

Harnessing Green HRM and Organizational Support to Curb Workplace Deviance: A Hierarchical Multiple Regression Analysis

Aida Abdullah¹, Fariyah Hassan^{2*}, Ahmad Faiz Yaakob³, Suhaimi Abdul Samad⁴,
Norfadzidatul Izwa Farouk Shah⁵

^{1,2,3,4} Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA, Seremban Campus, Negeri Sembilan Branch, 70300, Seremban, Malaysia

⁵Business Support Office (Melaka), TNB Global Business Solutions, Tenaga Nasional Berhad, Melaka, Malaysia

Corresponding author: fariyah49@uitm.edu.my

Abstract

This study aims to examine whether demographic factor as control variables influence the relationship between green human resource management (GHRM), perceived organizational support (POS) and workplace deviance. The effects of age, gender, marital status, religion, and employment category on deviant behaviour were examined. A quantitative, cross-sectional survey design was employed, using a self-administered questionnaire distributed to human resource personnel in a utility company. A total of 74 responses were obtained through simple random sampling and analyzed using hierarchical multiple regression to assess the effects of GHRM, POS, and demographic factors on deviant behaviour. The findings reveal a significant negative relationship between POS and deviant behavior, indicating that stronger organizational support reduces employee misconduct. Conversely, GHRM demonstrated no significant relationship with deviance, suggesting its role is more closely tied to sustainability initiatives than to shaping employee behavior. Demographic control variables showed only weak associations with deviant behavior, emphasizing that workplace deviance is influenced more by organizational factors than by personal characteristics. The study is limited by its focus on a single organization and reliance on self-reported data. Nonetheless, it provides practical insights for utility companies and similar organizations, highlighting the importance of strengthening organizational support to foster ethical conduct and reduce workplace deviance while reinforcing sustainable human resource practices.

Keywords: Deviant Behavior, Perceived Organizational Support, Green Human Resource Management, Control Variables

INTRODUCTION

Received: 1 February 2026

Accepted: 1 March 2026

Published: 30 April 2026

Utility companies are responsible for a wide range of activities, including delivering vital services (water and electricity), developing and maintaining infrastructure, providing customer service and billing, creating jobs, and managing energy. As a result, these utility companies have specific obligations to stakeholders—creditors, employees, customers, and suppliers—and must comply with specific regulatory requirements aimed at protecting stakeholder groups, requiring the company to focus on behavioral aspects for sustainability and organizational performance (Kovvali & Macey, 2023). According to previous research, utility firms

encounter a variety of issues, including deviant behavior and corporate misbehavior, which can cause inefficiencies, harm organizational reputation, erode public and consumer trust, and have a detrimental influence on financial gains and staff morale.

Thus, in the existence of wrongdoing and deviant behavior, ongoing efforts are necessary to lower the risk and investigate the root causes of the problem. Many companies utilize a variety of techniques to prevent deviant behavior, including green human resource management (GHRM) efforts and perceived organizational support (POS). To govern employee conduct, GHRM promotes a disciplined and ethical culture. Similarly, by offering both physical and emotional support, the business may improve employee happiness, direct their behaviors, build corporate values, and cultivate individuals who continuously support the organization's aims. Previous research has explored the direct influence of GHRM on deviant behavior; however, the effect of GHRM with the inclusion of organization support and control variables in the setting of a utility company is unclear (Kovvali & Macey, 2023; Qamar et al., 2023). By taking into consideration organizational green policy, organizational assistance and support, and awareness of the diverse backgrounds of organizational members, we can provide better understanding of deviant behavior.

LITERATURE REVIEW

Deviant Behavior

Deviant behavior can be referred to as unproductive behavior, moral and ethical misbehavior, unlawful acts, corporate social irresponsibility, corporate mismanagement, or actions that defy business policy. Previous research has shown organizational and individuals' deviant tendencies in utility firms. Some of the observed organizational deviances include disregard for ethical norms, neglect in maintenance and safety, bribery, fraud, corruption, sabotage, pricing manipulation, and inattention to customers (Kovvali & Macey, 2023). Personal deviances, on the other hand, include tasks that are not completed, bullying, and verbal abuse (Qamar et al., 2023; Abbasi & Amran, 2023; Dzansi et al., 2014). The firm has experienced incidents of vandalism and theft of power wires by reckless individuals. These behaviors could have a negative influence on the organization, its members, and customers, resulting in financial losses, inefficiencies, eroding public trust, and harming an ethical reputation. Some of these actions may potentially result in legal and regulatory implications. A toxic and

unpleasant atmosphere can result in burnout, internal conflict, decreased team collaboration, and a deterioration of corporate culture, all of which contribute to high levels of discontent and attrition. Deviant actions have an influence on the organization's capacity to get financial advantages and support, affecting not just internal parties but also people who contact with the company or reside nearby.

