

Study of the Bidirectional Impact of Corporate green performance Management on Employees' employee non-green behavior

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Abstract: The objectives of this research/study were (1) to the mechanism of green performance management on employees' employee non-green behaviors, (2) to whether emotional exhaustion mediates the relationship between green performance management and employee non-green behaviors, and (3) to whether the effects of green performance management on employees' employee non-green behaviors are mediated by green personal norms. This quantitative research employed the North China region to study the effects of green performance management on employees' employee non-green behaviors. This quantitative research employed 257 employees of a company in North China to conduct the survey. The questionnaires were distributed and collected using Questionnaire Star, and the collected questionnaires were empirically analyzed using SPSS software, and the results of the study were obtained. Major Findings/Results: (1) green performance management significantly reduces the occurrence of employee non-green behaviors among employees, (2) Emotional exhaustion mediates the relationship between green performance management and employee non-green behaviors, and (3) The effect of green performance management on employees' employee non-green behaviors is also moderated by green personal norms.

Keywords: Green Performance Management, Emotional depletion, Green Personal Norms, Employee Employee non-green Behavior, Attributional Approach.

1. Introduction

In the current context of greening Chinese enterprises, enterprise green performance management has become a necessary management tool. With the continuous upgrading of environmental protection policies at home and abroad and the improvement of consumers' awareness of environmental protection, enterprises need to adapt to environmental protection requirements, reduce environmental risks, improve their own sense of responsibility and social image, and satisfy consumers' demand for environmental protection. At the same time, through the implementation of green performance management, enterprises can save resources, reduce costs, and enhance their competitiveness. The Chinese government has also introduced a series of policies and relevant regulations related to green development. For example, the Environmental Protection Law of the People's Republic of China and other relevant laws and regulations and industry standards have put forward requirements for enterprises to green their development. The State has clearly set out the goal of green development in the Outline of the Thirteenth Five-Year Plan for National Economic and Social Development. In addition, the State has implemented a 1+X industrial greening evaluation system to encourage enterprises to strengthen green operations and promote green technologies and products. Made in China 2025 also sets out requirements for green manufacturing, encouraging enterprises to adopt cleaner production measures and improve resource utilization efficiency. In terms of implementation, the state provides a series of support and incentives for enterprises' green performance management. Enterprises can enjoy tax incentives and policy support, and are encouraged to establish an environmental management system and undergo green

transformation and upgrading. Provinces and cities have also introduced relevant green manufacturing policies and management regulations to promote the greening of enterprises. Therefore, the implementation of enterprise green performance management has become an important task for Chinese enterprises and an inevitable choice for green development. In this context, this paper aims to explore the bidirectional impact of corporate green performance management on employees' non-green behaviors, and provide theoretical and practical references for enterprises to effectively promote green development.

Therefore, this study not only explores the relationship between green performance management and employee non-green behavior, but also introduces two mediating variables, emotional depletion and Green Personal Norms, to explore green performance management's double-edged sword effect on employees. This paper analyzes employee non-green behaviors from the perspectives of Ego Depletion Theory and Norm Activation Theory, and analyzes the internal psychological mechanisms that affect employee non-green behavior. This study argues that, on the one hand, based on the ego depletion theory, green performance management adopted by companies may lead to emotional depletion due to the excessive depletion of employees' emotional resources, and emotional depletion employees are unable to control their emotions; due to the lack of emotional resources, the their employee non-green behaviors increase. On the other hand, according to norm activation theory, the implementation of green performance management (Green social norms) may stimulate employees' Green personal norms, and employees with Green personal norms tend to reduce employee non-green behaviors. This study also found that the mediating effect of emotional

depletion is stronger than Green Personal Norms. Therefore, green performance management generally promotes employees' employee non-green behaviors. In addition, this study introduces Employee Attribution as a moderator variable that affects the relationship between green performance management and Employee Psychological Mechanisms in order to provide researchers and practitioners with a better understanding of the relationship between green performance management and employee employee non-green behaviors. causes of employee employee non-green behavior.

