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Green People Management and Organizational Reputation Using Artificial Intelligence: Mediation of Management Supports and Individual Green Values as a Moderator-Moderation Mediation Model

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Abstract

This study explores the impact of AI-driven Green People Management (GPM) on organizational reputation, considering the mediating role of Management Support (MS) and the moderating effect of Individual Green Values (IGV). Data was collected from 270 employees in the chemical industries of Pakistan using a structured questionnaire. The findings reveal significant positive relationships among the key variables, where GPM strongly correlates with AI, Management Support, and Organizational Reputation. Regression analysis confirms that AI-driven GPM positively influences Organizational Reputation, with a Beta coefficient of 1.0832 ($p < 0.000$). Management Support mediates the GPM-Organizational Reputation relationship, and individual green values moderate the effect of GPM on Organizational Reputation, although with varying degrees. The study contributes to the understanding of how AI and GPM can be leveraged to enhance organizational reputation through effective management support and employee engagement with green values. The findings provide valuable insights for organizations aiming to implement green practices and improve their sustainability image.

Keywords: Green People Management, Artificial Intelligence, Organizational Reputation, Management Support, Individual Green Values, Environmental Sustainability

Introduction

The implementation of Green Human Resource Management (GHRM) practices in a company is necessary as there is a global concern regarding sustainability. According to Jyoti (2019), there is a need for businesses to incorporate and execute these green processes into their core activities to solve ecological concerns, reduce waste, and foster business sustainability. As companies try to meet externally set environmental policy objectives, GPM is essential for the organization to have an appropriate productive workforce that complies with environmental protection standards. GPM includes people management functions such as staff recruitment, education and training, employee relations, and motivational work, all of which are directed toward achieving the sustainability objectives of' the organization (Ren et al., 2018). GPM is considered part of the new set of

corporate social responsibility (CSR) activities for which a firm assumes the duty to control and mitigate the consequences of its business activities on the physical environment. This dual approach to building a qualified employee base together with fostering an attitude of taking care of the environment is now viewed more and more as crucial to organizational achievement. Integrating traditional HR functions like green recruitment, green training, and deploying employees is what GHRM focuses on to foster environmental sustainability as well as organizational effectiveness. The relationship between the image of the organization and application of green policies is stressed by (Guillot-Soulez et al. 2022). Providing reputation means understanding a company's perception as it relates to environmental responsibility. The importance of good reputation in environmental sustainability is associated with a number of advantages such as higher customer trust, satisfaction, and increased profits (Tang et al., 2019). Modern consumers are more sensitive to their surrounding and are likely willing to do business with socially responsible companies. For this reason, GPM goes beyond environmental sustainability and covers the reputation of the company. The paper adds the impact of Artificial Intelligence (AI) on the improvement of GPM practices, especially during the COVID-19 pandemic. Rational deployment of resources, increased energy efficiency, and lowered environmental impact could help transform GHRM with the implementation of AI technologies. For instance, AI supervises energy consumption, anticipates the need for maintenance, and manages the processes of reusable resource distribution, which minimizes the organization's carbon footprint. AI also assists in sustaining the work-from-home culture which reduces traveling to and working in the office, hence further lowers the organization's environmental impact. Moreover, the contribution of GPM practices is greatly aided by active support of management. A visibly supportive attitude towards sustainability from the organization's leadership inspires staff to adopt eco-friendly approaches in their everyday work life. Such support may involve funding green initiatives, crafting sustainability objectives at the organizational level, and rewarding employees for engaging in sustainable practices (Chaudhary, 2019). Moreover, green values (GV) in an organization - the degree to which employees participate in environmental preservation - are equally important for the implementation of GPM. Those employees who have more pronounced green values tend to be more supportive of the organization's efforts, which subsequently enhances the organization's green initiatives (Tang et al., 2019). This study examines the linkage between GPM and reputation of an organization, specifically on the role of AI in facilitating environmentally friendly management business practices. It seeks to understand the role of management support and individual green values in facilitating this relationship toward understanding the impact of GPM on organizational performance and ecological sustainability.

