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Research Article

Research on the Impact of gGreen Human Hesource Management on Employees' Organizational Citizenship Behavior of Internet Enterprises

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Abstract

In the context of the current era of sustainable development, green human resource management has become a hot topic of concern among enterprises. Green human resources are the driving force for the development of enterprises, and the strong initiative and creativity of employees can better serve the enterprise, promote the efficient, sustainable and healthy development of the enterprise, and promote the common progress of employees and the enterprise. In order to effectively promote the sustainable development of green human resources and expand the influence and effectiveness of green human resources, this project collects the working environment, training programs, performance appraisal programs and incentive policies under green human resource management through online questionnaires, field visits and face-to-face interviews, and studies green human resource management and employees' spontaneous changes within the organization, such as the improvement of employees' loyalty to the enterprise, The relationship between organizational citizenship behaviors such as performance level growth will further explore the impact of green human resource management on the organizational citizenship behaviors of employees in Internet enterprises.

Keywords

Green Human Resource Management, Organizational Citizenship," Three-State Harmony"

1. Research Background

With the rapid development of the economy, the pace of people's life is accelerating, the biochemical pressure is increasing, and the contradiction between employees and employers is intensifying, which has become a social problem that needs to be solved urgently. Green human resources is a new human resource management concept, which can better meet the development needs of employees, enterprises and society by building a more reasonable, healthy and fu-

ture-oriented management model. [13] Organizational citizenship is a spontaneous positive behavior of employees based on their identification with the organization. This paper uses literature method, questionnaire method and other research methods to explore the impact of green human resource management on employees' organizational citizenship behavior, and explores the solution of the contradiction between employees and enterprises from the perspective of

enterprise management model. By exploring the impact of green human resource management on employees' organizational citizenship behavior, analyzing the significance of green human resource management in specific practice, exploring the value space of green human resource management to enterprises, and accelerating the transformation of enterprises, it is of great value to promote the harmony of "people and enterprises" and promote the sustainable development of enterprises.

At the level of theoretical significance, because the domestic research on green resource management mainly focuses on the connotation, concept, application and review. There are few specific municipal studies on the micro level of green human resource management, and the research methods are mainly qualitative research, and the quantitative research also focuses on the selection of dependent variables and the relationship between green human resource management and the environmental performance of Internet enterprises, and there is no in-depth research on the embodiment and analysis of the mentality in the concept of harmony. Compared with the research results of green human resource management in foreign countries, China's domestic research is relatively backward, and from the perspective of the existing literature, the enterprise level of green human resource management research needs to be deepened and improved. From the perspective of research directions, most of them adopt theoretical analysis or descriptive methods, and there are relatively few empirical studies on green resource management, and there is insufficient research on the current situation of green human resource management in China.

At the level of practical significance, through research, we can use the way of green human resource management to make employees work spontaneously, and make employees play a positive role in the overall effectiveness of the enterprise. [5] Improve the organization of employees Civil behavior, so as to reduce the cost of enterprise management, promote the rational allocation of resources of enterprises, reduce unnecessary resource competition, especially can make more effective use of scarce resources, can promote the coordination of work between team members and across teams, can create a more pleasant working environment, so as to attract and retain high-quality employees, improve the stability of enterprise performance.

The purpose of this paper is to explore and analyze whether the employees of Internet enterprises promote employees' organizational citizenship behavior under green human resource management. It is embodied in the green working environment, incentive policies, and training programs, and the question of what aspects of employee organization citizenship behaviors employees can produce, what impact does the employee organization citizenship behavior have on the enterprise, and what kind of help does it have. [10]

2. Theoretical Basis and Research Hypothesis

Since the questionnaire involves many directions and the questions are more complicated, in order to find the main stress source, principal component analysis, factor analysis and the reliability test of the questionnaire are used. Principal component analysis is to study the strong correlation between the collected variables. If the data is directly used for analysis, the model will become very complex, and it will bring multicollinearity and other problems. In this way, several independent principal component variables can be integrated, and new variables replace the previous variables for analysis. Factor analysis method is to find out several internal independent factors, which can be easily analyzed through dimensionality reduction [1].