2. Literature Review

2.1. Green performance management and emotional depletion

Emotional depletion is usually considered as a negative psychological feeling due to work-induced stress, fatigue, depression, depression, and other excessive depletion of one's emotional resources [10][11][21]. This study argues that employees' green performance management consumes a lot of employees' emotional resources. The core components of green performance management include setting green goals, monitoring whether employees avoid employee non-green behaviors, and evaluating the achievement of employees' green goals [18]. On the one hand, the setting of green goals and the implementation of green performance appraisal in green performance management will force employees to adopt work-related environmental behaviors. According to the ego depletion theory, people need to consume emotional resources for self-control when they adopt behaviors that are contrary to their underlying desires [1]. Ethical behaviors such as environmental behaviors contradict people's underlying desires and deplete people's emotional resources. On the other hand, the setting of green indicators in green performance management, the monitoring of employee employee non-green behavior, and the punitive measures for non-compliant employees can cause a lot of psychological pressure on employees and consume a lot of emotional resources. employees [4][19].

In addition to their own job requirements, requiring employees to complete green performance indicators set by the organization undoubtedly increases their workload. The assessment of employees' environmental behaviors further increases their psychological burden and stress. In addition, the punitive measures widely adopted by organizations in the green performance management system can also lead to negative emotions among employees, causing them to consume a lot of emotional resources. Currently, many organizations use punitive measures in green performance management to control employees' employee non-green behaviors. When employees fail to achieve the green goals set by the green performance management system or fail to achieve the green goals, they will face a series of severe penalties such as suspension, criticism and warnings and a range of severe penalties [14][15]. Research has shown that such harsh punitive measures taken by organizations do not improve employees' green performance, but instead lead to a high level of negative emotions [2][15]. The creation of such negative emotions will undoubtedly deplete employees' emotional resources. If the punishment is very severe, it will accelerate employees' emotional depletion [20].

To summarize, this study concludes that green performance management can positively influence employee emotional depletion and proposes the following hypotheses.

Hypothesis 1: green performance management has a positive effect on employee emotional depletion.

2.2. Mediating Role of emotional depletion

According to ego depletion theory, adopting self-control behaviors depletes people's limited emotional resources [1]. When resources are depleted, people lose further self-control [6]. The present study suggests that emotional depletion employees lose the ability to further control themselves due to the loss of significant emotional resources. Therefore, employees who lose self-control tend to obey their underlying desires and adopt employee non-green behaviors without depleting their emotional resources. As mentioned earlier, the following hypotheses are proposed in this study.

Hypothesis 2: employee emotional depletion positively affects their employee non-green behaviors.

Hypothesis 3: employee emotional depletion mediates the relationship between green performance management and employee non-green behaviors.

2.3. Green performance management and green personal norms

This study shows that green performance management activates employees' green personal norms by creating green social norms in the organization. Previous research has shown that social norms can stimulate the formation of employees' personal norms [17]. According to norm activation theory, the activation of personal norms requires two preconditions: first, individuals need to be aware that their irresponsible behaviors have negative impacts on others; second, individuals are aware of their responsibility for these negative impacts. When these two conditions are met, personal norms will be activated. This study argues that, first, organizations should adopt green performance management measures, such as assessing employees' green performance and taking disciplinary measures against employees who fail to achieve green goals, so that employees realize the importance of reducing adoption. If they adopt employee non-green behaviors, they will have a negative impact on the environment, sex, and even the sustainability of human existence. Second, linking the results of green performance management to employees' personal interests helps employees realize that they need to take responsibility for the negative impacts of employee non-green behaviors. Therefore, based on the norm activation theory, this study argues that the implementation of green performance management will activate employees' green personal norms and makes the following hypotheses.

Hypothesis 4: green performance management has a positive effect on employees' green personal norms.

2.4. The mediating role of green personal norms

Individuals are more likely to engage in altruistic or pro-social behaviors when social norms are internalized as personal norms. This study argues that green performance management acts as a social norm within the organization to make employees aware of the negative impacts of their employee non-green behaviors on the environment as a whole and on human existence. Green goals and green targets are set, employees are evaluated on their green performance, and employees who violate the organization's environmental protection rules are punished. In order to meet the conditions of personal norm activation, employees' green personal norms will be activated under the influence of the organization's

green social norms. Employees with green personal codes will act in accordance with their intrinsic green personal codes and reduce or even avoid employee non-green behaviors that violate their green personal codes. Therefore, this study argues that green personal code for Employees has a significant role to play in the relationship between green performance management and employee employee non-green behavior relationship as a mediator. The hypotheses are as follows.