Problem Statement

To remain competitive, organizations must adopt environmental green initiatives as their emphasis on sustainability and corporate social responsibility grows. The application of AI to optimize human resource management has been explored, but its use in green people management has not received much attention. For most enterprises, the integration of green practices into their operations remains a challenge, even with the existence of an environment crisis. This study seeks to understand how AI-based green people management practices can improve organizational reputation through mediating management support and moderating individual green values. This speaks to the importance of the study, which strives to understand how the use of AI to improve an organization's reputation through its adoption of green practices contributes to the existing literature gaps. These organizations will be able to take advantage of AI-powered green initiatives while helping to create a more sustainable and reputable business environment by understanding the effect of management support and individual green values. This research focuses on how AI-

assisted green people management practices can be utilized to improve the reputation of an organization. It will look into the important issue of how support from management acts as a mediator in this scenario and consider the way personal pro-environmental values may change this process. In the end, the research aims to assist organizations in effectively adopting green strategies and positively enhancing their reputation.

Theoretical Framework

The study is anchored in resource-based view, stakeholder theory, and social exchange theory. Resource-based view emphasizes AI-driven green people management as a strategic asset for organizational reputation. Stakeholder theory highlights the importance of managing relationships with stakeholders through green initiatives. Social exchange theory underscores the role of perceived benefits and costs in employees' support for green practices. These theories collectively provide a foundation for understanding how AI-driven green people management influences organizational reputation through management support and individual green values.

Scope and Limitations of the Study

This study focuses on the relationship between AI-driven green people management, organizational reputation, management support, and individual green values within organizations. It explores this relationship through empirical research involving employees and organizational representatives. The study is delimited to a specific geographic region and industry sector for practical reasons. Limitations include the potential for common method bias in using self-reported data, the challenge of isolating the specific impact of AI-driven green people management from other organizational factors, and the generalizability of findings to diverse organizational contexts. Additionally, the study is confined to a cross-sectional design, limiting the ability to establish causal relationships.

Literature Review

Green People Management

Over the past few years, there has been a growing advancement of Green People Management (GPM) as organizations seek to integrate sustainability in their strategic management. As stated by Chaudhary (2019), there should be sustainable human resource management practices if an organization intends to achieve some level of success on its performance. In addition to these, other such practices include green recruitment which, by definition, encompasses hiring individuals with interest in environmental issues and green training which refers to training offered to employees towards sustainable practices and their significance (Jyoti, 2019). In addition, GPM is concerned with formulating employment relevant activities and responsibilities which embody the concepts of sustainability and conservation of resources. Other studies suggest that the adoption of GPM practices result in higher workforce motivation and job satisfaction. For instance, Roscoe et al. (2019) noted higher employee satisfaction and motivation in organizations with effective GPM policies. This is partly because employees' personal values are an organizational focus of GPM in order to achieve a sense of organizational purpose and belonging. Also, the adoption of green HR practices results in cost savings from resource optimization, waste minimization and organizational performance (Jyoti, 2019). However, for GPM practice to work effectively it is not just the policies that need to be changed. Jiang et al. (2023) opine that the organizational culture is instrumental in promoting the green thought process in personnel. It is key to have leadership commitment to sustainability since it defines how others in the organization are going to behave. If leaders encourage and provide support for green practices, they are more likely

to be followed and sustained by the employees. Thus, it can be concluded that management support is an important aspect of successful GPM. Management support can take many forms from integrating sustainability into organizational objectives, supplying the resources needed for environmentally friendly projects, and promoting and rewarding sustainability. However, creating an organizational culture for sustainability can also include a process of ongoing dialogue about the greener approaches and their incorporation into the firm's activities (Ren et al. 2018). This approach guarantees that sustainability considerations are incorporated into the organizational culture as opposed to being implemented as an afterthought.