This study selected three representative foreign-funded enterprises to distribute questionnaires. A total of 150 questionnaires were distributed, and 150 were recovered. The recovery rate was as high as 100%, of which 141 were valid questionnaires, and the effective recovery rate was 94%.

Green human resource management refers to the new management concept and management model formed by applying the "green" concept to the field of human resource management. Its main task is to adopt management methods that are in line with the concept of "green". Realize the harmony of mentality, human form and ecological harmony of employees within the enterprise, so as to bring comprehensive benefits of economic, social and ecological benefits to the enterprise, and realize the common and sustainable development of enterprises and employees. [9] Organizational Citizenship Behaviors (OCB) refers to the willingness of employees to devote their efforts to work outside of their duties, such as helping other colleagues, taking the initiative to take on more responsibilities, dedicating extra personal time to work, sparing no effort to defend the company on various important matters, and even speaking up for the company. [1] In the early days, Tang G, Chen Y et al. [3] used China as the background to construct a five-dimensional scale of green human resource management represented by 18 topics through literature reference and questionnaires: green recruitment and screening, green training, green performance management, green reward and reward, and green participation. The results show that there is a strong correlation between the five dimensions, and employees' sense of organizational identity plays a bridge role in them, and this sense of belonging and identity to the organization can stimulate employees' organizational citizenship behavior, and then affect employee performance. [11] Organizational citizenship is often thought of as a product of harmonious labor-management relations, reflecting a positive feedback on the company's interactions with employees. Organ divides organizational citizenship behavior into five dimensions: altruism, sportsmanship, conscientious behavior, civic ethics, and civility and courtesy. On this basis, Podsakoff et al. [4]

summarized organizational citizenship behavior into seven dimensions: helping behavior, sportsmanship, organizational loyalty, organizational obedience, individual initiative, civic ethics, and self-development. The research of Liu Zonghua and Li Yanping [2] shows that green human resource management has a significant positive impact on green mindfulness. Employees with green mindfulness have a broader mind and vision, take the initiative to learn, innovate and have strong learning ability, and can improve employees' problem-solving and decision-making skills, strong self-awareness, self-regulation and good interpersonal relationships, employees with green mindfulness tend to show more active organizational citizenship behaviors in their daily work.

Based on the research basis of a certain theory, the questionnaire design of the simulation hypothesis, the dimension subdivision of the research question, and the pre-rehearsal of the hypothesis recovery are carried out, so as to achieve error-free investigation.

In the process of questionnaire design, we mainly examine the working environment, job design system and corporate culture provided by the enterprise for employees from the perspective of economic health, the training program and training methods formulated by the enterprise for employees from the perspective of personality growth, and the performance plan and incentive policy of the enterprise from the perspective of democracy and harmony.

The results show that the implementation of green human resource management is relatively thorough, which can set green goals for departments and employees, provide corresponding training and education, and incorporate employees' green goals into the performance appraisal plan. The company provides employees with a green, healthy and comfortable office environment, promotes green development while paying attention to the physical and mental health of employees, integrates the green concept into daily office life, and employees generally support, understand and actively abide by the company's behavior. [12]

In the implementation of green human resource management, the focus is on the personalized development of employees. In the process of recruitment and performance appraisal, we adhere to the principles of fairness, impartiality and openness, and customize career development plans for each employee according to their needs.

In terms of ensuring democracy and harmony within the enterprise, enterprises should not only consider their own economic interests, but also consider the emotions and rights and interests of employees before making decisions. [14] Most employees believe that the company can respond to current policies in a timely manner, innovate and keep pace with the times. On the premise of helping to create a healthy and good Internet environment, establish a good corporate image and take the initiative to assume social responsibility. [8]

In the investigation of employees' organizational citizen-

ship behavior, we mainly focus on the following five dimensions, and observe the changes in employees' organizational citizenship behavior through the implementation of the three principles of green human resource management to explore its impact. [7]

Altruistic behavior: most employees are willing to spend time to share the pressure of colleagues with heavy workload, and most employees are willing to try their best to avoid conflicts with other members of the company, and are willing to share their strengths with them, which reflects that after the implementation of green human resource management, the overall atmosphere of the enterprise has been improved, and there has been more and more common progress. Harmoniously developed altruistic behavior.