Hypothesis 5: green personal code for Employees has a negative effect on their employee non-green behaviors.

Hypothesis 6: green personal code for Employees mediates the relationship between green performance management and employee non-green behaviors.

2.5. Green performance management and employee employee non-green behavior

The role of green performance management in reducing employee employee non-green behavior by promoting green personal norms is also significantly reduced. According to norm activation theory, when an individual believes that the potential damage that may be caused by his behavior of following his personal norms is high, he may adopt defensive strategies to weaken his sense of moral obligation by ignoring the possible negative consequences of his behavior and the fact that he should be held responsible for these negative consequences. In this regard, individuals do not follow their own personal norms [16]. In this study, the implementation of green performance management consumes a large amount of employees' emotional resources, resulting in little emotional resources left for self-control. Therefore, when employees realize that they need to further deplete their emotional resources to follow green personal norms and reduce employee non-green behaviors, it triggers employees' defensiveness. At this point, employees, out of self-protection, tend to deny the negative effects of their employee non-green behaviors and their need to take responsibility for these negative outcomes, resulting in the failure of employees to achieve their green personal norms. Fully active. Whether from the perspective of ego depletion theory or Norm Activation Theory, the mediating effect of green personal code for Employees is significantly reduced by emotional depletion. Therefore, this study concludes that the mediating role of employee emotional depletion is stronger than green personal code for employees in the relationship between green performance management and employee employee non-green behavior.

To summarize, this study proposes the following hypotheses.

Hypothesis 7: The total indirect effect of green performance management on employee employee non-green behavior is positive.

2.6. The moderating role of employee attributions

(1) The Moderating Role of employees' attributional style in the Relationship between green performance management and emotional depletion

When employees substantially attribute green performance management to the company, they believe that the company's adoption of green performance management is a reflection of its true corporate vision, and that the company wants to make a real contribution to the company based on social interests. It is an act of social good to improve environmental conditions, not a "superficial" act to enhance the company's social reputation. Employees perceive the organization's true environmental vision and take pride in their place in the organization, whether or not they are involved in the organization's environmental programs [5]. This pride helps to replenish positive emotional resources, reduces the depletion of employees' emotional resources, and alleviates their emotional depletion. Therefore, when employees make substantive assignments to green performance management, green performance management's effect on employee emotional depletion is weakened. To summarize, this study concludes that.

Hypothesis 8: Employees' symbolic attribution of green performance management plays a positive role in the relationship between green performance management and emotional depletion.

Hypothesis 9: Employees' substantive attribution to green performance management plays a negative moderating role in the relationship between green performance management and emotional depletion.

(2) The moderating role of employees' attributional style in the relationship between green performance management and Green personal norms

When employees make symbolic attributions about green performance management, they may feel that the implementation of green performance management by the company is only a superficial effort to please customers, government and other stakeholders, rather than a genuine concern for environmental conditions and social interests. This "false" attitude towards environmental protection sends a "signal" to employees that environmental protection is not important. This "signal" will make the employees more contemptuous of the importance of environmental protection and ignore the negative impacts that their employee non-green behaviors may bring. At the same time, employees who symbolically belong to green performance management do not consider green performance management as a green social norm within the organization, but merely a false means to please stakeholders and improve corporate reputation. In the absence of employees' perception of green social norms within the organization and the absence of green personal code activation, the activation of green personal code for Employees is relatively small. In summary, the following hypotheses are proposed in this study.

Hypothesis 10: Employees' attribution to green performance management plays a positive role in the relationship between green performance management and green personal code.

Hypothesis 11: Employees' symbolic attributions to green performance management play a negative moderating role in the relationship between green performance management and green personal norms.