As a result, suitable measures to limit or contain the behaviors are necessary. The GHRM can help its members become more environmentally conscious, disciplined, and ethical (Abdullah et al., 2024a). Furthermore, an organization's assistance allows employees to meet their physical and life demands, resulting in the manifestation of happy emotions and feelings. This, in turn, leads to positive actions that are consistent with their job and organization's expectations.

Green human resource management (GHRM) and deviant behavior

Many firms employ the GHRM method, which incorporates green practices into human asset management. This strategy includes a wide variety of operations, including people management, recruitment and staffing procedures, orientation, training and development, performance evaluation, and human relations. Examples of green practices include paperless job postings, training that promotes environmental consciousness and green habits, performance management that emphasizes employees' environmental performance, and compensation design that focuses on providing financial and non-financial incentives to those who contribute to environmental management. This strategy contributes significantly to organizational sustainability by integrating economic, environmental, and social performance into human resources management. The method not only favorably effects the natural environment and society, but it also produces long-term economic advantages and a competitive edge for the organization (Aboramadan & Karatepe, 2021; Chuah et al., 2021; Yong et al., 2020).

GHRM has the potential to improve organizational environmental performance by reducing energy and water consumption, minimizing waste, reducing emission dimensions, formulating environmental policies and management, reducing pollution, adhering to norms, promoting biodiversity, raising environmental awareness, and assessing the impact of business conduct on the environment (Anwar et al., 2020; Yusoff et al., 2020; Ghouri et al., 2020). Evidence suggests that GHRM enhances

employee green behavior (Fawehinmi et al., 2020), fosters organizational citizenship behavior towards the environment, promotes eco-civic engagement at the organizational level (e.g., participating in green events), and fosters eco-initiatives at the personal level (e.g., recycling paper and avoiding waste). According to Chuah et al., (2021), the organization's green initiatives or practices encourage workers to adopt sustainable behaviors, and employees understand the impact of GHRM implementation on their personal lives and have spillover effects on the green lifestyle and behaviors of employees (Abdullah et al., 2024b).

Perceived organizational support (POS) and deviant behavior

Perceived Organizational Support (POS) refers to employees' perceptions regarding their organization's acknowledgment of their contributions and concern for their well-being. Extensive research demonstrates that POS markedly affects diverse employee behaviors, including deviant actions. Specifically, workplace deviant behavior denotes actions that contravene organizational rules and may negatively affect the organization or its personnel. The relationship between POS and employee behavior underscores the significance of employees' perceptions of their organization. When employees perceive that their organization appreciates their efforts and prioritizes their well-being, they are more inclined to cultivate positive attitudes and behaviors. Consequently, a substantial body of research has examined the correlation between POS and organizational commitment. According to Rafique and Ali (2020), employees who recognize elevated levels of support are more likely to demonstrate increased commitment to their organizations, thus validating the idea that supportive environments foster loyalty and engagement. POS is grounded in social exchange theory, which asserts that positive organizational support cultivates loyalty and reciprocity among employees. Those who feel substantial support are less likely to exhibit deviant behaviors, as they feel appreciated and connected to the organization (Eisenberger et al., 2021). Research indicates that higher levels of perceived organizational support correlate with reduced occurrences of workplace deviance. Employees who perceive support from their organizations are more inclined to demonstrate organizational commitment and engage in citizenship behaviors instead of deviant actions (Shen & Jiang, 2020).

