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Abstract

The development of Resource Management (HRM) theory and the study and application of Green HRM (GHRM). The Social Learning Theory (SLT), often called the Social Cognitive Theory (SCT), asserts that behavior, the environment, and interact dynamically to facilitate learning. This academic study explores the particular aspects of SLT/SCT that are most pertinent to HRM and GHRM, highlighting HRM contexts in which one or more SLT/SCT propositions have been incorporated into theory development, research, and real-world implementations. Because SLT/SCT is a comprehensive theory that explains behavior and learning processes, the results point to great potential for its application in the field of GHRM within HRM. Additionally, this analysis offers suggestions for advancing HRM theory, future research projects, and real-world applications. It is shown that SLT/SCT has great promise to improve GHRM comprehension and application in the larger HRM context.

Keywords: Human Resource Management Practices, Social Cognitive Theory, Self-Efficacy, Green Human Resource Management

1. Introduction

The current study expands on the theoretical framework of Social Cognitive Theory (SCT) in several areas that have a direct bearing on the environment (Matsuo et al., 2020) as well as internal elements of human behavior such as emotions, perceptions, and cognitive processes (Social Cognitive Theory in Sport – IResearchNet, n.d.). Over the past three decades, there has been a great deal of evidence in the field of human resource management (HRM) studies both in terms of theoretical foundations and empirical research highlighting the importance of HRM in improving business performance (Bandura, Albert, 1999; Carrillo, 2010).

There is a lack of research on the factors that influence environmentally conscious behavior among employees in a broader corporate setting, including different industries and their sub-sectors (Farooq et al., 2022a) (Tlaiss & Al Waqfi, 2022). Our study, which builds on the corpus of research on sustainability, identifies the critical factors of interest as Green Transformational Leadership (GTL), Green Human Resource Management (GHRM), Green Creativity (GC), and Green Self-Efficacy (GSE) (Chan et al., 2017).

1.1. Social Cognitive Theory: An Overview

Albert Bandura's Social Cognitive Theory (SCT), formerly known as the Social Learning Theory (SLT) in the 1960s, is a theoretical framework that describes learning as a social process that is embedded in a social context and is marked by a reciprocal and dynamic interaction between an individual, their environment, and their behavior. The focus on the function of social influence and the importance of internal and exterior social reinforcement make SCT unique (Kevin Daniel André Carillo, March 2010; Bandura, 2012). SCT explores the distinct processes by which people learn and maintain habits, taking into consideration the social context in which these behaviors emerge. This theory places a strong emphasis on the idea that a person's prior experiences have a significant influence on their propensity to engage in particular activities. These experiences shape one's expectations, anticipations, and reinforcement mechanisms, and these factors are crucial in determining whether or not a specific behavior will be adopted, as well as the underlying reasons why (Lorenzo, 2016 et al.; Kevin Daniel André Carillo, March 2010; MPLM Bouten, 2008; Ismail & Ali, 2020; Kabir & Rashid, 2019). The primary purpose of SCT is to clarify how people use reinforcement and control mechanisms to carry out goal-directed behaviors that can be maintained over time (MPLM Bouten, 2008). SLT contained five basic constructs that were initially included in SCT. Later, as the theory developed into SCT, the notion of self-efficacy was added. According to Fred Davis and Albert Bandura (1986), these constructs include expectations, reinforcements, behavioral capability, observational learning, self-efficacy, and reciprocal determinism.

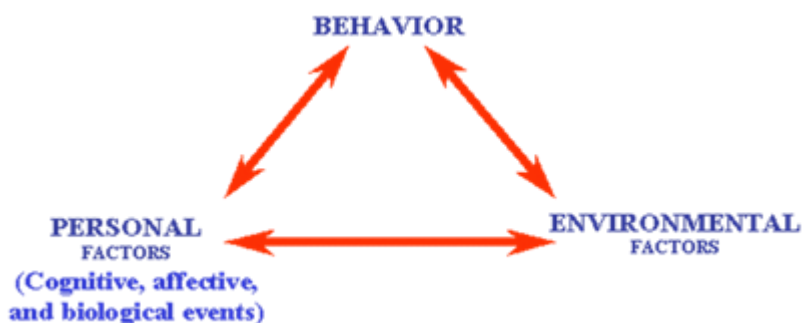


Figure 1: Explains The Direction Of The SCT Model

The dynamic interaction between an individual's characteristics and surroundings is the main emphasis of the relationship between A and C. How a person's characteristics and mental abilities seem to significantly impact the results that arise from their interactions with the outside world. Furthermore, the relationship between B and C emphasizes how actions affect the

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surroundings. According to Bandura (2001), behavior can change the environment, highlighting that the environment is not a static force that forces itself on people. Instead, the external environment's repercussions only become apparent when suitable activities trigger them. Converting possible results into accurate results depends on the actions of people with particular characteristics.