Conscientiousness: This dimension is mainly examined from the side, most employees can complete their work on time and are recognized by their colleagues and appreciated by leaders, they are willing to do something beyond their regular responsibilities for the development of the organization, pay more time and energy to shape and sculpt their own careers, and can be conscientious and conscientious.

Humility and courtesy: This dimension is the foundation of interpersonal harmony within the enterprise, and most employees are able to achieve basic humility and etiquette and courtesy. After the implementation of green human resource management, the interpersonal relationship between employees has been well improved, and the focus can be on people, promote healthy competition among employees, and create value for the enterprise.

Sportsmanship: For knowledge-based employees of Internet companies, this dimension is mainly aimed at employees' ability to resist pressure and their attitude towards work. The data shows that employees are mostly willing to try challenging work, have high motivation for work, and have good ability to work under pressure. Of course, there are also 16% of people who lack sportsmanship, which can be studied and adjusted later.

Civic morality: It is the most basic and most difficult dimension of organizational citizenship behavior, and it can be found through research that after the implementation of green human resource management, the moral quality of employees has been improved to a certain extent. Most people are willing to abide by the informal system in order to maintain the internal order of the organization, and can take the initiative to protect the organization's property and maintain the organization's image, which is conducive to maintaining the internal interpersonal atmosphere and enhancing the enthusiasm of employees.

According to the above research and the theory of social exchange, an individual contributes to a certain reward provided by the organization to form an exchange relationship. Formulate a research hypothesis:

H0: Employees' recognition of the implementation of green human resource management has a significant positive impact on employees' organizational citizenship behavior.

Under the guidance of the concept of "three states" of harmony, Chinese scholars Wei Jinxiu and Li Xiu put forward six principles of green human resource management, namely economy, health, harmony, democracy, growth, and individuality, while Podsakoff et al. [4] summarized organizational citizenship behavior into seven dimensions: helping behavior, sportsmanship, organizational loyalty, organizational obedience, individual initiative, civic morality, and self-development. Based on this, the research hypothesis is proposed: [7]

H1: The economic and health principles of green human resource management have a significant positive impact on employees' helping behaviors in organizational citizenship behaviors.

H2: The growth and personality principles of green human resource management have a significant positive impact on corporate loyalty in employees' organizational citizenship behaviors.

H3: The democratic and harmonious principles of green human resource management have a significant positive impact on the civic ethics of employees' organizational citizenship behaviors.

3. Research on the Stress Source of Blue Collar in Yizhuang Foreign Enterprises

3.1. Selection of Samples and Data Sources

In recent years, the number of enterprises implementing green human resource management is increasing, but the degree and scope of the application of green human resource management are different in each enterprise, this study focuses on the role of green human resource management on employees' organizational citizenship behavior, so after preliminary screening, the scope is determined to be in four Internet enterprises of comparable scale, which have implemented green human resource management and can reflect the

harmony of "people and enterprises", and are in the growth period. All four companies have around 100 knowledge workers, and the study will draw 50 people from each of the four companies with a sample size of 200.

Sampling Methods - Systematic Sampling:

Each of the employees of these four enterprises is numbered sequentially, the overall size is N, about 400 people, and the sample size is n, about 200 people, then the sampling spacing K is derived from the formula K (sampling spacing) = N (sampling population) / n (sample size) = 100/50=2, that is, the employees of the four enterprises are numbered from 1 to 400, and 1 person is selected for every 2 people.

Out of the top 2 employees, a simple random sampling method is used to select one employee, write down the employee number, assuming 2, and use it as the starting point for randomness.

The questionnaire and interviews mainly include the following aspects to investigate employees' organizational citizenship behaviors:

1) Work pressure.
2) Willingness to help others (share tasks).
3) Affirmation of their achievements and recognition of their colleagues.
4) Relevance of doing work to ideals.
5) Confidence in the future development of the company.
6) Hopes for your future career development.
7) Whether the work can promote one's own growth.
8) Impact on society.
9) The meaning of one'sown life.