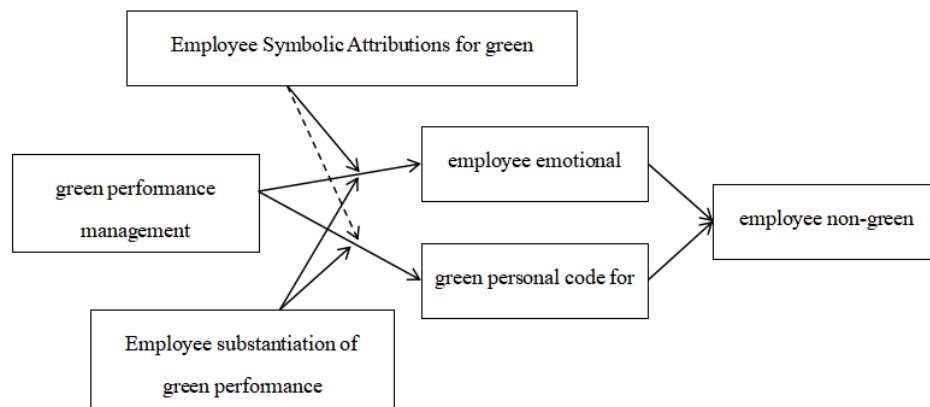


Figure 1. Conceptual framework

3. Methodology

3.1. Population and Sample

The data for this study comes from private enterprises in North China. Private enterprises in North China were selected for the questionnaire survey for various geographical, economic and cultural reasons, which helped the researcher to better understand the overall situation of private enterprise development. Systematic random sampling method was used in this study [8]. All participants were informed that participation in the survey was voluntary and the results of the questionnaire would be kept confidential, and after excluding invalid samples, a total of 457 employee samples were finally used for data analysis.

3.2. Measures

Green performance management: This study used the green performance management scale developed by Tang et al. (2018) [18] to measure green performance management. The scale contains four items which are "I think that the company has set up green performance indicators in the performance management and evaluation system" and "I think that the company's employees will be penalized if they fail to achieve green goals".

emotional depletion: A scale developed by Maslach and Jackson (1986) [11]. It was used in this study to measure emotional depletion. The scale consists of 9 items including: "I feel tired when I work", "I feel tired at the end of the day", "I feel tired when I wake up in the morning because I have to face feel tired because I have to face a new day at work."

Green Personal Norms: This study measured green personal norms using a scale developed by Chou (2014) [3]. The scale contains nine items. Representative words were: "I personally feel obligated to conserve energy whenever possible," "I feel morally obligated to conserve energy no matter what others do," "I waste energy and I feel morally obligated to use green energy rather than conventional energy".

Employee non-green behaviors: This study used a scale developed by Paille et al. (2019) [12] to measure employees' employee non-green behaviors in the workplace. The scale contains five items. Representative items include: "In my job, I don't care about the consumption of water and electricity", "In my job, I think that environmental protection is someone else's job", "In my job, I ask my colleagues to prioritize productivity rather than the environment", "Whenever I have the opportunity, I will tell my coworkers that the environment

is a waste of time", and "I will not adopt environmental standards that might slow down the pace of work".

Green performance management attributions: This study used 14 scales developed by Donia et al. (2017) [5] to measure green performance management attributions. Representative entries of the revised green performance management substantive attribution scale include, "I think the company implemented green performance management out of concern for the environment ""I think the company is also concerned about the company's green performance management and its business linkages", "I think the company's green performance management is I believe that the company's green performance management is to improve the environmental impact of its operations"; representative questions on the revised green performance management symbol attribution scale include: "I believe that the company's green performance management is to avoid looking worse than others", "I believe that the company's green performance management is to avoid looking I think the company's green performance management is to avoid looking worse than others", "I think the company's green performance management is to look better than competitors" and "I think the company's green performance management is to outperform competitors' green performance management". management is to outperform competitors' environmental performance".

Control Variables: This study contains demographic variables of employees such as age, marital status, education level, and other variables such as organizational tenure (years of service in the organization). In previous studies, these variables were found to be related to the variables of the research model. Scholars Liu (2005) [9] showed that age and years of service affect the level of emotional depletion; Maslach and Jackson (1986) showed that married people have a lower level of emotional depletion; Maslach and Jackson (1981) [10] also in the study indicated that employees' expectations of career, organizational and self-efficacy influence employees' emotional depletion. Individuals with higher education tend to have higher expectations of career, organization and self, therefore the effect of education was also controlled in this study. Other studies have shown that among demographic factors, age and organizational tenure also influence CSR attributions [13].

