



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTERS FINAL WORK

DISSERTATION

**Green Human Resources Management and Organisational
Commitment: the moderating role of Meaning of Work**

BEATRIZ NUNES MENDONÇA DE OLIVEIRA MACHADO

MARCH 2024



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BEATRIZ NUNES MENDONÇA DE OLIVEIRA MACHADO

SUPERVISOR:

PROF. JORGE FILIPE DA SILVA GOMES

JURY:

**PRESIDENT: JOANNA KATARZYNA KRYWALSKA DA SILVEIRA
SANTIAGO**

SUPERVISOR: JORGE FILIPE DA SILVA GOMES

**Co-SUPERVISOR: ANA MARGARIDA FERNANDES PEREIRA
DO NASCIMENTO SABINO**

**MEMBER: MARIA EDUARDA MARIANO AGOSTINHO
SOARES**

MARCH 2024

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GLOSSARY

AC – Affective Commitment

CC – Continuance Commitment

ESG – Environmental, Social and Corporate Governance

GHRM – Green Human Resources Management

GRHV – Gestão de Recursos Humanos Verde

HR – Human Resources

HRM – Human Resources Management

KMO – Kaiser-Meyer-Olkin

MoW – Meaning of Work

NC – Normative Commitment

OC – Organisational Commitment

SDGs – Sustainable Development Goals

UN – United Nations

RESUMO

Nos últimos anos várias empresas têm vindo a adotar práticas e a definir objetivos ecológicos, nascendo assim o conceito de *Green Human Resources Management* (GHRM), em português, Gestão de Recursos Humanos Verde (GRHV). Esta nova área dos recursos humanos (RH) tem como principal objetivo aumentar a consciência dos trabalhadores em relação a este tema, de forma que os mesmos adotem um comportamento pró-ambiental na sua vida profissional e pessoal. A implementação destas práticas nas empresas permitirá que as mesmas melhorem a sua performance ambiental, ganhando uma vantagem competitiva no mercado, relativamente a outras que carecem desta preocupação ambiental e ecológica. Tendo em conta o aumento da preocupação por parte do consumidor em procurar empresas que ofereçam serviços ou produtos que sejam amigos do ambiente, as empresas que colocam em prática medidas relacionadas com este tema terão uma maior capacidade em conseguir fidelizar o consumidor.

O objetivo deste estudo é analisar as perceções que os trabalhadores portugueses têm sobre as práticas verdes de recursos humanos, o impacto que as mesmas têm no compromisso organizacional e também verificar o papel moderador do significado do trabalho nesta relação. Este estudo assenta numa abordagem quantitativa e por isso foi elaborado um questionário que resultou numa amostra de 104 participantes. Para analisar os dados obtidos e chegar a conclusões sobre o mesmo foi utilizado o software estatístico IBM SPSS (Statistical Package for Social Sciences) versão 29.

A presente investigação permitiu então concluir que apesar da pouca perceção que os participantes têm acerca das práticas verdes de RH que a sua empresa adota, as mesmas acabam por influenciar o seu compromisso organizacional. Os resultados permitiram também concluir que o significado do trabalho tem um papel moderador na relação entre o compromisso organizacional e a GRHV, quer isto dizer que é fulcral que as empresas adotem estas práticas não só para reter e motivar os seus colaboradores, mas também para conseguirem tornar-se organizações mais sustentáveis e assim estarem a par dos temas da atualidade.

Palavras-Chave: GRH Verde; Performance Ambiental; Compromisso Organizacional; Significado do Trabalho.

ABSTRACT

In recent years, several companies have adopted green practices and set green goals, giving rise to the concept of Green Human Resources Management (GHRM). The main aim of this new field of Human Resources (HR) is to raise awareness among employees so that they adopt pro-environmental behaviours in their professional and personal lives. Implementing these practices in companies will allow them to improve their environmental performance and gain a competitive advantage in the marketplace over others who do not take environmental and ecological concerns into account. Given the increasing consumer interest in seeking out companies that offer environmentally friendly services or products, companies that implement policies related to this issue will have a greater ability to gain consumer loyalty.

The aim of this study is to analyse Portuguese workers' perceptions of green human resources practices, the impact these practices have on organisational commitment, and to see the moderating role of meaning of work in this relationship. This study is based on a quantitative approach, therefore the instrument used was a questionnaire. To support the objectives of this research, a questionnaire was distributed, leading to a sample of 104 participants. IBM SPSS (Statistical Package for Social Sciences) version 29 was used to analyse the data and draw conclusions.

This research concluded that despite participants' low perceptions of their organisation's green HR practices, they do influence their organisational commitment. The results also led to the conclusion that the meaning of work plays a moderating role in the relationship between organisational commitment and GHRM, meaning that it is crucial for companies to adopt these practices not only to retain and motivate their employees, but also to become more sustainable organisations.

Keywords: GHRM; Environmental Performance; Organisational Commitment; Meaning of Work.

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INTRODUCTION

Nowadays, sustainability is present in people's lives in many ways, ultimately influencing the actions of individuals (e.g. conscious consumption, reducing waste), businesses and even politicians (e.g. reducing carbon emissions) (Cheval et al., 2020, in Heyd, 2020). At its core, sustainability is about meeting the needs of the current generation without compromising the opportunity of future generations to meet their own needs (Chopra et al., 2021). According to some authors sustainability is based in three main pillars: economy, social and environmental. This gives raise to the concept of the Three Bottom Line (TBL) also known as 3P's. TBL theory is seen as a holistic framework that helps organisations measure their performance in the three different areas (Nogueira et al., 2023). The economic pillar refers to the company's financial performance, and this metric can be assessed through HR performance measures such as turnover and absenteeism rates and productivity per employee (Sitko et al., 2023). A company that adopts green HR practices will be able to align sustainability with the company's financial goals, differentiating itself from many others. The social pillar of the theory relates to the relationship the company has with its employees, customers, investors, and the community in general. According to Gallagher (2017), this relationship can be developed through good HR practices such as training and activities that link the company to the community. In this study, this pillar is represented by the variables meaning of work and organisational commitment, as these are two variables that briefly refer to the importance of work in the lives of individuals and how they feel about working for a particular company. According to Amos and Uniamikogbo (2016), the environmental pillar aims to develop behaviours that do not compromise future generations. According to Sitko (2023), one of the dimensions of this pillar is green human resource management, as one of the aims of this area is to get employees to adopt pro-environmental behaviour inside and outside the organisation (Cesário et al., 2022). According to Fauzi et al. (2010), it is important for companies to integrate these three pillars into their strategy as they can gain competitive advantage and attract and retain employees, customers and investors.

The member countries of the United Nations (UN) initiated discussions on the matter of sustainability and began implementing policies with the primary objective of contributing to the well-being of the planet (Tsalis et al., 2020). In 2015, the Sustainable Development Goals (SDGs) were established, comprising of 17 goals and 169 targets,

with the main aim of achieving peace and prosperity in society and on the planet (Zanten & Tulder, 2021). The UN has recognized that organisations have an important role to play in achieving the SDGs, given their high public visibility and ability to influence people (Zanten & Tulder, 2021).

Similar to individuals, companies have become increasingly aware of sustainability and are actively embracing policies and practices that prioritize social responsibility (Batista et al., 2018; Tsalis et al., 2020). Within this context, Human Resources (HR) plays a pivotal role in translating these environmental considerations into action, giving rise to the concept of Green Human Resources Management (GHRM) (Teixeira et al., 2016, in Molina-Azorin et al., 2021). GHRM aims to support environmental initiatives, promote pro-environmental behaviour and awareness among employees and help the company in achieving its sustainability targets (Cesário et al., 2022; Gupta et al., 2021, in Joshi et al., 2023). Numerous GHRM practices have been developed, including efforts to recruit individuals already committed to environmental and societal causes (Saeed et al., 2018, in Joshi et al., 2023), providing training to educate employees on these issues, and implementing a reward and recognition system for those who contribute to meeting sustainability goals (Gholami et al., 2016; Yong et al., 2019, in Joshi et al., 2023).