Furthermore, research conducted by Miao and Hsu (2021) revealed that POS reduces the probability of deviant behavior by enhancing psychological safety, which

promotes the constructive expression of concerns among employees rather than maladaptive actions. Participating in deviant behavior can lead to significant consequences for organizations, such as diminished productivity, a detrimental work atmosphere, and increased intentions to leave. Given these potential repercussions, research indicates that promoting POS may act as a preventive measure against such behaviors (Boezeman & Ellemers, 2020). In conclusion, POS is a crucial determinant affecting employee conduct and organizational allegiance. By fostering an environment in which employees feel esteemed and supported, organizations can reduce the likelihood of deviant behaviors and cultivate a more engaged workforce. Research indicates that improving POS fosters enhanced loyalty, favorable attitudes, and productive behaviors, thereby facilitating a more robust organizational environment and heightened production. Consequently, organizations ought to prioritize efforts that augment perceived support to promote overall employee well-being and performance.

Demographic factors as control variables in the relationship

Control variables are frequently referred to as covariates or confounding variables. The inclusion of a control variable in the research is designed to avoid a false positive error or a misleading conclusion that the dependent variables are causally related to the independent variables. This situation may jeopardize the validity of conclusions derived about cause-effect correlations between variables, resulting in distorted or misleading outcomes in the observed relationship. Few studies have included the demographic profile as a control variable, including age and gender (Firebaugh and Davis, 1988; Quillian, 2012; Kanagy et al., 1994), emphasizing the necessity of controlling for the demographic profile to minimize confounding effects. In deviant studies, demographic characteristics have been recognized as an influential component in deviant behavior.

According to Nam (2023), males are more prone than females to participate in wrongdoing due to variations in socialization. Teenagers and those aged 20-29, who are subject to peer pressure, were shown to be more prone to engage in deviant conduct in cyberspace and perpetrate it. Married and divorced couples are more likely to engage in deviant conduct owing to stress than other marital statuses (Chernyak-Hai et al., 2019). While religious activities have been shown to lessen the likelihood of misbehavior (Malik et al., 2017). Demographic characteristics were found to influence how organizational members perceived the importance of career development,

compensation, and work environment in supporting their well-being, career success, and behavior (Cheung and Wu, 2013; Mascarenhas et al., 2022). Labor regulations, such as workplace flexibility that helps women and men and those with direct family obligations, help employees maintain an optimal work-life balance (Arredondo-Trapero et al., 2022). Different employment categories require organizational support in the form of training, adequate work infrastructure, a desirable leadership style, an appealing remuneration package, a fair performance appraisal and promotion system, and psychological support for personal well-being, family, and professional development, which has increased engagement in desirable behaviors (Zhuge et al., 2024; Moses et al., 2022).

RESEARCH METHODOLOGY

The study used a quantitative method, positivist philosophy, a cross-sectional survey, and descriptive statistical analysis. The self-administered survey via Google Forms was distributed to 74 human resource (HR) personnel using a simple random sampling procedure. This number is considerably adequate based on Roscoe's model, which proposes that the sample size should be larger than 30 or less than 500 (Roscoe et al., 2015). HR personnel were selected as target participants to effectively shape others' behavior through their involvement in strategic alignment between organizational practices and environmental needs, as subject matter experts on employment laws and have access to data, especially on ethical oversights. The selection of a utility company in this research is significant due to its provision of essential services, legal obligations, and the need to be accountable to organizational constituents.

The study examined the contribution of GHRM and perceived organizational supports to deviance tendency, and only a few studies have assessed the significance of these two variables in explaining employees' behavior in the Malaysian context. The questionnaires were adopted and adapted from past studies: 6 items measuring deviant behavior from Aboramadan and Karatepe (2021), 6 items measuring perceived organizational support, and 18 items measuring green human resource management from Cheng et al., (2022). The respondents were required to indicate their level of agreement on a five-point Likert scale, ranging from (1) strongly disagree to (5) strongly agree, and the data was analyzed through descriptive and hierarchical multiple regression analysis. Respondents were granted ample time to respond without any

pressure, enabling them to respond sincerely. Furthermore, the questionnaire design enables respondents to complete all items either in Malay or English.

