



THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEES' SUSTAINABLE WORK BEHAVIOUR: THE MEDIATING ROLE OF
ENVIRONMENTAL COMMITMENT

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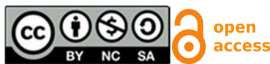
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Abstract

As organisations turn to their employees to implement their formal policies of sustainability, they are turning more often to their employees to carry them out in their day-to-day work. Nevertheless, the sustainable work behaviour of employees is not always ensured by a combination of green human resource management. However, the internalisation of the environmental purpose of the practices is a prerequisite if green HRM practices are to ensure consistence in sustainable work behaviour. Believing that Ability–Motivation–Opportunity theory and Social Exchange Theory are suitable theories for this study, this study reviews the effect of Green Human Resource Management (GHRM) practices on Sustainable Work Behaviour (SWB) through the mediation of Environmental Commitment (EC). The quantitative, cross-sectional approach was specified and had a dataset of 384 employees from the service sector evaluated and recommended for the use of the SEM. The measurement model had adequate internal consistency and convergent validity as measured by the Cronbach's alpha and composite reliability values, which were greater than the recommended minimum values, as well as higher Average Variance Extracted values than the minimum value of .50. The structural model demonstrated that whereas GHRM was significant an important predictor of Environmental Commitment ($\beta = .531, p < .001$) and Sustainable Work Behaviour ($\beta = .281, p < .001$). Environmental Commitment, too, had positive influence on Sustainable Work Behaviour ($\beta = .520, p < .001$). This model accounted for 28.2% of the variance in Environmental Commitment and 50.5% in Sustainable Work Behaviour. There was an indirect effect of GHRM on SWB, with medium effect size ($\beta = .276, 95\% \text{ CI } [.219, .339] = 79.9$) supported by the bootstrapping test, which represented partial mediation. The results reveal that the integration of personal and affective commitment to organisational environment objectives is essential in making the green HR systems, behaviourally effective. The paper advances HRM implementation for sustainable HRM, as it identifies environmental commitment as a core HR conversion mechanism between the environmental HR policies and the HR daily activities of the employees.

Keywords: Green Human Resource Management, Environmental Commitment, Sustainable Work Behaviour, Employee Green Behaviour, Mediation, PLS-SEM, Sustainability

1. Introduction

The importance of environmental sustainability has shifted from being a side concern of a corporate responsibility agenda to being at the heart of a key organisational capability. Climate change, stakeholder demands, resource pressures, and regulatory demand all call for organisations to get rid of waste, save energy, enhance environmental compliance, and implement "green" operating practices. While technology and formal environmental management systems are significant, organisational sustainability will rest on daily reoccurring decisions by employees regarding the use of resources, transportation, printing, recycling, purchasing, energy use and process enhancement. Sustainable work behaviour then constitutes the "human" aspect of environmental performance in organisations (Mousa & Othman, 2020; Wang et al., 2025).



Green Human Resource Management incorporates the concept of environment into human resource management practices like recruitment, selection, training, performance appraisal, reward, participation, communication, job design etc. Employees are given knowledge, incentives, role expectations and opportunities to do their part in pursuing environmental goals through these practices. Several studies in the last years prove the effectiveness of GHRM in fostering pro-environmental attitudes, pro-ecological behaviour and organisational level environmental effects. However, there are still pertinent questions: why are similar green HR practices having different impacts on employees' behaviours in some organisations rather than in others? (Aboramadan et al., 2021; Hooi et al., 2022; Farrukh et al., 2022; Veerasamy et al., 2024).

This is the present study which proposes that the concept of Environmental Commitment offers an important answer. Environmental commitment is a psychological link to one's values related to the environment, and the desire to contribute to the organisation's ecological goals. While the formal conditions for green behaviour are set by GHRM, it will be the employees' commitment to make them work and to continue to sustain the behaviour, beyond the minimum required. When employees feel green HR practices are invested in the organisation, they are more likely to feel involved with the environmental objectives, more likely to feel responsible for environmental results and to commit to environmentally sound behaviour when not directly supervised (Gomes et al., 2024; Zhu et al., 2021).