3.3. Analysis

3.3.1. Reliability analysis

Reliability analysis is commonly used to assess the consistency and accuracy of measurements of the same

variable by different groups of subjects. The higher the results of reliability analysis, the more consistent and accurate the responses of different groups of subjects to the variables in the questionnaire. The results of the reliability analysis for each variable in this study are shown in Table 1, and the Cronbach's alpha values for each variable are greater than 0.7, indicating high reliability and trustworthiness.

Table 1. Results of variable reliability analysis

variable name	Cronbach's alpha
green performance management	0.922
emotional exhaustion	0.935
green personal norms	0.962
non-green behavior	0.943
green performance management symbol attribution	0.960
green performance management substantive attribution	0.962

3.3.2. Validity analysis

Validity analysis, also known as validity analysis, is used

to assess whether a measurement tool accurately represents what is being measured. High validity indicates that the measure fits the object of measurement well. The main indicators of measurement validity include standardized factor loadings, combinatorial reliability (CR), and convergent validity (AVE) [7]. When CR is greater than 0.6, AVE is greater than 0.5, and standardized factor loading coefficients are greater than 0.5, it indicates that the measurement instrument has high validity.

According to the results in Table 2, in this study, all standardized factor loadings were greater than 0.5, CR values were greater than 0.6, and AVE values were greater than 0.5. In addition, when the arithmetic square root of AVE was greater than the coefficients of the correlated variables below it, it indicated that the measurement instrument had high discriminant validity. According to the results in Table 2, green performance management, emotional exhaustion, green personal norms, non-green behavior, and green performance management symbol attribution, green performance management substantive attributions, all four constructs of the scale have good convergent and discriminant validity.

Table 2. Results of convergent validity analysis of variables

Variable name	Standardized factor loadings	Combined Reliability (CR)	Convergent Validity (AVE)	Discriminant Validity						
				GPM	EE	PEN	NGB	SUS	SYN	
GPM	0.827~944	0.945	0.813	0.902						
EE	0.611~895	0.945	0.661	441**	0.813					
PEN	0.651~927	0.969	0.778	.534*	.398*	0.882				
NGB	0.867~936	0.956	0.815	301*	.591**	.028	0.903			
SUS	0.767~940	0.969	0.799	640*	.294*	.691**	.180**	0.894		
SYM	0.877~950	0.968	0.834	.429*	.616**	.376**	.538**	.482**	0.91	

4. Results

4.1. Basic Information about the Respondents

The basic information of the sample of this study is as follows: in terms of gender, females accounted for a larger proportion of 69.3%, while males accounted for 30.7%. In terms of age, 37.0% were aged 25 and below, 29.2% were aged 26-30, and 33.8% were aged 31 and above. In terms of marital status, 45.9% were unmarried, 49.8% were married, and 4.3% had confidential marital status. In terms of education, college and below accounted for 52.5%, and bachelor's degree and above accounted for 47.5%. As for the employees' years of service, less than one year accounted for 2.3%, more than one year and less than three years accounted for 34.6%, more than three years and less than five years accounted for 20.6%, more than five years and less than ten years accounted for 34.6%, and more than ten years accounted for 7.9%. The majority of employees' tenure is concentrated in one to ten years, accounting for about 89.5%. In terms of income, the sample's income is mainly concentrated in less than 10,000 yuan, of which 3,000 yuan and below accounted for 15.6%, 3,000 to 5,000 yuan accounted for 40.9%, 5,000 to 10,000 yuan accounted for

40.0%, and more than 10,000 yuan accounted for 3.5%. Table 3 describes in detail the basic information of the sample of this study.

4.2. Correlation Analysis Results

Based on the results of analyzing Table 4, the following can be seen: green performance management is significantly and positively correlated with emotional exhaustion ($r=0.44$, $p<0.01$), and with green personal norms behavior ($r=0.53$, $p<0.01$), and significant positive correlation with employee non-green behavior ($r=0.30$, $p<0.01$); emotional exhaustion was significantly positively correlated with employee non-green behavior ($r=0.59$, $p<0.01$); green personal norms was not correlated with employee non-green behavior. These findings are consistent with our proposed research hypotheses, are consistent with our model, and lay the foundation for the next data analysis. In conclusion, based on the data presented in the table, it can be inferred that factors such as employee involvement and engagement, performance metrics and rewards, organizational structure and communication style, and leadership and management style all play a role in the effective management of organizational culture.