FINDINGS

A total of 74 individuals took part in the study. The majority of the respondents were non-executive staff members (73%), with the age ranging between 41 to 50 (35%), female respondents (65%), and married participants (84%). Table 1 displays the mean values for all research variables ranging between 1.49 and 4.16, which indicates that POS recorded the highest mean value. A low standard deviation indicates that the responses are close to the mean value. The results indicate that the items utilized for the final analysis demonstrated exceptional reliability values ($\alpha = .920$, $\alpha = .950$, $\alpha = .958$), which is more than ($\alpha = .60$) (Ursachi et al., 2015). Hierarchical multiple regression was used to assess the ability of two control measures (GHRM and POS) to predict behavior after controlling for the influence of gender, age, religion, and marital status, and employment category Preliminary analysis was conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, and homoscedasticity. For normality and linearity, the P-P plot is observed; there is a straight diagonal line from bottom left to top right, suggesting no major deviations from normality. There is no issue of outliers, as the Mahalanobis maximum value is 72.02, which exceeds the critical value of 13.82 for two independent variables. The independent variables show a relationship with the dependent variable (above .30). In this case, both of the scales (GHRM and POS) correlate substantially with deviant behavior (-.330 and -.441), respectively. The tolerance value is more than 0.1, and ranging between .381 and .385 for all the independent variables tested. As for VIF, all variables are less than 10, with the values recorded at 2.628 and 2.596, respectively; thus, there is no issue of multicollinearity.

Table 1:

Descriptive statistic, scale reliability and correlation value

No	Variables	Mean	Standard Deviation	Cronbach alpha	Correlation	Tolerance Value	VIF
1.	Deviant behavior (DB)	1.487	.763	.920	1.000		
2.	Perceived organizational support (POS)	4.155	.806	.950	-.441	.385	2.596
3.	Green human	4.140	.700	.958	-.330	.381	2.628

By referring to table 2, age, gender, marital status, religion and employment category were entered of Step 1, explaining 6% of the variance in deviant behavior. After entering the GHRM and POS scale at step 2, the total variance explained by the model as a whole was 23.8%, $F(7, 66) = 2.94$, $p < 0.05$. The two control measures explained an additional 23.8% of the variance in deviant behavior, after controlling for gender, marital status, religion and employment category, r^2 change = .18, F Change (2, 66) = 7.67, $p = 0.001$. In the final model, only one control measure was statistically significant with the POS recorded at $\beta = -.449$, $p < 0.05$ and GHRM was statistically insignificant ($\beta = 0.008$, $p > 0.05$).

Table 2:
Hierarchical regression results

Variables added	β	T	Sig.	Change r^2	Total r^2	F Change	Sig. F Change
Step 1							
Age	-.025	-.204	.839	0.061	.061	.880	.500
Gender	-.201	-1.675	.099				
Marital Status	.024	.197	.844				
Religion	-.009	-.073	.942				
Employment Category	.124	1.035	.304				
Step 2							
Step 1 +							
GHRM	.008	.048	.962	.177	.238	7.668	.001
POS	-.449	-2.592	.012				

DISCUSSION

The study effectively identified the presence of deviant conduct within the utility firm. Although the level is stated as low, the company must urgently investigate the root causes of the problem. Deviant conduct may have a negative impact on the business by causing instability, violating workplace norms and regulations, a lack of team cohesiveness, low work productivity and quality, damaging workplace relationships, and employee and customer happiness. There were also direct and indirect expenses associated with rectifying the behaviors, including as supervision costs, training investments, and even seeking replacements if coworkers failed to adopt

an appropriate attitude (Qamar et al., 2023). Among the observed behaviors are (1) *I complain about an insignificant thing at my work*, (2) *for me, attendance at work is below the norm*, and (3) *I take undeserved work breaks*.

The high perceived level of organizational support shows that the organization fosters a culture of accountability, respect, and gratitude for employees. The culture must be actively engaged since it has a direct influence on employees' dedication, ethical behavior, and trustworthiness in carrying out their jobs. Employees' emotions and motivation are negatively impacted by a lack of organizational support, and they are more likely to leave the organization. Increasing understanding of the function of organizational support may help employers engage in research and recognize the variety of support systems that companies may give, physically and mentally, which makes employees at ease and comfortable. Thus, increased organizational support makes employees feel connected, a sense of belonging, and have the courage to be moral people (Rafique & Ali, 2020; Eisenberger & Stinglhamber, 2021).