In contrast, closely related fields like organizational behavior and management have extensively integrated this theory into their theoretical foundations and research endeavors. This paper examines the foundations of social learning theory and summarizes its main ideas about adult learning. This discussion highlights the applicability of Bandura's social learning (cognitive) theory in HRM since it is regarded as a thorough framework that explains the variables impacting adult learning (Merriam & Caffarella, 1999; Mohammad, 2023).

2. Literature Review

Within the framework of SCT, which explains behavior as a dynamic interplay of individual characteristics, environmental effects, and consequences (Farooq et al., 2022a) (Carrillo, 2010), these variables allow us to capture the perspective of employees. This study highlights how Social Cognitive Theory frequently supports the overarching theory in GHRM research (Bondarouk et al., 2009). We then outline the research approach and present our findings. To help identify future research possibilities in this field, the paper finishes with a thorough framework that elucidates the current level of knowledge (Bandura, Albert, 1999).

According to Merriam & Caffarella (1999), social learning theory is acknowledged in the field as one of the five conventional theories of adult learning. It also functions as a meta-theory of learning for human resource management (Swanson & Holton, 2001). Although the term "social learning" has been used by many theorists, Bandura's social learning theory (1977, 1986) later renamed "social cognitive theory" to better reflect its dual focus on learning and cognition has dominated research on adult learning and human resource management. HRM theory, research, and practice can benefit significantly from Bandura's theory's strong framework of propositions. The HRM discipline is just now starting to explore the vast potential of applying social learning theory to various areas of interest.

2.1. The Purpose of the Research

This study, which takes its cues from Bandura's Social Cognitive Theory (1986), focuses on the crucial idea of self-efficacy, which serves as a resource bank affecting how workers perceive and understand their jobs (Bagherniya et al., 2018) (T. Kalliath, P. Brough, M. O'Driscoll, 2017). In particular, it explores the complex relationship between self-efficacy and how it affects workers' cognitive functions and affective states, ultimately enabling them to manage problems at work (Social Cognitive Theory in Sport - IResearchNet, n.d.).

This article's primary purpose is to propose a modest first step toward the integration of this theory from a psychological perspective, keeping in mind the previous discussion (Carillo, 2010). In order to facilitate the relationship between HRM practices, HR roles, and company performance, the study will provide a conceptual framework that offers insights into human behavior within the context of HRM practices (Bandura, Albert, 1999). The framework is built by strengthening the conceptual connections that already exist between HRM practices and firm performance, providing a deeper understanding of this relationship via the lens of Bandura's SCT (1986). Additionally, it is reinforced by Lent et al.'s Self-Regulatory Career Theory (SCCT, 1994) and Bandura's Social Agency theory (2001), which further elaborates the mediation framework within this study.

2.2. Research Questions

- What is the impact of Social Cognitive Theory (SCT) on (HRM)?
- How does SCT influence individuals' attitudes towards environmentally sustainable organizations?
- What is the relationship between perceived value, self-efficacy, attitudes, and intentions in the context of HRM?
- Within the framework of SCT, how do personal factors contribute to green behavior and its implications for environmental degradation

3. Social Cognitive Theory In HRM Research

Social Cognitive Theory is centered on the Acceptance Model of human behavior, wherein several theories such as the Theory of Reasoned Action and the Theory of Planned Behavior have been investigated (Taherdoost, 2018). To demonstrate SCT's potential use for researching HRM practices and business performance, this study has also examined many SCT facets (Voo et al., 2018). Under a triadic reciprocity model, SCT, a psychological theory supported by Bandura (1986), aims to clarify the complex interaction between people, their conduct, and the impact that behavior has on the outside world. This theory's central idea is that social-structural factors control how observed behavior is replicated. These factors are shaped by the interaction of (a) personal attributes, which stand for an individual's inherent traits, and (b) behavioral responses, which are a result of an individual's traits. Furthermore, (c) the external environment, which includes the results and consequences of an individual's actions, which are shaped by their inherent traits (Bandura, 1986). According to Bandura's SCT, people are not just motivated by internal impulses or subjugated by outside influences. Instead, people function according to their contributions, which drive their actions and growth within a network of influences and areas of interest (Taherdoost, 2018; Carillo, 2010).