Table 3. Basic information of sample data
(n=457)

Basic content	Sample Category	Frequency	Percentage
Sex	Male	140	30.7%
	Female	318	69.3%
Age	25 years old and below	170	37.0%
	26-30 years old	133	29.2%
	31 years old and above	154	33.8%
Marital status	Unmarried	210	45.9%
	Married	227	49.8%
	Confidential	20	4.3%
Academic qualifications	College and below	240	52.5%
	Bachelor degree or above	217	47.5%
Years of service	One year and below	11	2.3%
	More than one year and less than three years	158	34.6%
	More than three years and less than five years	94	20.6%
	More than five years and less than ten years	158	34.6%
	Ten years and above	36	7.9%
Monthly Income	3000 and below	71	15.6%
	3,000 to 5,000 yuan	197	40.9%
	5000 to 10,000 yuan	189	40.0%

Table 4. Descriptive statistics for each variable

	1	2	3	4	5	6	7	8	9	10
1.green performance management	1									
2.emotional exhaustion	.441**	1								
3.green personal norms	.534**	.398**	1							
4.non-green behavior	.301*	.591**	.028	1						
5.Substantive attribution	.640**	.294*	.691*	.180**	1					
6.symbolic attribution	.429**	.616**	.376**	.538**	.482**	1				
7. Age	-.033	-.042	.064	-.049	.064	-.110	1			
8. Marital status	-.044	-.026	.043	-.012	.049	-.045	.522*	1		
9.Education	-.035	.026	.029	-.046	.049	.007	.206"	.149*	1	
10.years of service	.038	-.072	.057	-.037	.048	-.048	.583*	.391**	.042	1
Mean(M)	3.594	3.350	3.972	2.932	3.867	3.506	2.969	1.584	1.086	4.607
Standard Deviation (SD)	1.023	0.953	0.877	1.178	0.900	1.067	0.856	0.574	0.280	3.823

4.3. Hypothesis testing

In order to test the research hypotheses, this study used SPSS 24.0 and Mplus 7.4 software to analyze the data from 257 valid samples. In the process of hypothesis testing, we used Mplus 7.4 software to include all independent variables, mediating variables, dependent variables and control variables in structural equation modeling for analysis in order to test both direct and indirect effects. Based on the data in

Table 5, we can see that the research model fits well with the following indicators: $\chi^2/df=2.436<3$, RMSEA=0.075<0.08, CFI=0.961>0.9, and TLI=0.950>0.9. Subsequent hypotheses testing will be conducted to illustrate both the direct and indirect effects. Also, Bootstrap method was used in this study and the Bootstrap value was set to 2000 and the outputs were standardized confidence intervals (STANDARDIZED) and unbiased corrected CINTERVAL (BCBOOTSTRAP), which were obtained by performing 2000 replicate samples.

Table 5. Descriptive statistics for each variable

Fit index	χ^2	df	χ^2/df	RMSEA	CFI	TLI
One-way model e	355.605	146	2.436	075	.961	.950

4.3.1. Direct effects test

In testing the direct effect of green performance management on employee non-green behavior, this study used Mplus 7.4 software for overall structural equation modeling. Based on controlling four variables such as

employees' years of working experience, age, education level and marital status, we obtained the results of mediating effect. Based on the data in Table 6, we can see that the direct effect of green performance management on employee non-green behavior is not significant ($p=0.157, p=0.227>0.1$).

Table 6. Direct effect path analysis

path	path	path factor	standard error	P-value
direct effect	GPM→NGB	.157	.130	.227

Note: Sample size is 257, green performance management(GPM), non-green behavior(NGB)

4.3.2. Mediation effects test for emotional exhaustion

In testing the mediating effect of employee emotional exhaustion, this study used Mplus 7.4 software for overall structural equation modeling. Based on controlling four variables such as employees' years of working experience, age, education level and marital status, we obtained the results of mediating effect of employees' emotional exhaustion. Based on the data in Table 7, we can see that green performance management has a positive effect on employee emotional exhaustion ($p=0.441, p<0.01$), which validates hypothesis H1. Employee emotional exhaustion has a positive effect on employee non-green behavior ($p=0.976, p<0.01$), which validates hypothesis H2. In addition, we found that employee emotional exhaustion mediated the relationship between green performance management and employee non-green behavior, which verified the establishment of hypothesis H3 ($p=0.329, p<0.01$).