GHRM shows a non-significant relationship with deviant behavior. Previous studies have indicated that GHRM is vital for developing organizational strategies for social responsibility in environmental preservation and conservation. This technique is currently being used in human resource management to guarantee that employees share similar values about environmental awareness and preservation, and that green practices are entrenched in the scope of responsibilities, employee performance evaluation criteria, rewards, training, and career development. Thus, GHRM is vital for sustainable growth, cost-effectiveness, and efficiency in corporate operations, but it has little influence on employee behavior. GHRM practices failed to significantly influence behavior in this sample suggests a "decoupling" between organizational green goals and the day-to-day realities of utility personnel. In the utility sector, work tasks are characterized by high technical complexity and a primary focus on safety and reliability (Nejati et al., 2017). When green initiatives are perceived as peripheral to these core functional requirements, employees may experience a lack of task significance regarding environmental efforts. However, continued investment in green practices is required, since incorporating GHRM into organizational operations will boost profitability, stability, and distinctiveness, as well as the capacity to attract more qualified applicants to work (Abdullah et al., 2024b; Moses et al., 2022).

The control variable has a modest correlation with deviant behavior. However, employers and managers must raise awareness of diversity issues in the organization, as each employee has unique demands. Fulfilling the needs of employees from all backgrounds and career statuses leads to satisfaction, motivation, and retention. Organizations must consistently offer sufficient organizational support since a favorable view of organizational support impacts employee emotions and actions. Employees are eager to carry out their obligations and follow the organization's norms in all they do. Furthermore, corporate rules, especially those addressing GHRM, can assist employees in distinguishing between authorized and impermissible activities. The study has practical implications since it considers the role of organizational support for employees' physical and emotional well-being. Although GHRM shows no significant relationship, the policy can serve as a tool for shaping individuals' actions through environmental knowledge and green advocacy. Thus, methods to change employees' behavior and attitudes can be implemented, with a focus on POS and GHRM (Cheung & Wu, 2013; Mascarenhas et al., 2022).

The study has certain limitations. In this quantitative analysis, using a single technique resulted in common method variance (CMV). Future research should prioritize mixed-methods and qualitative approaches to triangulate these findings. As argued by Kim et al. (2017), qualitative methods such as semi-structured interviews or diary studies could provide deeper insights into the "black box" of how employees internally reconcile GHRM policies with their POS. Furthermore, since deviant behavior is often a covert reaction to perceived injustice, qualitative inquiry would allow researchers to capture the "lived experience" of utility personnel, revealing subtle forms of resistance that standardized quantitative scales may overlook. Integrating objective behavioral data (e.g., supervisor ratings or administrative records) with qualitative narratives would offer a more robust, multi-dimensional understanding of the GHRM-behavior link (Abid et al., 2020).

The research involved executive and non-executive officials from the human resources department at the headquarters. Extending the research to personnel in all departments and geographical areas of the utility company might enhance the sample size and diversity of respondents, make it easier to integrate information from numerous persons and data sources, and produce more valid results. While a sample of $N=74$ is statistically adequate for detecting medium-to-large effect sizes in multiple regression—exceeding the recommended threshold of $N \geq 50 + 8k$ (where k is the number of

predictors) for testing individual predictors (Green, 1991)—it warrants a cautious approach to generalizability.

This study used perceptual research, which relied on self-report measures to acquire appropriate data. This method was fast and quick in measuring beliefs, attitudes, and behaviors connected to behavior and environmentally friendly acts, which improved the collection of data from research participants. Furthermore, if participants have minimal exposure and restricted interests in the domain issue of study, their replies may be biased, jeopardizing the validity of the research. Data triangulation and the involvement of a large number of participants can help to reduce perceptual bias. This technique enables a larger and more thorough comprehension of the issue (Ransom & Goldstone, 2024; Nasir, 2023).

CONCLUSION

This study emphasises how organisational support plays a crucial role in influencing employee behaviour and the presence of deviant behaviour in a utility firm. The results indicate that while Green Human Resource Management (GHRM) is not directly related to deviant behaviour, it is nevertheless essential for sustainability and company reputation. Perceived organisational support (POS) also considerably reduces deviance by promoting fairness, recognition, and well-being. Only a slight influence was shown by demographic considerations, indicating that organisational procedures are more important than individual characteristics. All things considered, the study adds to the body of literature on deviance by highlighting the strategic importance of GHRM and the preventive function of POS. It advises managers to invest in green projects and bolster support networks in order to promote moral behaviour and sustainable development. To improve validity and generalisability, future research should use mixed methodologies and expand across disciplines

Acknowledgement

The Research and Industry Linkages Unit, Faculty of Administrative Science and Policy Studies, awarded the Internal Grant (Project Code: 600-ICAEN/FIRG-02/2023), which allowed the authors to conduct this research. They also thank all research participants and referees for their insights and feedback, which made this publication successful.