3.2. Sample Description

The objective of this study is to conduct an empirical survey of a sample of workers in Internet companies. The questionnaire was compiled through Questionnaire Star and sent to the respondents via WeChat. In the end, a total of 212 questionnaires were received, and 2 invalid questionnaires had to be removed, and finally 210 valid questionnaires were obtained. Details of the samples are shown in Table 1.

Table 1. Statistical results of basic information of questionnaire respondent.

name	Options	Frequency	Percentage (%)	Cumulative percentage (%)
Your gender	man	83	83.00	83.00
	woman	17	17.00	100.00
Your age	18-25	15	15.00	15.00
	26-30	22	22.00	37.00
	31-40	29	29.00	66.00
	41-50	17	17.00	83.00
	51 or more	17	17.00	100.00

name	Options	Frequency	Percentage (%)	Cumulative percentage (%)
Your highest academic qualification	High school/technical secondary school and below	42	42.00	42.00
	college	22	22.00	64.00
	University Courses	30	30.00	94.00
	Graduate	6	6.00	100.00
How many years you have worked for your current employer	1 year and below	15	15.00	15.00
	1-3 years	32	32.00	47.00
	4-6 years	28	28.00	75.00
	7-9 years	13	13.00	88.00
	10 years and above	12	12.00	100.00
The position you are in	Rank-and-file employees	81	81.00	81.00
	Grassroots management	10	10.00	91.00
	Middle managers	7	7.00	98.00
	Top management	2	2.00	100.00
total		100	100.0	100.0

According to the data in Table 1, male participants are slightly more than female participants, accounting for 83.0%, and there is a certain difference in gender distribution. Among the participants in this survey, there were more employees in the middle-aged age group, with 42.0% having a high school or vocational school degree or below, 52.0% having a bachelor's or associate's degree, and fewer having a master's degree or above. In terms of work experience, the majority of workers have a duration of 1-3 years and 4-6 years, accounting for 32.0% and 28.0% respectively. They belong to the category of medium to long-term work experience, followed by those with one year or less, and those with more than 7 years of work experience are generally less common. In terms of positions, most of them are ordinary employees, accounting for 81.0%.

Table 2. Results of the reliability analysis of the factors of the independent variables of theindicator system

factor independent variables		Questionnaire title number	Number of topics	Cronbach's alpha coefficient
Green human resources management	the principle of economic health	Q6	5	0.901
	the principle of economic growth	Q7	5	0.916
	the principle of economic harmony	Q8	5	0.894

4. Data Analysis

4.1. Confidence Analysis of the Factors of the Indicator Syste

The main part of the questionnaire of this study has two dimensions of green human resource management identity and organizational citizenship behavior performance, both of which are based on the Likert scale method, so it is necessary to test the reliability of the scale questionnaire, and the results are shown in Tables 2 and 3. [15]

In order to ensure the accuracy of measurement reliability, this study used online SPSS as an analytical tool and Cronbach's alpha method to assess the reliability of the scale data. When the reliability value of the scale exceeds 0.8, it indicates that the reliability of the scale is good.

The results of the reliability test in Table 2 show that the Cronbach's alpha coefficients of the influencing factors in-

cluded in the dimension of green human resource management are all greater than 0.8, which meets the standard of the reliability test. This indicates that the internal consistency and reliability of the factors are excellent.

Similarly, the results of the reliability test in Table 3 show that the Cronbach's alpha coefficients of the factors included in the dimension of organizational citizenship behavior are all greater than 0.7, which also meets the criteria of the reliability test, This indicates that the internal consistency and reliability of the factors are good. Thus, the reliability of the data in the study is of high quality, and the overall reliability of the scale is good and does not need to be adjusted.

Similarly, the results of the reliability test in Table 3 show that the Cronbach's alpha coefficients of the factors included in the dimension of organizational citizenship behavior are all greater than 0.7, which also meets the criteria of the reliability test, This indicates that the internal consistency and reliability of the factors are good. Thus, the reliability of the data in the study is of high quality, and the overall reliability of the scale is good and does not need to be adjusted.