4.3.3. Mediation effect test for green personal norms

In testing the mediating effect of green personal norms, this study used Mplus 7.4 software for overall structural equation modeling. Based on controlling four variables such as employees' years of working experience, age, education level, and marital status, we obtained the results of the mediating effect of green personal norms. Based on the data in Table 7, we can see that green performance management has a positive effect on green personal norms ($p=0.475, p<0.01$), which verifies the establishment of hypothesis H4. green personal norms have a negative effect on employee non-green behavior ($p=-0.467, p<0.01$), validating hypothesis H5. In addition, we also found that green personal norms mediated the relationship between green performance management and employee non-green behavior, validating hypothesis H6 ($p=-0.169, p<0.01$). Finally, we also found a positive total indirect effect of green performance management on employee non-green behavior ($p=0.229, p=0.018<0.05$), validating hypothesis H7.

Table 7. Mediating effects path analysis

path	path	path factor	standard error	P-value
intermediary effect	GPM→EE	.441	.074	.000
	EE→NGB	.976	.098	.000
	GPM→EE→NGB	.329	.064	.000
	GPM→PEN	.475	.061	.000
	PEN→NGB	-.467	.107	.000
	GPM→PEN→NGB	-.169	.047	.000
Total indirect effect	GPM→NGB	.229	.097	.018

Note: Sample size is 257, green performance management (GPM), emotional exhaustion (EE), green personal norms (PEN), non-green behavior (NGB).

4.3.4. A test of the moderating effect of employee symbolic attribution

In testing the moderating effect of employee symbolic assignment, this study used Mplus 7.4 software for overall structural equation modeling. Based on controlling four variables such as employees' years of experience, age, education level and marital status, we obtained the moderating effect results. Based on the data in Table 8, we can see that the symbolic attribution to green performance management positively moderated the relationship between green performance management and employee emotional exhaustion ($p=0.123, p<0.01$), validating hypothesis H8. However, symbolic attribution to green performance management did not significantly moderate the relationship between green performance management and green personal norms ($p=0.000, p=0.940>0.1$) and hypothesis H11 is not valid. By looking at Figure 2, we can find that when the level of symbolic attribution is low, the positive relationship between green performance management and employee emotional exhaustion is weak; on the contrary, when the level

of symbolic attribution is high, the positive relationship between green performance management has a stronger positive relationship with employee emotional exhaustion; on the contrary, when the level of symbolic attribution is high, green performance management has a stronger positive relationship with employee emotional exhaustion.

4.3.5. Moderating effect test for employee substantive attribution

In testing the moderating effect of employee Substantive attribution, this study used Mplus 7.4 software for overall structural equation modeling. Based on controlling four variables such as employees' years of working experience, age, education level and marital status, we obtained the moderating effect results. Based on the data in Table 8, we can see that the Substantive attribution to green performance management negatively moderated the relationship between green performance management and employee emotional exhaustion ($p=-0.045, p=0.039<0.05$), which validates hypothesis H9. While Substantive attribution to green performance management positively moderated the

relationship between green performance management and employees' green personal norms ($p=0.150$, $p=0.000<0.01$), validating hypothesis H10, validating the hypothesis H10. By looking at Figures 3 and 4, we can find that when the level of Substantive attribution is low, the positive relationship between green performance management and employee green personal norms is weaker, and the positive relationship

between green performance management and employee emotional exhaustion; on the contrary, when the level of Substantive attribution is high, the positive relationship between green performance management and employees' green personal norms is stronger, and the positive relationship between green performance management has a weaker positive relationship with employee emotional exhaustion.