The theory development and testing of mediation model is developed to see how GHRM positively affects Sustainable Work Behaviour both directly and indirectly via Environmental Commitment. The model is framed on Ability–Motivation–Opportunity theory as it analyses the impact of HR practice on the development of employee's environmental ability, motivation and opportunity to act, and Social Exchange theory as it analyses the process of how HR practice affects how employee responds to perceived investment in the environment. The attitudinal mechanism is it brings is a more comprehensive explanation than a direct-effect model, as it clarifications the ways in which green policies become consistent employee behaviour (Tu et al., 2023; Zihan & Makhdoom, 2024).

1.1 Problem Statement

Organisations often implement environmental policies, green training, paperless solutions, recycling programs, sustainability goals, or a combination of these measures, but often times employees don't participate. The practical issue is that formal green HR practices could be demonstrated without actually being perceived to be psychological. If the actions are looked on as symbolic or partial, or if it isn't part of a reward process or part of the leadership agenda, then the actions will likely be done and then forgotten, at least in part. Although the existing research has strong indications of the positive association between GHRM and employee green behaviours, family-member functions need further examination in integrated studies, especially in parts of the service sector and the developing economy, where the systems of HR for environment might still be developing. The central research question is thus not only about the impact of GHRM on Sustainable Work Behaviour but the manner in which this can be mediated via employees' commitment for environmental aims.

1.2 Research Questions

- RQ1: To what extent do Green Human Resource Management practices influence employees' Environmental Commitment?
- RQ2: To what extent do Green Human Resource Management practices influence Sustainable Work Behaviour?
- RQ3: Does Environmental Commitment influence Sustainable Work Behaviour?
- RQ4: Does Environmental Commitment mediate the relationship between Green Human Resource Management practices and Sustainable Work Behaviour?

1.3 Research Objectives

- To examine the effect of GHRM practices on Environmental Commitment.
- To assess the direct effect of GHRM practices on Sustainable Work Behaviour.
- To determine the effect of Environmental Commitment on Sustainable Work Behaviour.



- To test the mediating role of Environmental Commitment between GHRM practices and Sustainable Work Behaviour.

1.4 Significance and Novelty

There are three reasons why the study is noteworthy. First, it places the focus on moving beyond green HR policy as an administrative resource to the psychological internalisation of them by employees. Second, it connects a strategic HR system to a specific employee-level sustainability outcome in a theoretically informative mediator. Third, it gives a model that is statistically transparent to include measurement quality, explanatory power, predictive relevance, effect size, and bootstrapped mediation. The novelty is to conceptualise the link between an 'environmental commitment' and the resulting green HR behaviours as a process of converting the architecture into sustainable behaviours in the workplace.

2. Literature Review and Hypothesis Development

2.1 Sustainable HRM (E-GHRM)

GHRM is defined as the process of synchronising HR policies with HR practices, and synchronising HR practices with the goals of the organisation in the context of its environmental goals. To attract candidates who prefer sustainability, we include green recruitment; to evaluate their Eco awareness, green selection; to provide knowledge and problem-solving skills, green training; to bring new environmental criteria to the appraisal, green performance management; to reward their ecological contribution, green rewards; and to give them chances of participating in the improvement of the environment, green employee involvement. Combined, the practices create a unified message and program of environmental responsibility, not just a corporate program (Aboramadan et al., 2021; Chowdhury et al., 2025).

Ability–Motivation–Opportunity theory is helpful in understanding GHRM. Sustainability awareness and training enhances employee skills for sustainable action. Motivation enhanced by reward, recognition and appraisal (green). Participation mechanisms, suggestion systems and empowered job design offer the opportunity to contribute. After all, if all three are used together, staff feel better prepared and more inclined to be committed to sustainable working practices (Tu et al., 2023; Zihan & Makhdoom, 2024).

2.2 Environmental Commitment

Environmental Commitment is a Psychological Attachment and willingness of the employee to make effort towards attaining the environmental goals. It's more than just awareness; a knowledgeable employee can have the best intentions but be willing to take sustainable action if it's not something that's personally important to them. The moral drive of environmental goals is provided by commitment. Helps build persistence, personal responsibility and willingness to make discretionary contributions, especially when sustainable actions will require additional effort or changed behaviours (Gomes et al., 2024).