The way work is viewed has evolved over the years from being a source of income to a source of personal fulfilment (Steger et al., 2012, in Jung & Yoon, 2016). This is why green HR practices play an important role, as they can influence the way employees view their work and how they feel about it. When employees find meaning in their work, they are more motivated and perform better, consequently enhancing the overall performance of the company. It is therefore imperative that companies make efforts to ensure that their employees feel satisfied, rewarded, and recognized for their contributions (Jung & Yoon, 2016; Letona-Ibañez et al., 2021). According to Dhingra et al., (2020) if employees feel that they are treated well in their organisation and that their work is meaningful, they are less likely to leave for another company, thus increasing organisational commitment (OC). According to Porter and Lawer (1965, in Herrera & Las Heras-Rosas, 2021) OC reflects an employee's dedication to their organisation and alignment with its values and goals. According to Meyer and Allen (1991, in Radosavljević et al., 2017) OC is categorised into three elements: continuance commitment (CC), affective commitment (AC) and normative commitment (NC).

The main purpose of this Master's Final Work (MFW) is to answer the following research questions: What is the impact of green human resources practices on individuals' organisational commitment? How does the meaning employees give to their work affect the relationship between GHRM and organisational commitment? By answering these questions, it will be possible to understand whether or not the meaning of work and employees' perceptions of the green HR practices adopted by the company affect their organisational commitment. This thesis comprises of four chapters. The first chapter provides a literature review on the fundamental concepts of this study and presenting the hypotheses as well. In the second chapter, the study's methodology is outlined, including a description of the instruments used, the data collection process, and the characterization of the sample. Moving on to the third chapter, it delves into the analysis and discussion of the results, incorporating examinations such as the reliability of the scales, variable descriptions, and the outcomes of hypotheses tests. The fourth and final chapter offers general considerations, highlights the contributions of this study, as well as its limitations and provides suggestions for future research.

1. LITERATURE REVIEW

The business landscape has witnessed a growing emphasis on sustainable and socially responsible practices, leading organisations to re-evaluate their approaches and practices in this area. A central aspect of this paradigm shift is the emergence of Green Human Resources (GHR), a concept that encompasses practices that integrate environmental sustainability into human resources strategies (Teixeira et al., 2016, in Molina-Azorin et al., 2021). This literature review examines key studies that explore the intersection of green human resources, organisational commitment, and the meaning of work.

1.1 Sustainability

In the last few decades, the planet has witnessed numerous natural disasters, and in 2019, the world faced a pandemic, which has further solidified the idea that a company's financial success is positively related to environmental and social sustainability (Heyd, 2020). Sustainability, as defined by the World Commission on Environment and Development (WCED) in 1987, is the ability to meet current needs without compromising the ability of future generations to meet theirs (Chopra et al., 2021). According to Spiliakos (2018), within a company sustainability refers to the ability to conduct business without negatively impacting the environment and the society.

In the 90's Elkington introduced the Three Bottom Line (TBL) theory that focuses on the three main pillars that sustainable development is based, which are environmental (evaluates the environmental impact of a business operation), social (measures the impact of the company's operations in the community), and economic (financial profitability of a company) (Cesário et al., 2022; Miller, 2020). Sometimes referred to as the three P's (3P): people that correspond to social, planet that refers to environmental and profit that stands for economic - this theory states that firms are committed to measure their social and environmental impact, instead of only focus on profits (Miller, 2020).

As societal awareness has grown, individuals are increasingly adopting sustainable behaviours and choosing eco-friendly products or services. This trend has put significant pressure on companies to be more sustainable and socially responsible (Tsalis et al., 2020). In addition to mandatory financial reports, companies have started developing

sustainability reports, which analyse and communicate to the public, investors, and stakeholders the social and environmental impact of their activities and also helps to understand a company's progress in terms of sustainability (Batista et al., 2018; Tsalis et al., 2020). These reports are, normally, aligned with Environmental, Social and Corporate Governance (ESG) practices, contribute to transparency, motivate employees, and address the growing interest in sustainability (Batista et al., 2018; Tsalis et al., 2020). ESG, introduced by the United Nations Global Compact in partnership with the World Bank in 2004, evaluates an organisation's sustainability practices and the impact of its business on the environment and community (Spiliakos, 2018). Acting in accordance with ESG values not only signals concern for financial results but also demonstrates a commitment to environment and community well-being (Spiliakos, 2018). Doing this brings several benefits to companies, such as giving them a competitive advantage over their competitors, attracting more investors and customers, and even improving their financial performance (Cantele and Zardini, 2018; Morioka et al., 2017; Walsh and Dodds, 2017, in Chopra et al., 2021). It is important to note that as there are standards for regulating financial statements, there are also standards for this type of reports; the most widely used are the Global Reporting Initiative (GRI) (Toppinen et al., 2013, in Batista et al., 2018).

1.2 Sustainable Development Goals (SDGs)

In September 2015, all member states of the United Nations (UN) adopted the 2030 Agenda for Sustainable Development Goals (SDGs) during the UN Sustainable Development Summit (Tsalis et al., 2020). This agenda encompasses 17 SDGs and 169 targets whose main objective is to achieve peace and prosperity for people and planet, not only in the present but also in the future (Tsalis et al., 2020). By combining the environmental and development agendas, the SDGs succeeded the Millennium Development Goals (MDGs) (Bexell & Jonsson, 2016). While the MDGs focused primarily on poverty and hunger, the SDGs place a greater emphasis on sustainability, addressing social and economic facets of human society and their interactions with the natural environment (Arora & Mishra, 2019).

UN recognized that companies have a crucial role in achieving the SDGs because they have unique capabilities that can contribute to reach those goals (Hajer et al., 2015; Lucci,

2012; Oetzel & Doh, 2009; Porter & Kramer, 2011, in Zanten & Tulder, 2021). Many companies are still trying to figure out how their actions and strategies can have a positive impact on the development of a more sustainable world. However, a PwC study from 2018 suggests that the majority of large companies are already adopting sustainable strategies, with a particular focus on SGDs related to economic growth and industrialization which can negatively impact the environment if that growth is not based on environmentally friendly measures (Bansal et al., 2018; Sharma, 2000, in Zanten & Tulder, 2021).

1.3 Green Human Resources Management

In today's business landscape, it is imperative for a firm to consider sustainability and adopt practices that transform it into an environmentally friendly company. This is not merely appreciated by the public and customers, it is also an essential factor for investors and employees when making decisions (Ahmad, 2015). Sustainability is no longer seen only as a matter of social responsibility, but it is now an integral part of a company's strategy. By establishing a more effective management system centred around sustainability, a company gains a competitive advantage over its competitors and stands to achieve greater profitability (Haden et al., 2009; Murari & Bhandari, 2011, in Ahmad, 2015).

Before defining green human resources management (GHRM) it is important to define and explain human resources management (HRM). HRM is responsible for managing and developing the workforce, encompassing practices such as recruitment, selection, and performance evaluation of employees (Molina-Azorin et al., 2021). When a company aims to implement environmental strategies, the Human Resources (HR) team plays a pivotal role in their execution (Claver-Cortés et al., 2007; Chen, 2008; López-Gamero et al., 2011; Yong et al., 2019, in Molina-Azorin et al., 2021). The difference between HRM and GHRM is that the second one emphasises on integrating environmentally sustainable practices into HRM policies and strategies (Teixeira et al., 2016, in Molina-Azorin et al., 2021). The main goal of GHRM is to increase workers' environmental awareness and motivate them to behave in a pro-environmental way both within and outside the organisation (Cesário et al., 2022).