Funding

This research was supported by the Research and Industry Linkages Unit, Faculty of Administrative Science and Policy Studies (FSPPP), Universiti Teknologi MARA, through an Internal Grant (Project Code: 600-ICAEN/FIRG-02/2023).

Author contributions

The authors collaborated closely in the development of this article. Author 1 (Aida Abdullah) was primarily responsible for the conceptualization, methodology, formal analysis, and preparation of the outline, findings, and discussion. Authors 2 and 3 (Fariah Hassan and Ahmad Faiz Yaakob) contributed to the development of the literature review and assisted in reviewing and editing the manuscript. Authors 4 and 5 (Suhaimi Abdul Samad and Norfadzidatul Izwa Farouk Shah) were responsible for collecting data from the respondents and supporting the investigation process. All authors contributed substantially to the writing of the manuscript, provided critical feedback, and approved the final version for submission.

Conflict of interest

The authors agree that this research was undertaken without any self-benefits or commercial or financial conflicts, and they state that they have no conflicts of interest with the funders.

References

- Abbasi, M. A., & Amran, A. (2023). Linking corporate social irresponsibility with workplace deviant behaviour: mediated by moral outrage. *Journal of Global Responsibility*, 14(2), 200-221.
- Abdullah, A., Hassan, F., Yaakob, A. F., Samad, S. A., & Shah, N. I. F. (2024a). Green HRM and Workplace Behavior: Unveiling the Mediating Effect of Employee Green Advocacy. *International Journal of Research and Innovation in Social Science*, 8(9), 2760-2767.

- Abdullah, A., Hassan, F., Yaakob, A. F., Samad, S. H. A., & Shah, N. F. (2024b). The Perceived Green Human Resource Management among HR Personnel in Malaysian Utility Company. *International Journal of Research and Innovation in Social Science*, 8(7), 2877-2885.
- Abid, G., Ahmed, S., Elahi, N. S., & Ilyas, S. (2020). Antecedents and mechanism of employee well-being for social sustainability: A sequential mediation. *Sustainable Production and Consumption*, 24, 79-89.
- Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3199-3222.
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
- Arredondo-Trapero, F.G., Vázquez-Parra, J.C. and González-Arredondo, A.S. (2022). Organizational citizenship behavior and job flexibility in Family-Responsible Companies: A study from the perspective of employee family situation, *International Journal of Social Economics*, 49 (2), pp. 251-267.
- Boezeman, E. J., & Ellemers, N. (2020). The role of perceived organizational support in the development of employee resilience and well-being. *Journal of Managerial Psychology*, 35(4), 267-278.
- Cheng, Y., Liu, H., Yuan, Y., Zhang, Z., & Zhao, J. (2022). What Makes Employees Green Advocates? Exploring the Effects of Green Human Resource Management. *International Journal of Environmental Research and Public Health*, 19(3), 1807.
- Chernyak-Hai, L., Kim, S.K. and Tziner, A. (2019). Relationships between workplace deviance interacted with gender and marital status: The correspondence analysis approach, *Psychological Reports*, 122 (4), pp.1494-1515