Table 3. Results of the reliability analysis of the dependent variable of the indicator system.

factor dependent variable		Questionnaire title number	Number of topics	Cronbach's alpha coefficient
	Altruistic behavior	Q9	5	0.878
	Due diligence	Q10	5	0.769
organizing civic behaviour	Humble and courteous	Q11	5	0.868
	Sportsmanship	Q12	5	0.879
	Civic ethics	Q13	5	0.855

4.2. Correlation Analysis

According to the results of the table, the sig value of both dimensions is less than 0.05, which indicates that there is a significant correlation between green HRM recognition and organizational citizenship behavior performance. Both Pearson correlations are 0.778**, it indicates that there is a strong correlation between green human resource management recognition and organizational citizenship behavior.

Table 4. Correlation analysis.

		Green human resource management recognition	Organizational citizenship behavior performance
Green human resource management recognition	Pearson Correlation Sig. (Two-tailed) Number of cases	1 210	.778** 0 210
Organizational citizenship behavior performance	Pearson Correlation Sig. (Two-tailed) Number of cases	.778** 0 210	1 210

**, Correlations are significant at the 0.01 level (two-tailed).

4.3. Regression Analysis

According to the results in Table 5, the goodness of fit is reflected by the index of "adjusted R square", where the index value of "adjusted R square" is 0.604, indicating that model 1 has a good goodness of fit and a good fitting effect.

Table 5. *Fitting effects.*

Model	R	R-square	Adjusted R-square	errors in the standardized estimates
1	.778a	0.605	0.604	2.234

a. Predictive variable: (constant), green human resource management recognition.

According to the results in Table 6, the F-test result of model 1 equation is 319.151, which reaches a very significant level (P<0.05), indicating that the regression equation of model 1 is scientific.

Table 6. *Significance levels.*

	Model	sum of squares	degree of freedom	mean square	F	significance
	Regress	1593.254	1			
1	Residual	1038.37	208	1593.254	319.151	.000b
	Total	2631.624	209	4.992		

a. Dependent variable: performance of organizational citizenship

b. Predictor variable: (constant), green HRM identity

According to the results of model regression coefficients shown in Table 7. it can be seen that there is a positive influence between green human resource management identity and organizational citizenship behavior performance, and the corresponding regression coefficient is 1.201, that is, the higher the green human resource management identity, the higher the organizational citizenship behavior performance will be, and therefore the regression equation is derived as follows: Organizational Citizenship Behavior Performance = 1.201*Green HRM identity+ 5.004.

Table 7. *Regression analysis.*

Model		unstandardized coefficients		Standardized coefficients	t	significance
		B	standard error	Beta		
1	(Constant)	5.004	0.891		5.616	0
	Green human resource management recognition	1.201	0.067	0.778	17.865	0

a. Dependent variable: performance of organizational citizenship

H1: The economic health principle of green human resource management has a significant positive effect on helping behavior in employees' organizational citizenship behavior. [6]

According to the results in Table 8, the goodness of fit is reflected by the index of "adjusted R square", where the index value of "adjusted R square" is 0.579, indicating that model 1 has a good goodness of fit and a good fitting effect.

Table 8. Fitting effect of economic health principles.

Model	R	R-square	Adjusted R-square	errors in the standardized estimates
1	.762a	0.581	0.579	0.476

a. Predictor variable: (constant), Green HRM economic health principle

According to the results in Table 9, the F-test result of model 1 equation is 288.172, which reaches a very significant level (P<0.05), indicating that the regression equation of model 1 is scientific.

Table 9. Hypothesis 1 significance level.

	Model	sum of squares	degree of freedom	mean square	F	significance
	Regress	65.202	1			
1	Residual	47.062	208	65.202	288.172	.000b
	Total	112.265	209	0.226		

a. Dependent variable: the organization's citizenship behaviours demonstrate altruistic behaviours

b. Predictor variable: (constant), Green HRM Economic Health Principles

According to Table 10, the results of the model regression coefficient calculation show that the economic health principle of green human resource management has a significant positive effect on the helping behavior of employees' organizational citizenship behavior, and the corresponding regression coefficient is 0.703, i.e., the higher the degree of recognition of green human resource management, the higher the organizational citizenship behavior performance will be.