A company is organized into various departments, each playing an important role in implementing sustainable practices within the organisation (Renwick, 2008, in Ahmad, 2015). According to Ahmad (2015) the HR department is crucial to this task, as they are responsible for translating sustainability concepts into practical actions in order to create a green culture within the organisation. Commonly regarded as the heart of any business, HR manages the organisation's most valuable asset: its employees. Employees are fundamental to the successful implementation of sustainable practices, emphasizing the importance of their awareness of the company's sustainability goals (Ahmad, 2015). For employees to be able to put into practice what the company has in mind to become more sustainable, it is important that the organisation provides them with the necessary information and technical skills to stimulate and make them aware of this issue (Daily et al., 2007; Mandip, 2012; Unnikrishnan & Hegde, 2007, in Ahmad, 2015). A study conducted by Saeed (2013, in Cesário et al., 2022) concluded that GHRM practices have a significant impact on influencing employees to adopt a pro-environmental behaviour, which is why it is important for companies to adopt these green human resources practices if they want to be considered a sustainable company.

There is no consensus on green human resources practices, but according to some authors, green recruitment, selection and onboarding, green training, green performance management and rewards, green internal communication and green sustainable culture are some examples of green human resources practices (Cesário et al., 2022). Recruitment and selection are a well-known HR practice which, in a nutshell, is the process of attracting potential candidates and then filtering and selecting the candidate who best suits the job (Lamba & Choudhary, 2013). Hiring someone who is already environmentally responsible is a great advantage for the company as it makes it easier to implement the sustainable practices and policies that the company wants to adopt (Mwita & Kinemo, 2018, in Sanyal, 2017).

It is important that the job description includes the company's ecological goals and values to attract like-minded people. If the role has ecological targets, it is crucial to measure these through a green performance appraisal, where, normally, the line manager provides feedback on the employee's strengths and areas for improvement (Yong et al., 2020, in Mwita, 2019). Therefore, it can be concluded that the aim of green performance management is to measure employees' environmental performance, which will impact on

their compensation and benefits system (Yong et al., 2020, in Mwita, 2019). Recognizing and rewarding employees for pro-environmental behaviour is essential for motivation and performance improvement (Renwick et al., 2013, in Ari et al., 2020). Companies have a reward and compensation system, and within this there should be a green reward system, if the company has environmental goals, which can be made up of financial and non-financial rewards (Yusliza et al., 2019, in Faisal, 2023). The main purpose of this system is to encourage employees to achieve the proposed ecological targets, to become more involved in environmental practices and to improve their performance (Ramus & Steger, 2000; Wagner, 2013, in Faisal, 2023). If a company has this type of system, in addition to attracting, retaining, and motivating employees, it shows that it is committed to sustainability (Bratton & Bratton, 2015, in Mwita, 2019).

Training is designed to improve employees' knowledge or skills, particularly in sustainable measures or behaviours, helping to close the gap between what the job requires and the skills that the worker has (Lamba & Choudhary, 2013). Through training employees become more environmentally aware and choose to behave in a pro-environmental way in both their personal and professional lives, helping the company to implement GHRM measures (Amrutha & Geetha, 2021, in Ari et al., 2020). Holding these training sessions conveys to employees that the company is genuinely concerned about this issue and helps make the implementation of GHRM practices successful (Ari et al., 2020).

A green culture contributes to a healthier and safer working environment, but establishing one within an organisation can be a challenging task that requires a considerable amount of time (Amrutha & Geetha, 2020; Faisal, 2023). It is easier to create this kind of culture when the workforce already cares about the environment, behaves in a pro-environmental way, and understands the company's ecological goals (Faisal, 2023). To promote this green culture, it is essential for manager to set green targets, provide feedback in performance appraisals and give to employees some freedom of decision and intervention in these matters (Daily & Huange, 2001; Govindarajulu & Daily, 2004; Renwick et al., 2013, in Faisal, 2023).

When these practices are effectively implemented, they generate countless benefits for the company, but there are also challenges in carrying them out: applying these practices

is a costly and time-consuming process and relies on the acceptance and collaboration of employees (Hosain & Rahman, 2016). The effectiveness of these practices is accelerated if the workforce already embraces environmental values, although this is not always the case. Finding employees with these values can be a challenge, so companies often rely on training their current employees to encourage and motivate them to act in a pro-environmental way (Ahmad, 2015). If a company is investing in training, it is only natural to want to evaluate the performance of its employees to see whether the extra financial effort is paying off, i.e., whether the employees are behaving in an environmentally friendly way (Hosain & Rahman, 2016).

1.4 Organisational Commitment

Organisational commitment (OC) can be defined as an employee's desire to remain with the organisation where they work, embracing its values and actively contributing to the company's goals (Porter & Lawer, 1965, in Velando et al., 2005). Alternatively, it can be viewed as the extent of identification and commitment to the company (Greenberg & Baron, 2008, in Radosavljević et al., 2017).

Over the years, the concept of OC has changed from a unidimensional concept to a multidimensional one. Some authors such as Mowday, Porter, and Steers (1979, in Velando et al., 2005) defend a unidimensional concept, while Allen and Meyer (1991, in Velando et al., 2005) defend a multidimensional concept. According to Allen and Meyer (1991, in Velando et al., 2005), OC is subdivided into three categories: continuance commitment (CC), affective commitment (CA) and normative commitment (NC).

As highlighted earlier, OC reflects the relationship between the employee and the organisation. A positive relationship encourages employees to perform better, consequently impacting the overall performance of the company (Lamba & Choudhary, 2013). In such cases, the organisation is likely to seek ways to retain these valuable employees. HR typically designs practices for this purpose, including strategies such as competitive compensation and benefits system, a good training program, among others (Lamba & Choudhary, 2013). Although there are not many studies linking OC to GHRM practices, this type of practices may have an even greater impact on an employee's commitment if they are already environmentally conscious (Shoib et al., 2021).

Although the OC is divided into three dimensions, only the AC is examined for this study because it has the strongest relationship with GHRM practices and OC, and is considered in the literature to be a predictor of MoW. (Madelyn et al., 2014, in Kaur & Mittal, 2020; Velando et al., 2005).

1.4.1 Affective Commitment

Affective Commitment (AC) is the psychological and emotional connection an employee feels towards their organisation (Mowday et al., 1979; Mathieu & Zajac, 1990; Velando et al., 2005). Mowday et al. (1982, in Velando et al., 2005) defends that AC derives from the combination of the following factors: personal and organisational characteristics, the nature of the work employees engages in, and their overall work experience.

One of the biggest concerns for employees with an emotional attachment to their organisation is whether the company will value and recognize them (Herrera & Las Heras-Rosas, 2021). While some authors argue that higher emotional attachment reduces the likelihood of employee turnover, studies have shown a negative relationship between AC and retention and a positive correlation between AC and performance (Cesário et al., 2017; Gomes et al., 2023; Vandenberghe, 2021).

When an employee has a strong affective commitment, the sense of belonging to the organisation increases, and as a result, loyalty to the organisation and the desire to stay with the company also increase (Gomes et al., 2023; Meyer & Allen, 1991, in Kaur & Mittal, 2020). Furthermore, an employee who is emotionally connected to the organisation is more engaged in work and is more committed to achieving the organisation's overall goals (Jaros et al., 1993, in Kaur & Mittal, 2020).

HR is the intermediary between the company and its employees. Employees typically reach out to HR professionals for assistance or clarification. Given that AC is characterised by the emotional relationship between the employee and their organisation, it is natural that this type of OC has a stronger correlation with HR strategies (Velando et al., 2005). This connection that the employee feels with the company can begin as early as the recruitment and selection process, since this strategy is aimed at finding the ideal person for a particular job (Velando et al., 2005). Compensation strategies also play an

important role, as fair rewards can reinforce employees' sense of worth and contribution to the company, strengthening the bond between them. Similarly, training programs are perceived by employees as an investment in their development, further nurturing their attachment to the organisation (McElroy, 2001, in Velando et al., 2005).