3.1. HRM Practices As SCT's Attributes

Huselid (1995) examined HRM procedures as an essential part of a company, highlighting how they influence workers' attitudes and behaviors. Nazuridin et al. (2008) support this viewpoint by arguing that HRM allows management to handle employees according to their unique attributes. This idea is further reinforced by Marescaux et al. (2012), who argue that HRM practices are essential characteristics of an organization and are used differently by different firms. Accordingly, our research suggests that HRM practices are a collection of character traits companies often embrace. Herman et al. (1978) and CHEN et al. (2020) have identified five unique HRM practices through a thorough literature analysis. These activities are rated from most to least researched in HRM practices-performance studies based on how frequently they are included.

According to Osei et al. (2019), these procedures cover employee relations and communication, safety and health, remuneration and benefits, recruiting and selection, and training and development.

3.2. HR Roles as Behavioral Factors

Personal characteristics significantly affect how each person reacts to a given scenario. These characteristics then show themselves as behavioral traits that improve or worsen the external environment. To understand how HR roles function as essential behavioral components and how they mediate the relationship between HRM practices and company performance, our research will need to build a connection (Poon & Law, 2022). This is supported by the research of Wielemaker and Flint (2005) and Ayhan (2020), who suggest that for HRM practices to be considered strategic, a deliverable system must be put in place that catalyzes to help align HRM practices with business success.

The delivery system in our approach is HR roles, which are critical in encouraging these behaviors to achieve strategic value. Human agency theory ideas are similar to the characteristics of HR positions. As a conduit that unites HRM operations with the organization's strategic goal, the Strategic Partner role epitomizes intentionality and self-reflection (Poon & Law, 2022; Ferris et al., 2008). On the other hand, self-reflectiveness gives workers the ability to be change agents by helping them adjust to changing conditions and demands. The Human Capital Developer position is consistent with the human agency theory's notion of forethought since it helps HRM procedures anticipate future viewpoints. Conversely, employee advocacy aligns with the self-reactiveness concept since it includes HRM initiatives to support staff members' growth and motivation. However, because it primarily supports the operational rather than the strategic parts of HRM, the Functional Expert role, which functions primarily as an administrative system for day-to-day HRM activities, has yet to be included in our model (Khan & Zubair, 2019).

3.3. Firm Performance as External Environment

According to Matsuo et al. (2020), the external environment is defined in our study as the results of the dynamic interaction between each person's unique personal qualities and behaviors. According to Wang et al. (2021), the external environment, in this case, refers to the firm's total success, which is the outcome of the combination of HRM practices (personal qualities) and the supportive function of HR roles (behavior variables) in promoting firm performance. We explore the analysis of the external results by concentrating on three different aspects: financial, non-financial, and HR-related performance. According to Yoon (2019) and Matsuo et al. (2020), these aspects are considered the key factors via which the link between HRM practices and HR positions affects firm performance.

3.4. Green Human Resource Management (GHRM)

A complex aspect of human resource management (HRM) practices, green human resource management (GHRM) aims to develop environmentally sensitive workers—people who understand the importance of environmental preservation efforts (Luu, 2019; Pham et al., 2019, 2020). These procedures include the whole range of an employee's experience working for a company, from hiring through long-term retention (Farooq et al., 2022a; Y. J. Kim et al., 2020; Tang et al., 2018).

Previous studies have identified several important GHRM activities that can foster environmentally conscious employee behavior and support the company's sustainable operations. Green performance management (Y. J. Kim et al., 2020), green training (S. Ren et al., 2018), green recruiting and selection (Ogbeibu et al., 2020; Tang et al., 2018), and green pay and incentives systems (Tang et al., 2018) are some of these initiatives.

3.5. Bandura's SCT and Lent's SCCT

Our conceptual framework is based on Bandura's Social Cognitive Theory (SCT) and Lent's Self-Regulatory Career Theory (SCCT), which provide insightful explanations of the directional pathways in our model (Lent, 1994). This is part of our effort to build a more comprehensive HRM practices-performance model. It is important to note that Lent (1994) draws attention to the differences between Bandura's model and general social research, highlighting that directional relationships between variables are primarily causal under particular circumstances. These prerequisites include the framework's congruence with the trajectory of behavioral development that links an individual's characteristics to the outside world, as well as the unique causal weights assigned to different variables. In SCT, secondary interrelated variables align with this departure from a strictly causal viewpoint.

In this work, we propose HR roles as a mediator, facilitating the relationship between HRM practices and company performance rather than creating one-way relationships between HRM practices, HR roles, and firm performance. Based on triadic reciprocity, Bandura's SCT assumes that an individual's characteristics, behavior, and the outside world are interdependent systems that impact one another. Lent (1994) argues that behavior is interactive in sustaining both the external environment and personal qualities, meaning that the link is only partially bidirectional.