Organizational Reputation

Organizational reputation could be defined as the overall evaluation of the organizational character and credibility by its stakeholders (Kassar & Singh, 2019). Reputation is considered to be an intangible asset which is associated with competitive advantage and stakeholders' trust (Song & Yu, 2018). Positive word of mouth is important to an organization because it helps organizations attract and retain customers, employees, and investors. They also are generally more robust in crises and are likely to get more goodwill and loyalty from stakeholders. Environmental sustainability is now acknowledged as having a significant impact on an organization's reputation. Gürlek and Tuna (2017) have noted that stakeholders have a positive perception towards firms that adopt CSR practices especially those that are environmentally conscious. Such a positive perception can translate into positive outcomes of higher sales, better brand identification, and superior financial results. Literature reviews have shown that green practices are positively related to organizational reputation. For instance, Chaudhary (2019) noted that firms with good environmental policies and practices were likely to gain a better stakeholder perception hence improving their reputation. This relationship is most evident in industries that are heavily influenced by environmental issues, including manufacturing and energy. In addition, the credibility of the sustainability initiatives that an organization adopts also determines the reputation of that organization. Investors and consumers are becoming more sophisticated and aware, and they can distinguish between actual sustainability efforts and PR stunts. Yong et al. (2019) pointed out that disclosure of environmental performance and stakeholder involvement leads to reputation creation and maintenance. Transparency is about not only reporting on sustainability activities and achievements but also being truthful about problems or failures. It helps to build trust and credibility among the stakeholder since it is not motivated by an attempt to paint a better picture of the company but by their desire to be sustainable (Song & Yu, 2018). Transparency can be promoted through regular disclosure of environmental outcomes, goal making and involvement of the stakeholders in the green strategy formulation and implementation processes.

AI in Green People Management

Green People Management, as a managerial activity, aims to launch and support initiatives that protect the environment (Jyoti, 2019). Management and decision-making processes may benefit from AI technologies, as could resource allocation and the development of sustainable solutions. For example, AI can also scan a lot of data to find relevant patterns that assist organizations adopt better green strategies. AI applications might include energy usage prediction for better use of energy in buildings, maintenance schedule prediction for reduced expenses, and supply chain management to support sustainability goals (Ogbeibu et al. 2023). These capabilities assist organizations in improving the decision-making process in relation to sustainability goals. The application of AI in GPM also helps in the process of creating and optimization of the training programs for each worker. Thus, contingent training records can be developed based on the job,

mode of learning, and performance of an employee to improve the efficiency of green training (Chowdhury et al. 2023). For instance, applying AI can generate specific training lessons based on employee duties and effects on the environment to address the relevancy issue. Also, AI can provide feedback and assess the effectiveness of GPM practices in real time to improve them. The information obtained in this way can be used to quickly address emerging issues in the environment and ensure that sustainability initiatives continue to align with the goals and objectives of the organization. Further, AI can improve the recruitment process by ensuring the company recruits employees who embrace its green culture (Chowdhury et al. 2023). By processing big data, AI can evaluate different aspects of the candidate, such as past behaviour and social media presence, which can indicate their level of sustainability commitment. This way, new recruits are not only employment qualified but also embrace green practices within the organization.

Support from Management

Research has shown that GPM can only be implemented effectively when management gives its support. Managers have a critical responsibility of supporting and advocating the green culture in an organization. In the view of Tang et al. (2019), for green value to be integrated into the organizational culture, there is a need for leadership commitment to sustainability. In essence, when organizational leaders embrace green initiatives, employees are motivated to practice sustainable actions. It also means that sustainability is integrated into every level of the organization through the top-down approach. Management support can be explained in terms of resource provision for green initiatives, policy-level sustainability integration into the company's mission and values, and employee engagement through incentives that reflect their sustainability efforts. Song and Yu (2018) have found that when overall management support for sustainability is high, overall green performance and also employee commitment are high. As a result, management can avail the requisite support and focus that make sustainability an organizational culture. Another way through which leaders can impact GPM is by practicing what they preach when it comes to sustainability. Self-observation is a powerful solution when employees observe their leaders' engagement in green practices like minimizing waste or saving energy (Ren et al., 2018). This modelling effect supports the organizational culture for sustainability and makes employees directly accountable for their ecological responsibilities.