1.4.2 Continuance Commitment

Continuance commitment (CC) refers to an employee's commitment to an organisation based on the perceived costs associated with leaving that organisation. Individuals with a high level of CC are more likely to remain with their current company because they believe that the drawbacks of quitting, such as losing seniority, pension, or benefits, would outweigh the advantages of seeking employment elsewhere (Radosavljević et al., 2017). This type of commitment may also manifest when an employee has been with the company for several years, acquiring a certain status, respect, and a sense of security within the organisation, which might not be guaranteed in a different workplace (McElroy, 2001, in Velando et al., 2005).

One HR strategy that companies use is training, aimed at enhancing employees' knowledge to boost productivity. This represents a cost for the company and is seen by employees as an investment, creating a sense of obligation to repay the organisation by remaining with it (Velando et al., 2005).

Employees who stay with the organisation because of their CC often do so out of necessity, and in such cases, employees' performance is usually not the best. This happens because these employees perceive the work as obligatory, and the tasks do not challenge or motivate them. Consequently, there is a negative relationship between performance and CC (Radosavljević et al., 2017).

1.4.3 Normative Commitment

This sense of commitment is not necessarily driven by a strong emotional attachment to the organisation or a calculation of the costs and benefits of leaving, but rather by the sense of obligation employees have to remain with the organisation (Meyer & Allen, 1991, in Velando et al., 2005). Employees with strong normative commitment feel a moral obligation to remain with their current company, even if they have better job prospects elsewhere. They believe that staying is a sign of loyalty to the company and is their way

of showing that they are grateful for all that the company has done for them (Radosavljević et al., 2017). Wiener (1982, in Radosavljević et al., 2017) suggests that this type of OC can be exercised by superiors through a degree of psychological pressure on employees, e.g., when a company funds an employee's education, the employee may feel a sense of guilt about leaving the company afterward.

This type of commitment is usually present in employees when the company makes a significant financial investment in them, leaving the employee with the feeling that there is an imbalance between what they give to the organisation and what the company provides or continues to offer them. Consequently, the employee may choose to stay with the company to reduce this imbalance (Velando et al., 2005).

1.5 Meaning of Work

Most people spend most of their day at work, so it is important that they enjoy what they do and that it brings them something positive. Over the years the meaning people give to work has changed. In the past, people saw work as a way to earn money and have a better life, and even if they did not like what they were doing, they would remain with the company. Today there is no fear of switching jobs and work is seen as a form of personal fulfilment, although money is still important to people, is no longer seen as "the most important thing" (Jang, 2001; Steger et al., 2012, in Jung & Yoon, 2016). Research indicates that the value employees attach to their work positively influences their motivation, job satisfaction, effectiveness, and efficiency (Guion & Landy, 1972; Harpaz & Fu, 2002; Juhdi et al., 2010, in Jung & Yoon, 2016).

Companies play a pivotal role in this, so it is important to choose a company that has similar values and objectives to our own, which will make individuals feel good about working for the company they have chosen. When an employee feels aligned with the company, employee engagement, and loyalty to the company are more likely to increase and the intention of turnover decrease (Dhingra et al., 2021). A study carried out by McKinsey, 2020, revealed that 70% of employees in the US find their purpose at work, so it is important that companies help them to stay motivated and find their purpose in life for those who have not found it yet. It is important that employees feel that their work has meaning, because if they feel demotivated, the result can be negative for the company

(Dhingra et al., 2021). People who understand the meaning of their work are more likely to be productive and to stay at the organisation than people who do not.

It is well known that companies want to reduce absenteeism and turnover, but to do this they need to motivate their employees and make them feel that they belong and have a purpose in the organisation (Letona-Ibañez et al., 2021). According to Hackman and Oldham (1975, in Letona-Ibañez et al., 2021), in order to feel motivated and satisfied with their work, employees must find their work as meaningful, receive recognition for their efforts, and understand when they have accomplished their goals. (Letona-Ibañez et al., 2021). In 1980 the same authors published a job characteristics theory that defends that characteristics such as skill variety (the extent to which a job requires a wide range of tasks requiring the application of different skills and competencies), task identity (the extent to which workers recognise and finish a task with a positive outcome) and task significance (the impact of the job has on the lives or well-being of others) are essential for employees to perceive their work as meaningful and to remain motivated (Letona-Ibañez et al., 2021).

1.6 Hypotheses

Due to the events of recent years, such as environmental crises, pandemics, etc., people have started to become more aware and sustainable, putting pressure on companies to do the same (Ahmad, 2015). For companies to become more sustainable, it is crucial that their employees behave in a pro-environmental way, or at least that they are aware and understand how important the issue of sustainability is today. For this to happen, it is important for companies to define sustainable practices (Cesário et al., 2022). These practices are defined and put into operation by human resources, thus giving rise to the concept of green human resources management (Molina-Azorin et al., 2021). It is important to note that the green dimension of human resources is an emerging area and there are not yet many studies relating it to other variables.

A study made by Paul and Anantharaman's (2004, in Lamba & Choudhary, 2013) shows that HRM practices is positively correlated with OC. Organisational commitment refers to an individual's desire to continue working for their current organisation. OC is more related to the affective and emotional attachment that the employee feels towards the organisation (AC), and this is the one that is most closely related to GHRM practices

(Lamba & Choudhary, 2013; Velando et al., 2005). HR strategies are important in attracting and retaining employees and also motivating them to give their best and perform well, which then translates into the performance of the organisation and can then lead to the employee feeling one of the three types of organisational commitment (Lamba & Choudhary, 2013).

The OC variable will only be examined considering the affective commitment dimension, as this is the one that has shown the best results in known studies.

Hypothesis 1 (H1): GHRM practices have a positive impact on Organisational Commitment.

Employees are questioning whether their work makes sense and what impact it has on their lives, whether it fulfils them or not, and whether they are happy in their current organisation, which is why it is essential for companies to consider their employees' needs (Wissman, 2013, in Casey & Sieber, 2016).

Most of our time is at work. We spend more time talking or socializing with our colleagues than with our families. The workplace becomes almost like a second home, so it is important that the place and environment are positive and healthy. People spend most of their time at work, so it is a plus that they find their work meaningful and that it fills them up and helps them feel fulfilled (Jang, 2001, in Jung & Yoon, 2016). People who find their work meaningful end up working more enthusiastically and without a sense of obligation, which translates into better job performance for both the employee and the organisation (Harpaz & Fu, 2002, in Harpaz & Meshoulam, 2010; Jung & Yoon, 2016).

Employees who are emotionally attached to the organisation are willing to work harder to achieve set goals and ultimately perform better (Jaros et al., 1993, in Kaur & Mittal, 2020). When an employee find meaning in their work, they will value it more, and in addition to feeling an emotional connection to the organisation they work for, they will also feel a desire to stay with the organisation longer (Nord et al., 1990; Steger et al., 2012, in Kaur & Mittal, 2020).

Hypothesis 2 (H2): The Meaning of Work has a significant impact on Organisational Commitment.

GHRM practices such as green rewards and compensation and green training make workers feel recognised and valued by the company, which makes them more satisfied with the organisation, which helps them feel that their work is meaningful (Geldenhuis et al., 2014, in Jung & Yoon, 2016; Rose Johar et al., 2019).

If work and the meaning that is given to it is such an important and vital part of people's lives, then this is something that companies need to consider. In order for a company to have effective HR policies and practices, it is important for it to know the meaning and importance that its employees give to their work, their short- and long-term goals, what both current and potential employees look for in a job, and what they expect from the company (Dhingra et al., 2021; England & Harpaz, 1990, in Jung & Yoon, 2016).