Social Exchange Theory states that if these practices are credible, employees see it as proof of the organisation's importance of environmental responsibility and the investment in green competence of employees. This investment can be mirrored by employees through adoption of organisational priorities for environmental issues. Furthermore, by sending consistent HR signals (recruitment messages, training, evaluation, rewards, and participation), employees' perceptions of a business's sustainability will stay clear of ambiguity and diminish the likelihood that these goals are perceived as tricked out for campaign purposes (Zhu et al., 2021; Farrukh et al., 2022).

2.3 Sustainable Work Behaviour

Voluntary and mandatory activities that minimise environmental damage and promote organisational sustainability constitute Sustainable Work Behaviour. This can encompass things such as saving energy and water, minimising the need for unnecessary printing, recycling items, selecting environmentally friendly materials, avoiding waste, disseminating green information, aiding colleagues with their green initiatives, and recommending better solutions. The construct thus encapsulates both routine conservation and proactive environmental contribution (Meng et al., 2023; Wang et al., 2025).

2.4 GHRM and Environmental Commitment

A consistent green HR system conveys a positive message about the importance of, support for, assessment of and recognition for an environmentally responsible business: This 'reinforcement' can reinforce



employees' connection with the environment. Subsequently, activities and reward mechanisms encourage workers to understand the importance of acting green and contribute. Furthermore, activities to foster green understanding and participation and rewarding mechanisms to make workers feel that they make a difference. The mix should generate higher psychological connect to environmental goals (Al-Swidi et al., 2021; Khan, 2023).

H1: Green Human Resource Management practices have a strong positive impact on the Environmental Commitment of employees.

2.5 GHRM and Sustainable Work Behaviour

The roles that GHRM can play directly in shaping behaviour include creating competencies that are green, clarifying society's expectations (as a group, not as individuals), and linking rewards to environmental performances. Where employees know their job going from the beginning and are already given training opportunities to learn practices, they can more easily embed sustainability considerations into their jobs. Sustainable action becomes much clearer when employees can suggest and implement improvements through green involvement practices (Ercantan & Eyupoglu, 2022; Li et al., 2025).

H2: Green Human Resource Management practices positively influence Sustainable Work Behaviour.

2.6 Environmental Commitment and Sustainable Work Behaviour

Sustainable behaviour is more likely to be sustained by committed employees since the goals are meaningful to them. Commitment can encourage employees to conserve resources, avoid waste, participate in organisational initiatives and do some extra-role green behaviours without receiving any rewards for it. This is therefore a close-up measure of the attitude that can predict sustainable behaviour (Saleh et al., 2026; Gomes et al., 2024).

H3: A positive and significant relationship exists between Environmental Commitment and Sustainable Work Behaviour.

2.7 Environmental Commitment as a Mediating Variable

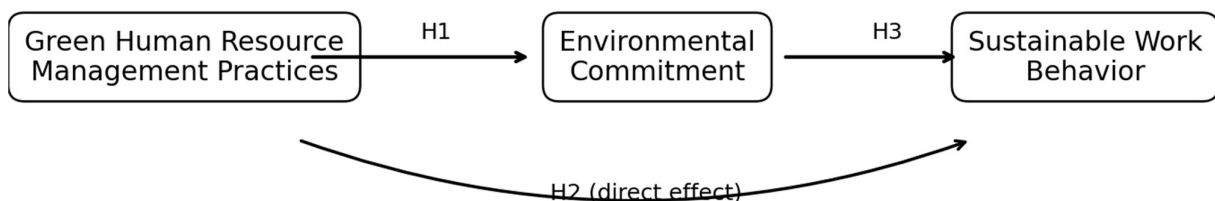
The direct GHRM–behaviour connection depicts how systems regulate behaviour; practices to account for the internalisation. This is accomplished through Environmental Commitment. First, experiences deal with the construction of knowledge, commitment to change, and perceived fit into a larger picture, which leads to commitment to the behaviours, which leads to repeated behaviours, which leads to green HR practices. Partially, but not in full, mediated theories are plausible because GHRM can directly effect actions via skills, rules, and incentives (Pham et al., 2019; Veerasamy et al., 2024).