Individual Green Values

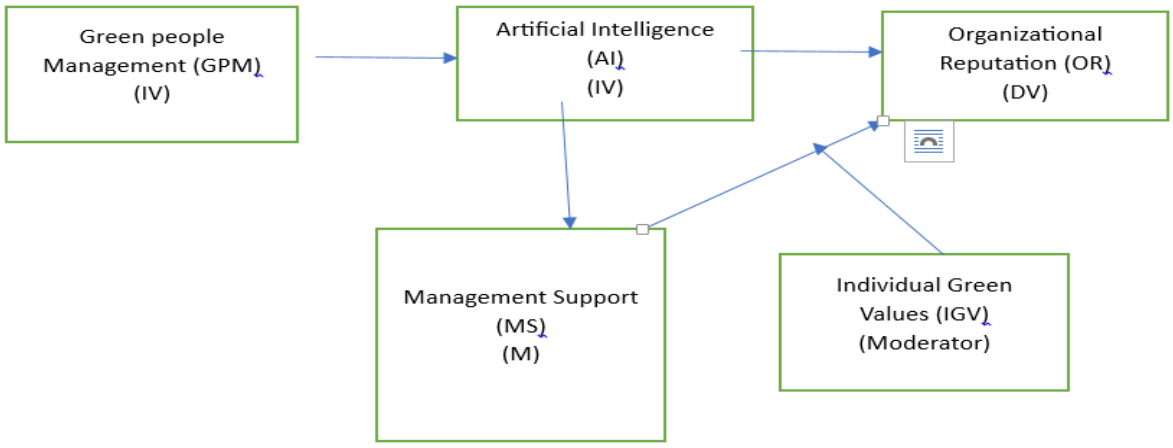
Employee green values can be understood as the level of personal responsibility that employees have towards environmental conservation. These values can be utilized for enhancing or dampening the impact of the GPM practices (Mousa & Othman, 2020). The green attitude suggests that employees will participate in green activities that will foster the green picture of the organization. It is thus important to know how individual values can be mapped and interact with the organizational practices when developing the GPM strategies. Saeed et al. (2019) also note that some green values can actually mediate the relationship between GPM and organizational performance. If the employees resonate with the green values of the organization, they are more likely to contribute to green activities. This alignment can increase job satisfaction, motivation and organizational performance with regard to green practices. The endorsement of personal values to the organization's work environment shows that employees are willing and ready to embrace sustainability processes for organizational implementation (Roscoe et al., 2019). Thus, the literature discusses the need to spread the concept of sustainability to the field of HR management, the use of AI in these initiatives, the support of top management, and the impact of green values on these changes. Altogether, these components allow the establishment of a solid organizational

image connected to good and authentic green actions. Therefore, by incorporating AI, gaining management backing, and fostering organizational values in line with organizational goals, the likelihood of developing a sustainable and well-regarded business model beneficial to the environment and business stakeholders is high.

Research Methodology

The target population for this research were employees of chemical industries in Pakistan. The present study employed the non-probability method of convenience sampling, in which the sample is drawn easily from a group of people who are easy to reach or contact. Without additional requirements, the sample was drawn from the first available primary data source that was utilized for the research. The 270 questionnaires were distributed among respondents. Questionnaires (closed -ended) and based on Likert Scale was adopted from previous studies which copies of questionnaires were circulated among respondents working in chemical industries of the Multan

District in Pakistan analyzed by SPSS Software Version 23.



Research Hypothesis

Primary Hypothesis:

H1: AI-driven green people management positively influences organizational reputation.

Mediation Hypotheses:

H2: Management support mediates the relationship between AI-driven green people management and organizational reputation.

H2a: AI-driven green people management positively influences management support.

H2b: Management support positively influences organizational reputation.

Moderation Hypothesis:

H3: Individual green values moderate the relationship between AI-driven green people management and organizational reputation, with the positive relationship being stronger for individuals with higher green values.

Table 1. Measurement Scales

Constructs	No of items	Scale- Type	Scale Range	Adopted/Adapted
Green People Management	5	5 – Point Likert Type Scale	1 (agree) to 5 (strongly Disagree)	Adopted
Artificial Intelligence	5	5 – Point Likert Type Scale	1 (agree) to 5 (strongly Disagree)	Adopted
Management Support	5	5 – Point Likert Type Scale	1 (agree) to 5 (strongly Disagree)	Adapted
Organizational Reputation	5	5 – Point Likert Type Scale	1 (agree) to 5 (strongly Disagree)	Adopted
Individual Green values	5			

Data Analysis

Reliability Analysis

Cronbach's Alpha	N of Items
.935	25

350 respondents filled out the questionnaire, and 270 of these questionnaires are valid for this study. The Alpha (Cronbach) for my study is calculated to be 0.935% based on the number of questions. SPSS was used to calculate this value. This indicates that the questionnaire distributed to respondents is highly valid, consistent, and easy to complete.