Table 8. Moderating effects test

Moderating variable	Name of moderating variable	Moderating Relationship	Path coefficient	standard error	P-value
moderating effect	SYM	GPM→EE	.123	.011	.000
	SUB	GPM→EE	-.045	.022	.039
	SUB	GPM→PEN	.150	.028	.000
	SYM	GPM→PEN	.000	.006	.940

Note: Sample size is 257, green performance management(GPM), emotional exhaustion(EE), green personal norms(PEN), symbolic attribution(SYM), Substantive attribution (SUB).

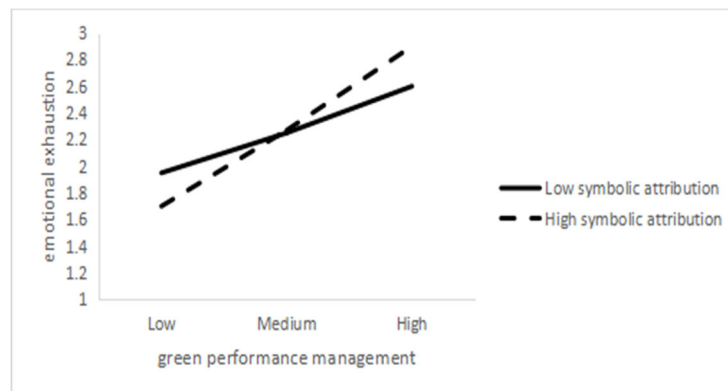


Figure 2. Relationship between green performance management and emotional exhaustion at different symbolic assignment levels

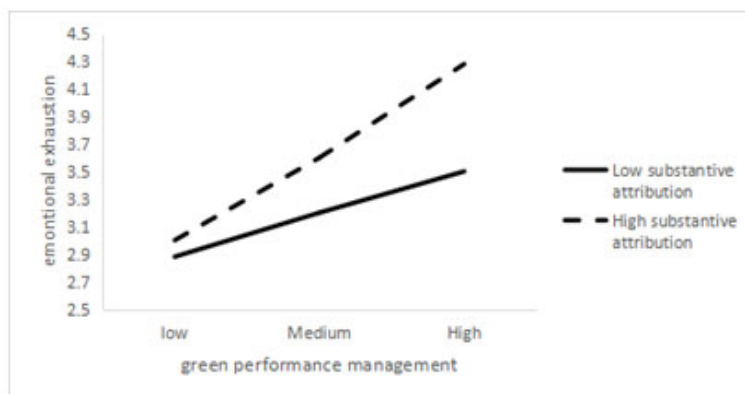


Figure 3. Relationship between green performance management and emotional exhaustion at different Substantive attribution levels

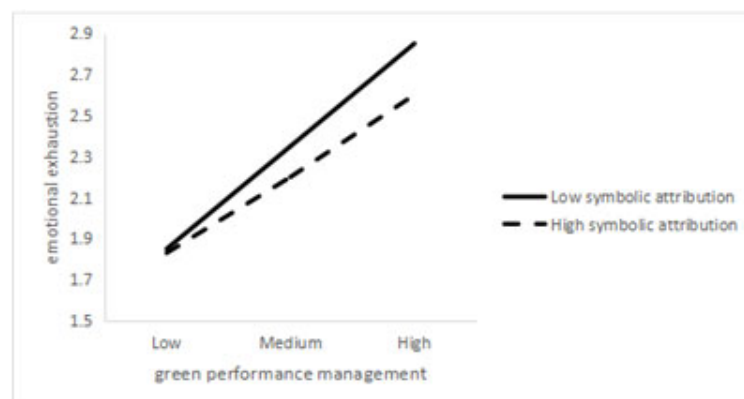


Figure 4. Relationship between green performance management and green personal norms at different Substantive attribution levels

5. Conclusions

According to the findings of this study, green performance management has a positive impact on employees' non-green behaviors. By improving employees' green personal norms and reducing emotional exhaustion, green performance management can reduce employees' non-green behaviors. In addition, employees' attributional styles moderated the relationship between green performance management and emotional exhaustion. The study suggests that when implementing green performance management, organizations should pay attention to the actual feelings and experiences of employees and the symbolic establishment of green performance management. At the same time, strengthening employees' green personal norms is also key to realizing the effects of green performance management. In conclusion, green performance management has a positive impact on employees' non-green behaviors in organizations and helps to realize the environmental sustainability of enterprises.

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