Hypothesis 3 (H3): MoW moderates the relationship between GHRM practices and Organisational Commitment: the relationship between GHRM and OC is stronger when MoW score higher.

To retain an employee in an organisation, it is important that they enjoy their role, feel motivated, like their working environment and feel supported by the organisation. For this to happen, it is vital that the organisation has good HR practices (Dhingra et al., 2021). The combination of these two factors theoretically increases the employee's attachment to the organisation.

2. METHOD

2.1 Design and data collection

In order to collect data, a questionnaire was developed. In a test phase, the questionnaire was sent to a group of ten people to see if the survey was understandable, if it did not take too long to fill in and to see where it could be improved.

Socio-demographic data was collected about the participants, but confidentiality was maintained, and this type of data was only used for academic purposes.

The survey is divided into four sections, excluding the introduction and acknowledgements. The first section aims to understand the participants' perception of GHRM. The second section aims to understand the extent to which employees feel connected to the company they work for, thus exploring the OC variable. The third part seeks to understand the importance participants attach to their work and whether they consider it meaningful. All the questions have been translated into Portuguese to make them easier to understand, as the questionnaire is aimed at people working in Portugal, thus achieving a greater scope. Finally, the fourth part deals with the socio-demographic information of the participants.

This questionnaire was formatted using a 5-point Likert scale, where 1 corresponds to Strongly Disagree and 5 to Strongly Agree, apart from the MoW variable, where a 7-point Likert scale was used, where 1 corresponds to Strongly Disagree and 7 to Strongly Agree. These scales were used so that the answers were closed to facilitate data analysis and to make the survey more appealing.

The Qualtrics platform was used as a data distribution tool, with a one-month period between 27 December and 27 January to complete the questionnaire. The sample is considered non-probabilistic, as the means of distribution used were social platforms such as Facebook, Instagram, LinkedIn, and WhatsApp, giving participants the freedom to share this questionnaire with their friends and colleagues. At the end of the defined data collection period, the results were analysed and processed using IBM SPSS Statistics 29 software.

2.2 Participants

The last part of the questionnaire was focused on questions relating to the demographic data of the participants in the study and, in order to facilitate analysis, all six questions were closed-ended. As the target of this study is people who are currently working in Portugal, the first question of the questionnaire relates to this. If the participant chooses the option that indicates that they are working, the questionnaire continues, otherwise it ends there. According to this, 142 responses were obtained, but only 104 will be analysed as the remaining 38 respondents are not currently working. In terms of gender, the majority of the sample are women (59.6%). As for age, most respondents (49%) are between 18 and 25 years old, so most of them are only now getting their first professional experience.

Table 1: *Characterisation of the Sample*

Variable	Items	Frequency	Percent	Mean
Gender				1.40
	Female	62	59.6	
	Male	42	40.4	
Age				2.25
	18-25	51	49	
	26-33	6	5.8	
	34-49	17	16.3	
	>50	30	28.8	
Academic Background				2.56
	High School	26	25	
	Degree	54	51.9	
	Master	14	13.5	
	PhD	10	9.6	
Job Title				4.67
	Top Manager	6	5.8	
	Middle Manager	9	8.7	
	Team Leader	8	7.7	
	Highly Qualified Professional	20	19.2	
	Qualified Professional	43	41.3	
	Unqualified Professional	5	4.8	
	Other	13	12.5	
Antiquity				2.46
	<1	44	42.3	
	1-5	23	22.1	
	6-10	7	6.7	
	11-15	5	4.8	
	>15	25	24	
Sector				4.81
	Bank and Insurance	9	8.7	
	Commerce, Transport, Distribution	17	16.3	
	Health	10	9.6	
	Public Administration	16	15.4	
	Technology	13	12.5	
	Other	39	37.5	

n = 104

Source: own elaboration (SPSS)

2.3 Variables and Instruments

In order to validate the quality of the scales used in this study and the intern consistency of the instruments, Cronbach's Alpha was calculated for each of the variables to test their reliability. According to the academic community, an alpha of 0.7 is considered acceptable (Cesário et al., 2022; Marôco, 2007).

To test the validity of the scales, two tests were carried out: Kaiser-Meyer-Olkin (KMO) and Barlett. In the first test, the results can differ between zero and one, with values equal to or greater than 0.8 being considered acceptable. (Marôco, 2007). Barlett's test is used to analyse the homogeneity of variances between samples, which is important to ensure validity. When this test assumes a p-value of less than 0.05, it means that the variances of the samples are not all equal.

2.3.1 Green Human Resources Management

The scale used to analyse this variable was created by Cesário et al. (2022) but is based on a previous one created by the same author in 2015. This scale contains 18 items divided into five sub-scales, including the following GHRM practices: green recruitment and onboarding (GRO), green training (GT), green performance management and rewards (GPMR), green internal communication (GIC), and green sustainable culture (GSC). Two examples of items on this scale are: “During onboarding, my company presents the activities it develops towards environmental sustainability.” and “In my company, performance goals also include criteria related to environmental sustainability.”. The scale used considers employee perceptions of green HR management practices as well as several other empirical studies on the subject. Although this scale is divided, this variable will be examined as an unidimensional scale, as it has shown good results in other studies (Gomes et al., 2023). A five-point Likert-type response scale was used, ranging from 1 (strongly disagree), to 5 (strongly agree).

In terms of reliability analysis, this scale has a Cronbach's alpha = 0.971. The number of this alpha is high because of the number of items.

An exploratory factor analysis was performed and shows a KMO (Kaiser-Meyer-Olkin) of 0.932 as a unidimensional solution, which explains a total variance of 67.623%. The same analysis shows a p-value = 0.000 for Bartlett's test of Sphericity.

2.3.2 *Organisational Commitment*

Although organisational commitment is composed of three types of commitment, in this study only affective commitment is considered for analysis because it is the sub-scale that shows the best results in several known studies.

To analyse this variable, the scale developed by Turker (2009) was used, which consists of nine questions (“I’m proud to be part of my organisation.”, “I speak highly of my organisation and say it is a good place to work.”). To make it easier for the participants, the scale was translated into Portuguese. A five-point Likert-type response scale was used, ranging from 1 (strongly disagree), to 5 (strongly agree).

Regarding reliability analysis, this scale has a Cronbach's alpha = 0.786. An exploratory factor analysis was performed and shows a KMO of 0.905 as an unidimensional solution, explaining a total variance of 54.583%. The same analysis shows a p-value < 0.001 for Bartlett's test of sphericity.

2.3.3 *Meaning of Work*

To analyse this variable, was used “The Work and Meaning Inventory” (WAMI) by Steger et al. (2012). This instrument consists of ten questions and a seven-point Likert response scale (1 – strongly disagree, 7 – strongly agree) was used.

This scale is divided into three parts: positive meaning in work (is related to the psychological significance of the MoW and the idea that what you are doing has personal meaning – “I have found a meaningful career.”), meaning making through work (believe that the MoW is related to the meaning of life and is important for personal growth - “I view my work as contributing to my personal growth.”), and greater good motivations (argues that work is more meaningful if it has an impact on others – “I know my work makes a positive difference in the world.”) (Steger et al., 2012). Although this scale is divided, this variable it will be studied as unidimensional.

Regarding reliability analysis, this scale has a Cronbach's alpha = 0.868. An exploratory factor analysis was performed and obtained a KMO of 0.813 as a unidimensional solution, explaining a total variance of 47.265%. The same analysis shows a p-value < 0.0001 for Bartlett's test of sphericity.

3. RESULTS

3.1 Measures of Central Tendency and Normality

This chapter presents and analyses the results obtained, starting with measures of central tendency, dispersion, and correlation. In Table 2 it is possible to observe the means, standard deviations (SD) and the correlations between variables of this study.