- Cheung, F. & Wu, A.M.S. (2013). Older workers' successful aging and intention to stay, *Journal of Managerial Psychology*, 28 (6), pp. 645-660
- Chuah, S. C., Mohd, I. H., & Kamaruddin, J. N. B. (2021). Impact of Green Human Resource Management Practices Towards Green Lifestyle and Job Performance. *Global Business & Management Research*, 13(4).
- Dzansi, D. Y., Rambe, P., & Mathe, L. (2014). Cable theft and vandalism by employees of South Africa's electricity utility companies: A theoretical explanation and research agenda. *Journal of Social Sciences*, 39(2), 179-190.
- Eisenberger, R., & Stinglhamber, F. (2021). Perceived organizational support: A theoretical framework. In R. Eisenberger & F. Stinglhamber (Eds.), *Perceived Organizational Support: Theory, Research, and Applications* (pp. 1-22). Academic Press.
- Firebaugh, G., & Davis, K. E. (1988). Trends in antiblack prejudice, 1972-1984: Region and cohort effects. *American Journal of Sociology*, 94(2), 251-272.
- Ghouri, A. M., Mani, V., Khan, M. R., Khan, N. R., & Srivastava, A. P. (2020). Enhancing business performance through green human resource management practices: an empirical evidence from Malaysian manufacturing industry. *International Journal of productivity and Performance management*, 69(8), 1585-1607.
- Green, S. B. (1991). How many subjects does it take to do a regression analysis. *Multivariate behavioral research*, 26(3), 499-510.
- Kanagy, C. L., Humphrey, C. R., & Firebaugh, G. (1994). Surging environmentalism: Changing public opinion or changing publics? *Social Science Quarterly*.
- Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of management*, 43(5), 1335-1358.

- Kovvali, A., & Macey, J. C. (2023). The Corporate Governance of Public Utilities. *Yale J. on Reg.*, 40, 569.
- Mascarenhas, C., Galvão, A. R., & Marques, C. S. (2022). How perceived organizational support, identification with organization and work engagement influence job satisfaction: a gender-based perspective. *Administrative Sciences*, 12(2), 66.
- Miao, Q., & Hsu, Y. (2021). The impact of perceived organizational support on employee creativity: The mediating role of psychological safety. *Creativity Research Journal*, 33(2), 181-191.
- Moses, A., McLain, J. E., Kilungo, A., Root, R. A., Abrell, L., Buxner, S., ... & Ramírez-Andreotta, M. D. (2022). Minding the gap: socio-demographic factors linked to the perception of environmental pollution, water harvesting infrastructure, and gardening characteristics. *Journal of Environmental Studies and Sciences*, 12(3), 594-610.
- Nam, S.J., May 2023. Deviant behavior in cyberspace and emotional states, *Current Psychology*, 42 (13), pp.10751-10760.
- Nasir, S. Z., Bamber, D., & Mahmood, N. (2023). A perceptual study of relationship between emotional intelligence and job performance among higher education sector employees in Saudi Arabia. *Journal of Organizational Effectiveness: People and Performance*, 10(1), 60-76.
- Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of cleaner production*, 168, 163-172.
- Qamar, A., Iqbal, S., & Ain, Q. U. (2023). Examining the influence of organizational inequity and counterproductive work behavior on workplace misconduct within Pakistan's power industry. *Journal of Excellence in Management Sciences*, 2(1), 17-31.

- Quillian, L. (2012). Segregation and poverty concentration: The role of three segregations. *American Sociological Review*, 77(3), 354-379.
- Rafique, M., & Ali, K. (2020). The impact of perceived organizational support on employee commitment and performance. *Journal of Management Development*, 39(5), 675-686.
- Ransom, M., & Goldstone, R. L. (2024). Bias in perceptual learning. *Wiley Interdisciplinary Reviews: Cognitive Science*, 15(5), e1683.
- Roscoe, J. F., Pewsey, A., & Jones, M. C. (2015). On Blest's measure of kurtosis adjusted for skewness. *Communications in Statistics-Theory and Methods*, 44(17), 3628-3638.
- Shen, J., & Jiang, H. (2020). Perceived organizational support and employee outcomes: The mediating roles of organizational commitment and job satisfaction. *Journal of Business Research*, 117, 364-370.
- Ursachi, G., Horodnic, I. A., & Zait, A. (2015). How reliable are measurement scales? External factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20, 679-686.
- Yong, J. Y., Yusliza, M. Y., Jabbour, C. J. C., & Ahmad, N. H. (2020). Exploratory cases on the interplay between green human resource management and advanced green manufacturing in light of the Ability-Motivation-Opportunity theory. *Journal of Management Development*, 39(1), 31-49.
- Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), 663-680.
- Zhuge, RQ; Wang, YP; (...); Wu, QH (2024). Factors influencing the turnover intention for disease control and prevention workers in Northeast China: an empirical analysis based on logistic-ISM model, *BMC Health Services Research*, 24 (1)