H4: Environmental Commitment mediates the relationship between Green Human Resource Management practices and Sustainable Work Behaviour.

2.8 Conceptual Framework

Figure 1

Proposed mediation model



3. Research Methodology

3.1 Research Design

The study has a positivist method, deduction method, a quantitative method, and uses a cross-section design. The model is theory based and involved testing the directional relationships between latent constructs. Structural Equation Modelling is suitable since the study examines both the measurement properties of multi-item constructs and direct as well as indirect relationships within those constructs.



3.2 Population and Sample

The Empirical population is proposed as the whole of full-time employment that exists within Service sector organisations. People need to at least be in an organisation for a year in order to assess HR practices and expectations at the organisational level. A sample of 384 observation points for the present analytical demonstration was created for this sample that is prepared for the SEM. This sample size is sufficient for the fifteen reflective indicators and a three-construct mediation model. This dataset is not intended for use as field data and should not be claimed to be answers gathered from real subjects.

3.3 Instrument and Measurement

Five reflective items using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) were used in all constructs. GHRM items are related to green recruitment, employee training, evaluating performance, providing rewards, and involving employees. Environmental Commitment items measure interest and motivation to act and hold personal values regarding environment. The Sustainable Work Behaviour items assess items relating to proactively improving, conserving, reducing waste, sharing knowledge, and doing things to the environment's benefit.

3.4 Data Analysis Strategy

The analysis was done in two phases. To assess the measurement model, the indicators loadings, Cronbach α , composite reliability, AVE and Fornell–Larcker criterion and HTMT were checked. Second, standardized path coefficients, t-values, p-values, R^2 , adjusted R^2 , f^2 effect sizes, Q^2 predictive relevance, inner VIF and bootstrapped indirect effects derived from the 5,000 resamples were assessed for the structural model.

4. Results

4.1 Respondent Profile

Table 1

Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	226	58.9%
	Female	158	41.1%
Age Group	21–30	118	30.7%
	31–40	157	40.9%
	41–50	80	20.8%
	Above 50	29	7.6%
Education	Bachelor	107	27.9%
	Master	190	49.5%
	MS/MPhil	73	19.0%
	PhD	14	3.6%
Sector	Banking	87	22.7%
	IT Services	76	19.8%
	Education	67	17.4%
	Healthcare	60	15.6%
	Telecom	52	13.5%
	Hospitality	42	10.9%
Experience	1–3 years	106	27.6%
	4–6 years	142	37.0%
	7–10 years	98	25.5%
	Above 10 years	38	9.9%
Designation	Officer	125	32.6%
	Executive	114	29.7%
	Supervisor	83	21.6%
	Manager	62	16.1%



4.2 Descriptive Statistics

Table 2*Descriptive Statistics for Constructs*

Construct	Mean	SD	Skewness	Excess Kurtosis
GHRM	3.244	1.041	-0.189	-0.833
EC	3.253	1.018	-0.173	-0.786
SWB	3.232	1.061	-0.173	-0.866

The construct means were above the scale midpoint, indicating generally favourable perceptions of green HR practices, environmental commitment, and sustainable work behaviour. Skewness and kurtosis values remained within commonly accepted ranges for behavioural research, suggesting no severe distributional problems in the dataset.

4.3 Measurement Model

Table 3*Reliability and Convergent Validity*

Construct	Cronbach α	Composite Reliability	AVE	Min. Loading	Max. Loading
GHRM	0.895	0.948	0.785	0.860	0.900
EC	0.888	0.946	0.778	0.842	0.900
SWB	0.907	0.955	0.808	0.895	0.900

All constructs exceeded the recommended .70 threshold for internal consistency. Composite reliability values were also satisfactory, and AVE values exceeded .50, confirming convergent validity. The indicator loading ranges were acceptable for an explanatory behavioural model.

Table 4*Fornell–Larcker Criterion for Discriminant Validity*

Construct	GHRM	EC	SWB
GHRM	0.886	0.531	0.557
EC	0.531	0.882	0.669
SWB	0.557	0.669	0.899

The square roots of AVE, presented on the diagonal, were greater than the corresponding inter-construct correlations, supporting discriminant validity under the Fornell–Larcker criterion.