Table 2: Descriptive Statistics of the Main Variables.

Variable	N	Mean	SD	1	2	3
1. GHRM	104	2.89	1.09	1	0.535 **	0.303 **
2. OC	104	3.71	0.69	-	1	0.482 **
3. MoW	104	5.26	0.88	-	-	1

**Correlation is significant at the 0,01 level (2-tailed)

Source: own elaboration (SPSS)

A five-point Likert scale was used to measure GHRM and OC. The GHRM variable has the lowest mean ($M=2.89$; $SD = 1.09$), which indicates that the participants do not have a clear perception of the GHRM practices of the company where they work. The OC variable has a mean of 3.71 and a SD of 0.69, which indicates that the participants have a moderate level of commitment to the organisation.

A seven-point Likert scale was used to measure MoW. This variable has the highest mean value ($M=5.26$; $SD=0.88$), indicating that participants attach a moderate significance to their work.

To examine the relationship between the different variables, a correlation analysis was conducted (see Table 2). This analysis helps determine whether or not there is a relationship between the variables and the level of this relationship, and at the same time to validate the hypotheses that were previously formalised. According to the academic community, the correlation between variables can be considered significant and positively strong ($0.8 < r < 1$), moderate ($0.3 < r < 0.6$) or weak ($0 < r < 0.3$) (Hahs-Vaughn, 2023).

Table 2 indicates that there is only a 0.01 level of significance for the relationships presented. The results show a significant and positive moderate correlation between GHRM and OC ($r = 0.535$; $p\text{-value} < 0.01$), between GHRM and MoW ($r = 0.303$; $p\text{-value} < 0.01$), and between OC and MoW ($r = 0.482$; $p\text{-value} < 0.01$). These correlation values indicate that the implementation of GHRM practices influences both organisational commitment and MoW. It also indicates that MoW and OC are positively related, i.e., when employees perceive their work as meaningful, their OC increases.

In addition to these analyses, it is also interesting to examine the behaviour of the MoW variable according to some biographical elements. Since the importance individuals attach to work has changed over time, it is worth investigating how age may affect MoW. Table 1 shows that four different age groups are considered in this study. For this analysis, to simplify, these four groups have been consolidated into two. The first group includes participants between the ages of 18 and 33, while the second group includes participants with 34 years and older. First, an independent samples t-test was performed using SPSS to determine if there was a difference between the means of these two groups. A p-value of 0.009 was obtained, indicating a significant difference between the means of the groups. The first group had a mean of 5.0526 and the second group had a mean of 5.5043, indicating that participants over the age of 34 reported a higher MoW. A linear regression was performed to determine if age influenced MoW. The regression shows a R-sq of 0.065 which indicates that 6.5% of the total variability in MoW is explained by the age of individuals. With the ANOVA test it is possible to conclude that the model is statistically significant ($F = 7.134$; $\rho < 0.009$). Furthermore, the age of individuals is statistically significant in MoW ($t = 2.671$; $\rho < 0.009$). With these results it is possible to conclude that there is statistical evidence to affirm that age influences the meaning that individuals attribute to their work.

The same was made for the demographic variable “Job Title”. For this test, the seven types of job titles used were subdivided into two distinct groups: the first group covers managerial positions (top manager, middle manager, and team leader) and the second group covers other positions within an organisation that are not managerial (highly qualified professional, qualified professional, unqualified professional, and other). It is interesting to analyse by hierarchical level whether employees feel that their work has an important place in their lives. Employees in managerial positions have more

responsibility, may have more challenging tasks, and are generally better paid, which allows them to have a better life, but on the other hand, they may feel more pressure than those who do not have these tasks. Sometimes employees at lower levels of the hierarchy can feel more demotivated and feel that their work is not important, so they do not attach as much meaning to their work. The first group had an average of 5.4913 and the second group had an average of 5.1901, indicating that individuals in managerial positions have a higher MoW. T-test showed a p-value greater than 0.05, indicating that there is not enough evidence to conclude that there is a statistically significant difference between the means of the different job title groups.

These analyses have only been carried out for the MoW variable, as the meaning that employees give to their work comes from their experiences at work. These experiences are strongly influenced by the green HR practices developed by the company, which in turn influence the organisational commitment. Analysing how MoW can vary according to age and job title allows the organisation to adapt its HR practices to improve MoW and, to some extent, OC values.

3.2 Hypotheses Testing

To test hypothesis H1, a simple linear regression was conducted using SPSS. The analysis revealed an R² (coefficient of determination) of 0.286, which means that 28.6% of the total variability in OC is explained by individuals' perceptions of GHRM. According to Marôco (2007), the adjusted coefficient of determination (R²_α) provides a more reliable estimate than R². That said, R²_α = 0.279, which means that 27.9% of the total variability in OC is explained by individuals' perceptions of GHRM.

With the ANOVA test it is possible to conclude that the model is statistically significant (F = 40.814; $\rho < 0.001$). Furthermore, the GHRM variable is statistically significant in OC (t = 6.389; $\rho < 0.001$). Finally, it can be seen that GHRM practices have a positive impact on OC ($\beta = 0.535$), thus confirming H1.

To test hypothesis H3 a moderation analysis was made with the aim of verifying if the MoW moderates the relationship between GHRM and OC. The analysis was performed via PROCESS 4.2 macro by Andrew F. Hayes and the model chosen to check moderation was model one. This method was chosen because it is a useful, robust, and efficient way

to test hypotheses of moderation in regression analyses. A bootstrap of 5.000 samples was used and 95 bootstrap confidence intervals for the conditional indirect effects were used.

Table 3: *Global Significance of the Model.*

R	R-sq	MSE	F	Df1	Df2	ρ
0.6493	0.4216	0.2876	24.3004	3.0000	100.0000	0.0000

Source: own elaboration (SPSS)

From the information in Table 3, it can be concluded that the model is statistically significant since it has a p-value < 0.05. The R-sq indicates that the model explains 42.16% of the variability in OC. This variability in OC is explained by the interaction between the independent variable, GHRM, and the moderating variable, MoW.

Table 4: *The moderating role of MoW in the relationship between GHRM and OC.*

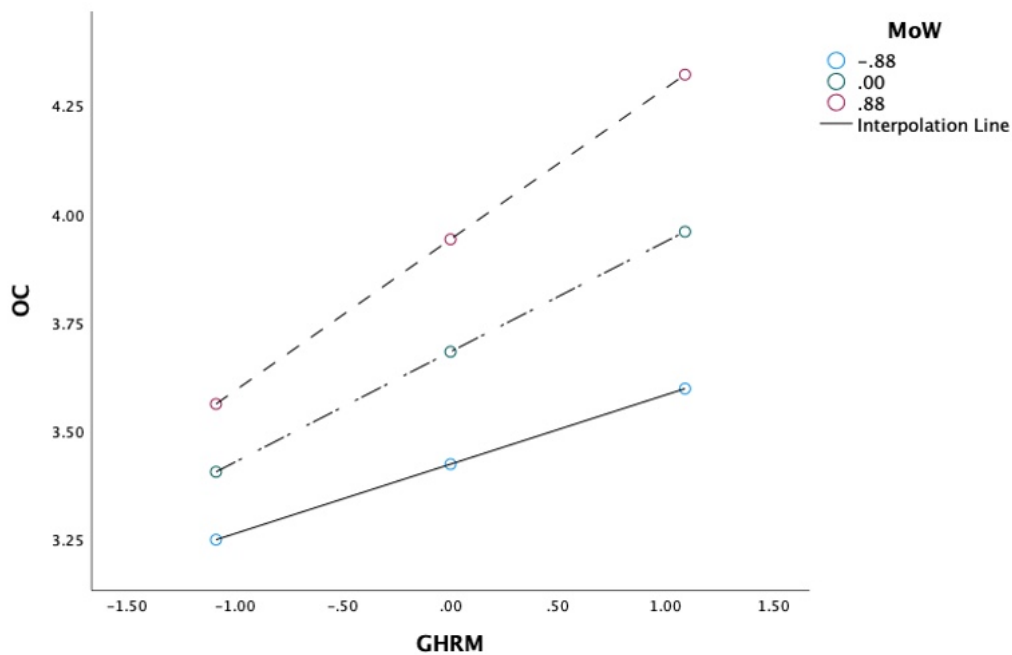
Variable	Coeff	SE	t	p	95% CI
Constant (OC)	3.6829	0.0548	67.2206	0.0000	[3.57,3,79]
GHRM	0.2541	0.0518	4.9056	0.0000	[0.15,0.36]
MoW	0.2932	0.0633	4.6333	0.0000	[0.16,0.42]
Int_1	0.1068	0.0534	2.0008	0.0481	[0.00,0.21]