Table 10. H1 regression analysis.

	Coefficients	standard error	t Stat	P-value
Intercept	1.360032347	0.174525646	7.792736346	3.08169E-13
A	0.70349974	0.041441781	16.9756155	3.90636E-41

H2: The growth personality principle of green human resource managementhas a significant positive effect on corporate loyalty in employees' organizational citizenship behavior. [7]

According to the results in Table 11, the goodness of fit is reflected by the index of "adjusted R square", where the index value of "adjusted R square" is 0.636, indicating that model 1 has a good goodness of fit and good fitting effect.

Table 11. Fitting effect of personality growth principle.

Model	R	R-square	Adjusted R-square	errors in the standardized estimates
1	.799a	0.638	0.636	0.442

a. Predictor variable: (constant), Green HRM personality growth principle

According to the results in Table 12, the F-test result of model 1 equation is 366.721, which reaches a very significant level (P<0.05), indicating that the regression equation of model 1 is scientific.

Table 12. H2 significance levels.

	Model	sum of squares	degree of freedom	mean square	F	significance
	Regress	71.634	1			
1	Residual	40.630	208	71.634	366.721	.000b
	Total	112.266	209	0.195		

a. Dependent variable: Organizational citizenship behavior shows conscientiousness

b. Predictive variable: (constant), green human resource management personality growth principle

According to Table 13, the results of the model regression coefficient calculation show that the principle of green human resource management growth personality has a significant positive effect on employees' corporate loyalty in organizational citizenship behavior, and the corresponding regression coefficient is 0.715, i.e., the higher the degree of recognition of green human resource management, the higher the organizational citizenship behavior performance will be.

Table 13. H2 regression analysis.

	Coefficients	standard error	t Stat	P-value
Intercept	1.283791464	0.15888453	8.080028105	5.2139E-14
B	0.714528782	0.037312291	19.14995745	8.58705E-48

H3: The democratic and harmonious principles of green human resource management have a significant positive effect on civic ethics in employees' organizational citizenship behavior. [7]

According to the results in Table 14, the goodness of fit is reflected by the index of "adjusted R square", where the index value of "adjusted R square" is 0.673, indicating that model 1 has a good goodness of fit and good fitting effect.

Table 14. Fitting effect of personality growth principle.

Model	R	R-square	Adjusted R-square	errors in the standardized estimates
1	.821a	0.674	0.673	0.390

a. Predictor variable: (Constant), Green HRM Democratic Harmony Principles

According to the results in Table 15, the F-test result of model 1 equation is 431.269, which reaches a very significant level (P<0.05), indicating that the regression equation of model 1 is scientific.

According to Table 16, the results of model regression coefficient calculation show that the principle of democracy and harmony in green human resource management has a significant positive effect on civic morality in employees' organizational citizenship behavior, and the corresponding regression coefficient is 0.777, that is, the higher the degree of recognition of green human resource management, the higher the performance of organizational citizenship behavior will be.

Table 15*. H3 significance levels.*

	Model	sum of squares	degree of freedom	mean square	F	significance
	Regress	65.512	1			
1	Residual	31.597	208	65.512	431.269	.000b
	Total	97.109	209	0.152		

a. Dependent variable: the organization's civic behaviour as an expression of civic ethics

b. Predictor variable: (Constant), Green HRM Democratic Harmony Principles

Table 16*. H3 regression analysis.*

	Coefficients	standard error	t Stat	P-value
Intercept	1.035148251	0.161230448	6.420302508	9.06065E-10
C	0.776529496	0.037392457	20.76700898	1.30129E-52

Analysis results:

Hypothesis	Hypothesis branch	Proof result
H0: Employees' recognition of the implementation of green human resource management has a significant positive impact on employees' organizational citizenship behavior.	H1: The economic and health principles of green human resource management have a significant positive effect on employees' helping behaviors in organizational citizenship behaviors.	there is a positive effect
	H2: The growth and personality principles of green human resource management have a significant positive effect on corporate loyalty in employees' organizational citizenship behavior.	there is a positive effect
	H3: The democratic and harmonious principles of green human resource management have a significant positive effect on civic ethics in employees' organizational citizenship behavior.	there is a positive effect