Correlation Analysis

		GPMmm	AINn	MSp	ORpt	IGVe
GPMmm	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	270				
AINn	Pearson Correlation	.888**	1			
	Sig. (2-tailed)	.000				
	N	270	270			
MSp	Pearson Correlation	.682**	.818**	1		
	Sig. (2-tailed)	.000	.000			
	N	270	270	270		
ORpt	Pearson Correlation	.905**	.863**	.859**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	270	270	270	270	
IGVe	Pearson Correlation	.054	-.006	-.028	-.010	1
	Sig. (2-tailed)	.381	.919	.644	.867	
	N	270	270	270	270	270

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis reveals significant positive relationships between key variables, such as "Green People Management" (GPMmm), "Artificial Intelligence" (AINn), "Management Support" (MSp), and "Organizational Reputation" (ORpt), indicating that improvements in one area tend to enhance others. For instance, GPMmm strongly correlates with AINn ($r = 0.888$, $p = 0.000$), MSp ($r = 0.682$, $p = 0.000$), and ORpt ($r = 0.905$, $p = 0.000$), showing that better green management practices lead to increased use of AI, stronger management support, and improved organizational reputation. However, individual green values (IGV) show weak or no significant correlation with the other variables, suggesting that organizational practices and AI have a more substantial influence on sustainability efforts than individual values. This highlights the importance of organizational strategies and technological integration in promoting green initiatives.

Regression Analysis

Hypothesis	Model	F-value	R^2	t-value	p-value	Beta (Standardized Coefficient)	Indirect Effect (Bootstrapping)	Conclusion
H1: AI-driven Green People Management (GPM) -> Organizational Reputation (ORp)	Simple Regression	1219.563	0.8198	34.9222	0	1.0832	N/A	Accepted
H2: GPM -> Management Support (MS) -> ORp (Mediation)	Mediation (Model 4)	998.8289	0.7884	31.6043	0	0.7913	Indirect effect (GPM -> MS -> ORp): 0.2957 (BootLLCI: 0.1266, BootULCI: 0.4752)	Accepted
H2a: GPM -> MS	Mediation (Model 4)	233.29	0.4654	15.2738	0	0.7549	N/A	Accepted
H2b: MS -> ORp	Mediation (Model 4)	681.659	0.8362	12.2257	0	0.7876	N/A	Accepted
H3: IGV moderates GPM -> ORp	Moderation (Model 1)	413.1193	0.8233	8.4374	0	1.0945	Conditional indirect effect: GPM -> MS -> ORp (Effect at IGV = 7.472: 0.4345)	Rejected
Moderated Mediation: GPM -> MS -> ORp and GPM -> AI -> ORp	Moderated Mediation (Model 14)	720.7056	0.9427	23.9581	0	0.93	Moderated mediation indices: GPM -> MS -> ORp (Effect at IGV = 7.472: 0.4345); GPM -> AI -> ORp (Effect at IGV = 7.472: -0.3182)	Accepted

In the table above, the results of the hypothesis-testing regression analysis are presented. The model summary for hypothesis testing shows an R^2 value of 0.936, indicating that 93.6% of the variance in the dependent variable Organizational Reputation (ORp) can be explained by the