Source: own elaboration (SPSS)

To validate the moderation of one variable over the others, the moderating interaction requires a p-value < 0.05. As can be seen in the Table 4, this interaction (Int_1) has a p-value = 0.0481, so it can be concluded that MoW has a moderating effect on the relationship between GHRM and OC, thus validating hypothesis H3. It is therefore possible to argue that the effect of the GHRM on OC varies according to the level of significance that employees assign to their work.

The results shown in Table 4 allow to validate H2, since the p-value (MoW) is less than 0.05, which indicates that MoW has a significant effect on OC. A positive coefficient indicates that there is a positive relationship between MoW and OC (when MoW increases, OC also increases). The β (MoW) is equal to 0.2932, which means that an increase of one unit in MoW leads to an increase of 0.2932 units in OC. It can be concluded that MoW has a positive and significant effect on the dependent variable (OC), thus validating H2.

Figure 1: Interaction Between the Variables GHRM, OC and MoW.



Through this interaction graphic it is possible to conclude that at the low level of the moderator, MoW, the effect of GHRM on OC is lower than the effect at the higher level of MoW. This means that as the level of MoW increases, the more it affects the relationship between GHRM and OC.

Table 5: *Research Hypotheses Results.*

Research Hypotheses	Conclusion
H1:GHRM practices have a positive impact on Organisational Commitment.	Confirmed
H2:The Meaning of Work has a significant impact on Organisational Commitment.	Confirmed
H3: MoW moderates the relationship between GHRM practices and Organisational Commitment: the relationship between GHRM and OC is stronger when MoW score higher.	Confirmed

4. DISCUSSION AND CONCLUSION

4.1 Discussion

The purpose of this chapter is not only analyse and interpret the results obtained in this study, but also compare them with the existing literature, in order to understand whether the results obtained are similar or divergent from what has been studied previously.

The primary goal of this study was to test whether there is a relationship between GHRM and organisational commitment and whether this relationship is moderated by meaning of work. All the study's hypotheses were confirmed, demonstrating that employees' perceptions of GHRM practices affect organisational commitment and that this relationship is positively moderated by the meaning of work.

The choice of this theme comes from a growing concern for the environment, as there has been a lot of evidence lately that suggests that people should take care of the world around them as if it were their own, in other words, thinking about themselves and future generations. It is true that a small act like choosing eco-friendly products helps, but it is not enough. It is imperative that companies play an active role in this change. Over the years, more and more brands have embraced green initiatives, which ultimately influences people. But it is not just the world that is changing. All of these changes affect people, so companies cannot ignore the importance of people within their organisation. Therefore, it is important for companies to pay attention to their employees so that they can work in a good environment and feel that their work is useful.

According to the correlation analysis all the variables are positively correlated, indicating that the perception that employees have about GHRM practices will impact their organisational commitment and meaning of work (Gomes et al., 2023; Jung & Yoon, 2016). When the meaning of work increase, the organisational commitment that employees have towards their company will increase too (Kaur & Mittal, 2020). These findings highlight the importance of green HR practices, as they help employees to have a greater sense of identification with their work and also with the organisation as a whole.

In a study made by Cesário et al. (2022), the variable GHRM was examined in two different models: as a five-factor model (multidimensional) and as a single-factor model (unidimensional). Both models show good results and for this study the unidimensional

model was chosen to test this variable. As in other studies (Cesário et al., 2022; Gomes et al., 2023), this variable has low mean values, which means that participants do not perceive that their companies make an effort to implement GHRM practices. Nevertheless, H1 (GHRM practices have a positive impact on Organisational Commitment) was confirmed, meaning that participants feel more committed to their organisation when it shows more environmental concern. This finding is aligned with Ahmad's (2015) study, which argues that employees show higher levels of commitment and job satisfaction when the organisation has green initiatives.

Kaur and Mittal (2020) studied the relationship between Meaning of Work and Affective Commitment. AC is one of the sub-scales of organisational commitment (Allen & Meyer, 1991, in Herrera & Las Heras-Rosas, 2021) and in the present study only the sub-scale of affective commitment was used to study the variable organisational commitment, since it is the one that shows better results in previous studies. The hypothesis H2 of this study was confirmed, indicating that meaning of work has a significant impact on OC. This finding aligns with the finding of Kaur and Mittal (2020). This result is also in line with the findings of Steger et al., (2012), which indicate that when employees experience higher levels of MoW, their relationship with the company becomes stronger, employees are more satisfied with their jobs, and employee retention and well-being levels increase. Therefore, it is important for companies to cultivate meaningful work experiences in order to motivate employees, which consequently increases their performance and also that of the company.

This study also concludes that age has a significant impact on meaning of work, which supports the idea that the meaning individuals give to their work has been changing (Jung & Yoon, 2016). On the other hand, job title does not have a significant impact on meaning of work, but it is concluded that employees in managerial positions have a higher level of meaning of work.

The final result is related to the moderating role of Meaning of Work in the relationship between GHRM practices and Organisational Commitment (H3). Hypothesis H3 was confirmed, indicating that MoW has a moderating effect on this relationship, meaning that MoW influences the strength of the relationship between green HR practices and organisational commitment, i.e, the relationship between GHRM and organisational

commitment is stronger when the meaning of work scores higher. This reinforces Kaur and Mittal (2020) idea that when employees attribute meaning to their work, their organisational commitment increases.

4.2 General Conclusion, Limitations, and Recommendations for Future Research

The purpose of this chapter is to summarise and highlight the main findings in relation to the results obtained, including the limitations of the study as well as the recommendations for future research.

The main goal of this MFW was to study the impact of meaning of work in the relationship between GHRM practices and organisational commitment. A questionnaire was made to collect data that was necessary to validate the hypotheses formulated. The results support and corroborate the previous studies that have been used to explain the relationship between the three variables.

As mentioned above, there is still a lack of academic information on green HRM practices, especially in Portugal, so this study aims to contribute to this matter. Despite this, the hypotheses H1 and H3 were confirmed. This underlines the importance of implementing green human resources practices as it helps the organisation achieve its green targets and better position itself with its investors as well as its employees and customers. Implementing these practices can help to retain employees, because their commitment can increase in the presence of GHRM practices, as the results of this study indicate. Therefore, companies should give importance to the GHRM concept and apply green HR practices to enhance organisational commitment and encourage pro-environmental behaviour. Cesário et al., (2022) propose several green HR practices, including green training and green performance management and rewards. According to some studies, these two practices have the greatest impact on OC. It is recommended that companies teach their employees through training (e.g., online training) how to do their jobs responsibly, for example by reducing the use of paper and water. By doing this, companies raise awareness and motivate employees to be more sustainable (Ramus, 2002, in Ahmad, 2015). Another HR policy that helps retain employees is the company's reward policy (Molina-Azorin et al., 2021). When a company develops environmental goals for

its employees to achieve it is important that it rewards them when they succeed. These incentives can be monetary (e.g., bonuses, cash) or non-monetary (e.g., transport subsidies for using environmentally friendly or less polluting means of transport).