5. Conclusion

5.1. Research Conclusions

Based on the actual situation of green human resource management in the enterprises of 210 employees in Internet-related industries, this paper explores the impact of green human resource management on organizational citizenship behavior by taking employees' recognition of green human resource management as an intermediate variable, and draws the following conclusions: The implementation of green human resource management can effectively improve the organizational citizenship behavior of employees in Internet enterprises.

First, employees' recognition of green human resource management is positively correlated with their organizational citizenship behavior. According to the results of the survey, the economic health principle of green human resource management has a significant positive impact on the help behavior of employees in organizational citizenship behavior.

The growth personality principle of green human resource management has a significant positive impact on corporate loyalty in organizational citizenship behavior of employees. The democratic and harmonious principle of green human resource management has a significant positive impact on the civic morality of employees' organizational citizenship behavior. It is proved that the implementation of green human resource management can effectively improve the organizational citizenship behavior of employees in Internet enterprises.

Second, according to the data of the questionnaire, green human resource management has a significant positive impact on the organizational citizenship behavior of knowledge employees in Internet enterprises. For knowledge employees in the Internet industry, the focus of green human resource management should be on personal growth, democratic harmony, and respect for employees' personalized development and growth needs. At the same time, build a harmonious and good interpersonal atmosphere, so that the company can achieve human harmony. Knowledge workers pay more attention to personalized development and their own career

planning. In the system, it is necessary to achieve procedural fairness, openness and transparency, and democratic resolutions to shape the image of fairness of the enterprise, promote friendly coexistence and harmonious development among employees, and help enterprises and employees develop together to achieve ecological harmony. For knowledge-based employees in the Internet industry, due to the particularity of the industry, employees' sportsmanship and altruistic behavior play a crucial role in promoting the development of enterprises. Sports spirit can make employees more independent and proactive, more pressure-resistant, have good work enthusiasm, and stimulate employees' innovation awareness and practice. The competition pressure among knowledge employees in Internet enterprises is greater, and altruistic behavior can ease the competition among employees, achieve a certain mental harmony, and improve the interpersonal atmosphere.

5.2. Research Implications

The implementation of green human resource management can improve the organizational citizenship behavior of employees of Internet enterprises, and the improvement of organizational citizenship behavior of employees can strengthen the enthusiasm of employees and the seriousness, investment and dedication of their work, so that the enterprise can maximize the utilization of talents, reduce the cost of human resources of enterprises, and promote the common development of employees and enterprises. Achieve ecological harmony (harmony between man and nature), mental harmony (harmony of employees themselves, including good ideological quality and professional ethics, high scientific and cultural quality, good self-adjustment ability, etc.), human harmony (harmony between people and enterprises and interpersonal harmony).

5.3. Research Deficiencies and Prospects

Shortcomings: First of all, there are limitations in sample selection, only employees of Chinese Internet enterprises are considered, and there is a lack of data samples of other types of enterprises, thus limiting the scope of promotion of research results. Secondly, in terms of the selection of research objects, this paper only discusses the impact of green human resource management at the employee level on the organizational citizenship behavior of employees in Internet enterprises. In the future, the study can be considered from the level of enterprise department team. This study only uses literature method and questionnaire survey method, and the research method is relatively simple. In the future, I hope to use interview method to communicate with employees in enterprises and obtain more accurate data. In addition, when conducting the research on green human resource management, this research takes employees' recognition of green human resource management as an independent variable that can be quantitatively studied on green human resource management. It is hoped that future studies can find other independent variables, and study more detailed measures and methods of green human resource management to improve organizational citizenship behavior of employees of Internet enterprises more efficiently.

Future outlook: It is hoped that more enterprises can apply the green human resource management model to effectively cultivate and enhance the employee behavior within the organization, so as to improve the overall internal environment of the industry and prosper.

Funding

Conflicts of Interest

The authors declare no conflicts of interest.

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