumu grindžiamas naujoves. Tyrimas reikšmingas tiek mokslininkams, tiek praktikams. Siūloma ateities tyrimų kryptis padėtų sustiprinti tvarumo ir ekologiško žmogiškųjų išteklių valdymo sritį.

Reikšminiai žodžiai: žmogiškųjų išteklių valdymas; socialinė įmonių atsakomybė; prosocialus taisyklių pažeidimas; žaliasis psichologinis klimatas; žalieji elgesio ketinimai.