The meaning of work plays an important role as a predictor of organisational commitment, which is why it is important for companies to apply HR practices that motivate employees and help them, if necessary, to find a solution if they are not satisfied with their work, i.e., by changing roles or training them to be more related with their current role. Hypothesis H2 was also confirmed, suggesting that if employees are satisfied with their work and find it meaningful, their commitment may increase. This suggests that companies need to be aware of their employees' needs and limitations in order to motivate and retain them.

Although this study has strong and positive points, it is important to highlight the limitations faced along the way and to give some recommendations for future research.

The literature review on this topic was challenging to find because the green dimension of HR is still a growing field, and it was therefore difficult to find studies linking this subject to the other two variables under study (meaning of work and organisational commitment). In this way, this study has provided more information about the relationship between the three variables. As MoW moderates the relationship between GHRM and OC, it would be interesting to further investigate the relationship between MoW and green HR practices.

This study was aimed at people currently living in Portugal, which limited the number of people who could answer the questionnaire. Only 104 people answered, which is a small and unrepresentative sample. For future research, it would be interesting to replicate this study in other countries to see the differences between them and Portugal.

All the variables were examined as an unidimensional construct, so it would be interesting to explore as a multidimensional construct in future studies. After performing the factor analysis, it was possible to conclude that the GHRM variable appears with more than one dimension, so it would be interesting to explore this variable according to a multidimensional scale. Doing this will allow to better understand the influence of the five types of practices on organisational commitment. The same applies to the MoW

variable. The scale used consists of three sub-scales and it would be worthwhile to investigate the influence of each of these sub-scales on organisational commitment. For the OC variable, only the affective commitment sub-scale was used, so it would be interesting to carry out the same study considering the other two types of commitment (continuance and normative) and verify the relationship between them and the other variables.

This study found that age had a significant impact on the MoW variable, so it could be interesting in future studies to see if the same happens with the OC variable. Although job title did not have a significant effect on MoW, it would also be worthwhile to see if job title has a significant effect on organisational commitment.

In conclusion, as stated above, it is important for companies to be environmentally friendly and to incorporate green human resources practices to help employees be environmentally aware and adopt pro-environmental behaviour in both their professional and personal lives. If these practices are effective and take into account the needs of employees, they can be crucial in differentiating companies and attracting and retaining employees.

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APPENDIX

Appendix A: Questionnaire

Dear Participant

This questionnaire is part of my Master's Degree in Management at ISEG - Lisbon School of Economics & Management, University of Lisbon. The aim of this study is to understand how green human resource practices and the meaning you attach to your work affect organisational commitment. The questionnaire is addressed to all people working in Portugal.

Your participation is voluntary, and your answers are confidential, so your identity will remain anonymous, and the data collected will only be used for academic purposes. There are no right or wrong answers, so you should answer the questions truthfully, choosing the answer that best represents your opinion, taking into account your professional experience. The response time is approximately 7 minutes and your participation in this study is essential. If you wish to withdraw from the study, simply click on the "Close" button in Qualtrics.

If you have any further questions, please contact me by email:

beatriz.machado@aln.iseg.ulisboa.pt

Thank you in advance for your cooperation,

Beatriz Machado

1st Question:

	Sim	Não
Are you currently working?	<input type="radio"/>	<input type="radio"/>

2nd Question: GHRM

	1	2	3	4	5
1. In recruitment advertisements, my company publicizes its commitment to environmental sustainability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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2. In the selection process of new employees, my company values environmentally conscious candidates.	○	○	○	○	○
3. During onboarding, my company presents the activities it develops towards environmental sustainability.	○	○	○	○	○
4. During onboarding, my company discloses our goals and targets towards environmental sustainability.	○	○	○	○	○
5. In the job description, my company includes information on how to carry out tasks with an environmental sustainability orientation (energy saving, waste elimination, etc.).	○	○	○	○	○
6. In my company, there are opportunities to attend training courses related to environmental sustainability.	○	○	○	○	○
7. In my company, the training goals also include the acquisition of skills related to protecting the environment.	○	○	○	○	○
8. In my company, training programs in environmental management are developed to increase employees' awareness of environmental protection issues.	○	○	○	○	○
9. In my company, performance goals also include criteria related to environmental sustainability.	○	○	○	○	○
10. In my company, during the performance appraisal, attitudes and behaviours that promote the protection of the environment are also evaluated.	○	○	○	○	○
11. In my company, contributions to improving environmental sustainability are rewarded.	○	○	○	○	○
12. In my company, there are monetary or other rewards (e.g. distinctions and praises) for employee initiatives towards environmental protection.	○	○	○	○	○
13. In my company, successful initiatives that promote environmental sustainability are publicized and celebrated.	○	○	○	○	○
14. My company uses communication channels, formal or informal, to disseminate guidelines on environmental protection.	○	○	○	○	○
15. In my company, employees have the opportunity to make suggestions or to get involved in work groups to solve environmental problems	○	○	○	○	○
16. My company is committed to promoting an organizational culture oriented towards environmental sustainability.	○	○	○	○	○

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17. In my company, managers motivate employees to reflect and contribute to the environmental improvement of their daily activities.	○	○	○	○	○
18. My company periodically organizes activities to involve employees in environmental protection initiatives.	○	○	○	○	○

1-Strongly Disagree; 2- Disagree; 3- Neither agree nor disagree; 4-Agree; 5-Totally Agree

3rd Question: Organisational Commitment

	1	2	3	4	5
1. I am willing to go the extra mile to help my organisation.	○	○	○	○	○
2. I speak highly of my organisation and say it is a good place to work.	○	○	○	○	○
3. I would accept other positions if they allowed me to continue working in this organisation.	○	○	○	○	○
4. I think my values are similar to those of my organisation.	○	○	○	○	○
5. I am proud to be part of my organisation.	○	○	○	○	○
6. My organisation inspires me to do my best.	○	○	○	○	○
7. I am happy with the decision to join my organisation and not others.	○	○	○	○	○
8. I am worried about the future of my organisation.	○	○	○	○	○
9. For me, my organisation is the best to work for.	○	○	○	○	○

1-Strongly Disagree; 2- Disagree; 3- Neither agree nor disagree; 4-Agree; 5-Totally Agree

4th Question: Meaning of Work

	1	2	3	4	5	6	7
1. I found a meaningful career.	○	○	○	○	○	○	○
2. I see my work as contributing to my personal growth.	○	○	○	○	○	○	○

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3. My work is not relevant to the world.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I realise how my work contributes to the meaning of my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I realise what makes my work meaningful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I know that my work makes a positive contribution to the world.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. My work helps me understand myself better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I have found a satisfying work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My work helps me understand the world around me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The work I do serves a greater purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1-Strongly Disagree; 2- Disagree; 3- Neither agree nor disagree; 4-Agree; 5-Totally Agree

Sociodemographic data:

Gender: Female: ____ Male: ____ Other: ____ I would rather not share: ____

Age: 18-25: ____ 26-33: ____ 34-49: ____ +50: ____

Academic Background: High School (12^o ano): ____ Degree: ____ Master: ____ PhD: ____

Job Title: Top Manager: ____ Middle Manager: ____ Team Leader: ____ Highly Qualified Professional: ____ Qualified Professional: ____ Unqualified Professional: ____ Other: ____

Antiquity: < 1: ____ 1-5: ____ 6-10: ____ >15: ____

Sector: Bank and Insurance: ____ Commerce,Transport, Distribution: ____ Health: ____ Public Administration: ____ Technology : ____ Other: ____