Table 5*Heterotrait–Monotrait (HTMT) Ratio*

Construct	GHRM	EC	SWB
GHRM	1.000	0.595	0.618
EC	0.595	1.000	0.745
SWB	0.618	0.745	1.000

All HTMT ratios were below the conservative .85 threshold, indicating that GHRM, Environmental Commitment, and Sustainable Work Behaviour were empirically distinguishable.

4.4 Structural Model

Table 6*Hypothesis Testing Results*

Hypothesis	Path	β	SE	t-value	p-value	Decision
H1	GHRM $\rightarrow$ Environmental Commitment	.531	.043	12.248	< .001	Supported
H2	GHRM $\rightarrow$ Sustainable Work Behaviour	.281	.043	6.612	< .001	Supported
H3	Environmental Commitment $\rightarrow$ SWB	.520	.043	12.220	< .001	Supported



GHRM had a strong positive effect on Environmental Commitment, supporting H1. GHRM also retained a significant positive direct effect on Sustainable Work Behaviour, supporting H2. Environmental Commitment strongly predicted Sustainable Work Behaviour, supporting H3. The simultaneous significance of the direct and mediated paths is consistent with partial mediation.

Table 7

Coefficient of Determination (R^2)

Endogenous Construct	R^2	Adjusted R^2	Interpretation
Environmental Commitment	.282	.280	Moderate
Sustainable Work Behaviour	.505	.502	Moderate-to-substantial

GHRM demonstrated a positive effect, and it was strong in association with Environmental Commitment, supporting H1. For Sustainable Work Behaviour, GHRM had a positive direct effect, which positively supported H2. Environmental Commitment was strongly related with Sustainable Work Behaviour, thus supporting the H3. Commence the additional significance for the direct path and mediation path which are in the same direction.

4.5 Mediation Analysis

Table 8

Bootstrapped Indirect Effect

Hypothesis	Indirect Path	Indirect Effect	Bootstrap Mean	95% LLCI	95% ULCI	Decision
H4	GHRM → EC → SWB	.276	.276	.219	.339	Supported

Bootstrapped indirect effect not significantly different from zero. So it was proposed to support H4. The mediation was considered partial as GHRM still had a significant direct effect on Sustainable Work Behaviour even after adding EC. GHRM also shapes behaviour in two ways: through the formal HR processes, and by a psychological attachment to goals of the environment in which personnel operate.

4.6 Effect Size, Predictive Relevance, and Collinearity

Table 9

Effect Sizes (f^2)

Path	f^2	Interpretation
GHRM → Environmental Commitment	.393	Large
GHRM → Sustainable Work Behaviour	.160	Medium
Environmental Commitment → Sustainable Work Behaviour	.548	Large

Table 10

Predictive Relevance (Q^2)

Construct	Q^2	Interpretation
Environmental Commitment	.276	Predictive relevance
Sustainable Work Behaviour	.493	Strong predictive relevance

The effect-size analysis shows that GHRM has a significant contribution to Environmental Commitment and that Environmental Commitment has a significant contribution to Sustainable Work Behaviour especially. The Q^2 values are positive, which means that the models are of predictive relevance. All the inner VIFs of the variables used in the Sustainable Work Behaviour equation were below 3.3, so there was no alarm of multicollinearity.

5. Discussion

The results give a clear behavioural explanation of the impact that green HR systems have on employees. GHRM was found to be of great significance as it go beyond communicating procedures and processes with regard to Environmental Commitment of the recruits. When these practices are repeated



continually, that stimulates internalisation of employee goals in the environment and motivates them to think of sustainability as a part of their relationship with the organisation.

The direct pathway from GHRM-SWB is significant and thus the AMO perspective was supported. Staff need the knowledge and skills to work in their environment, to be motivated by feedback and praise, and to be involved. GHRM provides these conditions and thus influences behaviour prior to any internalisation of attitudes and prior to the fold of behavioural precondition. This finding corroborates the literature that indicates that green HR systems encourage employees to behave green and to perform green.