The association between HRM practices and firm performance has been established in HRM studies by earlier research. However, some research has found a "black box" that needs more explanation, making it more difficult to completely comprehend the mechanisms underlying the relationship between HRM practices and company success (Ferris et al., 2008; Theriou and Chatzoglou, 2014; Magoro & Phahlane, 2019). As a result, some academics have demanded that the role of a mediator in the relationship between HRM practices and performance be looked at (Dimba, 2010). Based on these premises, we can see HRM practices, HR positions, and business performance as parts of a mediation route framework.

4. SCT Framework For Future HRM Research Projects

Eventually, many papers from peer-reviewed organizational publications were selected, in which researchers apply "Human Resource Management" to examine employee behavior in the context of social cognitive theory and individual behavior toward utilizing a particular green human resource. To determine which SCT framework construct was incorporated into the theoretical model and how it was applied to human resource management, a selection of papers from the best HRM journals was made first. Second, papers that focused on the application of green human resource management from SCT and included a GHRM were also chosen from academic business publications. Ultimately, research studies published in peer-reviewed journals that apply a "GHRM approach" to examine individual employee behavior were selected.

4.1. Research Methods

A variety of theoretical stances have taken shape over this time, first examining HRM and firm performance from a universalistic perspective before honing and broadening these stances into contingency and configurational approaches (Bandura, Albert, 1999) (Farooq et al., 2022b). Farooq et al., (2022a) have used the well-established social cognitive theory (SCT) to examine changes in employee behavior by considering their affective, motivational, and cognitive processes. There are theoretical gaps in our understanding of the relationship between HRM practices, Green Human Resource Management (GHRM), and firm performance, despite the introduction of multiple models attempting to establish this relationship (Carrillo, 2010). The body of

research on HRM's impact on firm performance has advanced considerably over the last 15 years, but there is still a dearth of thorough theoretical and explanatory frameworks (Theriou and Chatzoglou, 2015; Marescaux et al., 2013; Dimba, 2010; Paauwe, 2009).

This paper highlights the key findings by placing the examined studies within the SCT framework, drawing from a thorough analysis of the application of Social Cognitive Theory in HR Development (HRD) and GHRM research (Cantarelli et al., 2020).

5. Research Conclusion

Our findings demonstrate that employees' beliefs in their capacity to accomplish environmental goals, participate in green initiatives, and address environmental challenges are enhanced when a transformational leader leads GHRM initiatives. The 23 research publications were found to have particularly examined the relationship between HRM and the use of green HR practices in a range of organizational settings, out of a total of 42 articles (Matsuo et al., 2020). To summarize, the Social Cognitive Theory (SCT) was utilized in 23 works about Human Resource Management (HRM) and Green HRM services or applications. Various variables were incorporated in this research to evaluate the impact of SCT on HRM. It is important to note that some research used a direct effect method, looking at how HRM roles and practices, for example, affected individual employee behavior inside a company (Magoro & Phahlane, 2019).

Our research has three important applications. Above all, it emphasizes how the human resource sector can effectively operate in an environmentally conscious manner and also incorporate this environmental culture into the everyday work routines of its employees by implementing reasonable green HR policies. Furthermore, our results highlight how Green Human Resource Management (GHRM) can significantly increase employees' confidence in their environmental skills. GHRM places a high priority on the alignment of green training, performance appraisal, remuneration, rewards, and promotion.

This insight opens the door for organizations to achieve several goals, such as (a) demonstrating their steadfast dedication to ecologically sustainable operations, (b) enhancing employee self-efficacy, and (c) inspiring all staff members to adopt environmentally friendly behaviors in the hopes of earning such recognition.

5.1. Study Limitations and Future Research Directions

To enhance our model, we must investigate new dimensions, which may expand our comprehension of Green Human Resource Management (GHRM) via qualitative or psychometric methods, made possible by a cross-sectional research design. As recently examined in a few research (Bhutto et al., 2021; Darvishmotevali & Altinay, 2022; Farooq et al., 2022b), the notions of the green psychological climate and green work engagement are some intriguing new elements that might be taken into consideration for growth.

Research implications: Empirical studies are desperately needed to verify how the GHRM idea is currently applied. Furthermore, these investigations aim to pinpoint the elements that can help or impede the adoption of GHRM as a fundamental tactic in various unique businesses. The framework Tang et al. (2017) established is a valuable tool for these kinds of activities. It can measure and analyze the Green HRM concept, which will further research in this area (Zhou et al., 2022; Khan & Zubair, 2019).

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