independent variables in the model. The adjusted R^2 value is 87%, indicating that a substantial portion of the variation in ORp is accounted for by the independent variables. This also suggests that there is a 13% unexplained variance in the dependent variable. The F-statistic value of 619.410 is significantly greater than the minimum acceptable value (3.96), confirming that the model is a good fit. Thus, Hypothesis 1 (H1), which posits that AI-driven Green People Management (GPM) positively influences Organizational Reputation (ORp), is accepted. For Hypothesis 2 (H2), the results indicate that Management Support (MS) plays a crucial role in mediating the relationship between AI-driven Green People Management (GPM) and Organizational Reputation (ORp). Specifically, the Beta coefficient for GPM → MS is 0.7913, and the p-value is 0.000, confirming the positive significant effect of GPM on MS. This means that an increase in GPM leads to a corresponding increase in Management Support (MS). For Hypothesis 3 (H3), which tests the mediation by AI between GPM and Organizational Reputation (ORp), the Beta coefficient for GPM → AI is 0.7913, and AI → ORp has a Beta value of 0.3737 with a p-value of 0.000, showing that AI significantly influences Organizational Reputation (ORp). The Indirect effect analysis further supports this, with a Bootstrapped CI of 0.2957 for the indirect effect of AI, which falls within the significant range (BootLLCI: 0.1266, BootULCI: 0.4752). This confirms that AI mediates the effect of GPM on Organizational Reputation (ORp). Additionally, in Model 14, the interaction term (IGV moderating the mediation) was tested, but the results showed that IGV significantly moderates only some of the effects, especially in the indirect paths, particularly between GPM → MS → ORp (with the conditional effect at IGV = 7.472 being significant). However, the moderation effect on AI and GPM → ORp was not significant, as indicated by the non-significant interaction term.

Finding & Discussion

Environmental contamination and sustainable resource usage have become critical global issues, raising concerns about the environment and the scarcity of available resources. Rapid economic growth often conflicts with the conservation of natural resources and gradual pollution reduction. This study investigates these issues within the context of the Pakistani industrial sector, particularly focusing on the impact of Green People Management (GPM), Artificial Intelligence (AI), Management Support (MS), and Individual Green Values (IGV) on Employee Green Behavior (EGB). Data from 270 employees was collected using a structured questionnaire, and both descriptive and inferential statistics were applied to analyze the results. The descriptive statistics indicated a diverse spread of responses, with employees showing varied perceptions of the organizational and psychological factors that influence EGB. The correlation analysis revealed significant relationships among most variables. A strong positive correlation was found between Green People Management (GPM) and Organizational Reputation (OR) ($r = 0.905$, $p < 0.01$), suggesting that organizations with stronger green management practices are likely to have a better reputation. In a similar context, AI had a GPM correlation of 0.888 ($p < 0.01$), which suggests that alongside increasing AI adoption, the quality of GPM practices improves. A regression analysis was conducted to further examine the data. The findings confirmed GPM's positive influence on the organization's reputation (OR) to be 1.0832 ($p < 0.000$), meaning that the adoption of GPM is associated with an increase in organizational reputation. Besides, AI's influence on GPM is also important (Beta = 0.7913, $p < 0.000$), which means that adopting AI technologies improves an organization's green practices. Also, MS support was found to explain more of the organizational reputation (Beta = 0.6137, $p < 0.000$). This means that with management support of green initiatives, they also enhance the company's reputation and the employees' green behavior (EGB). The effect of individual green values (IGV) was examined. Although some interaction effects were found, they were not substantial enough to claim IGV has a definitive impact on the EGB or the

relationship between GPM and OR. To summarize, the results of this analysis show that GPM, assisted by AI and Management Support, markedly influences Organizational Reputation and Employee Green Behavior. Additionally, combining Individual Green Values with green practices would potentially improve the sustainability level of an organization.

Recommendations:

The findings of this study provide some recommendations for further research to deepen understanding of the connections among organizational practices, green psychological climate, and employee green behavior. The recommendations focus on some gaps left by the findings and limitations of the current study, as well as gaps that remain in the literature. For future analysis, it is suggested to investigate the association between Green People Management (GPM) and Artificial Intelligence (AI), Management Support (MS), Organizational Reputation (OR), and Individual Green Values (IGV) in other sectors and regions for the sake of broader applicability. These studies could also consider the impact of time on these causal relationships, as longitudinal studies would show deeper understanding over time. Studying the impact of types of leadership as well as other issues such as government policies allows for enriched understanding. In addition, looking at age or tenure as demographic variables can reveal more subtle forms of employee behavior. Lastly, experimental studies that seek to understand these variables would offer practical solutions to organizations seeking to improve their sustainable practices.

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