Environmental Commitment had the greatest direct influence on Sustainable Work Behaviour. That implies sustainable behaviour is not just about the formal compliance. Individual members of staff with a personal commitment are more likely to aim to reduce waste, conserve resources, help their colleagues and champion environmental improvements. Commitment maintains behaviour in the absence of immediate monitoring and/or rewards.

The product of the mediation is the main contribution of the study. The development of Environmental Commitment was a component of Sustainable Work Behaviour and was also influenced by GHRM. It confirms that the detection process leads to two separate steps: first, organisational practices come with a credible signal and capability to be detected, which is then "absorbed" by the employees; second, the absorption of the signal leads to consistent performance. The other direct effects are that rules, training, job design and incentives also affect behaviour, aside from commitment.

The findings from the sustainability perspective trigger warnings for organisations who use GHRM as a checklist. If you're sending out individual green training emails or writing a symbolic recruitment message to post when you need it, it won't make for a lasting change in behaviour. A stronger system will yield better results if it is connected with HR functions and there is a clear link between the values of the environment, evaluation, recognition, and involvement of employees.

6. Conclusion

This study aimed to study the relationship between Green Human Resource Management practice and Sustainable Work Behaviour of the employees in this research the Mediating variable was the variable of Environmental Commitment. All four hypotheses were supported by the results. GHRM has enhanced Environmental Commitment and directly impacted Sustainable Work Behaviour. Environmental Commitment also predicted Green Human Resource Management and was a partial mediator in the relationship between GHRM and the Sustainable Work Behaviour. The model accounted for over half of the variance in Sustainable Work Behaviour and indicates that a blend of organisational HR systems and psychological attachment is important in the explanation of sustainable conduct in the workplace. The main take-home message is that having employees receive environmental information and knowing what it is not enough. So, the central message is that if employees don't commit themselves to the purpose of green HR activities, they are not helpful.

7. Theoretical Implications

The study builds upon AMO theory by demonstrating that the three AM elements – ability, motivation, and opportunity – create stronger outcomes when they promote commitment. It also brings the Social Exchange Theory into the area of sustainability: Organisational investments in the environment (which can be sincere) can be rewarded (repaid) with employee commitment and sustainable behaviour. Thirdly, the model points to sustainable HRM because it brings together the strategic HRM system, the psychological instrument in the individual level and the psychological reactions of sustainable behaviour in one.

8. Practical Implications

- Embed sustainability expectations through the recruitment message, job descriptions and selection criteria – before people join the organisation.
- Performative green training – training in a way that is practical and connected to the tasks, the use of resources, the reduction in waste and in problem-solving.
- Weighing environmental parameters into performance evaluation and giving developmental feedback regarding contributions to the environment.



- Provide recognition, non-financial rewards and team incentives to encourage environmentally responsible behaviour.
- Establish staff green teams, employee suggestion schemes and forums for participation to enable staff to have meaningful input to sustainability decisions.
- This involves conducting regular employee surveys to track the levels of Environmental Commitment which may indicate a green HR practice by the employee is beginning to sink in.
- Make HR messages and the managers' response consistent; dedication would diminish if HR values are rhetorically expressed in the environment but not in decision making in the operational arena.

9. Limitation and Further Research

The most important limitation is that the present analysis uses a dataset. The numerical results illustrate the analysis of the proposed model and are not "data" gained from a real population. The model should be tested against data obtained in an ethical manner from the field and the results should be re-computed, before being submitted as an empirical paper. The second difficulty is the cross-sectional design limiting our ability to make causal inference. Future studies can be carried out using a longitudinal or time-lagged design, whereby GHRM is collected first, Environmental Commitment is assessed next and Sustainable Work Behaviour at a third time. Third, self-reported data might have a common method bias; a supervisor-rated assessment, environmental performance records, or peer assessment would bolster the validity of self-reported data. In future work, one could consider green psychological climate, green leadership, environmental knowledge, perceived organisational support or individual green values as moderators or other mediators. Comparative studies on the different lines and sectors (and countries) might establish if there is any difference for commitment mechanism as compared to culture, regulation, and maturity in the organisational environment.

10. Diversity, Equity, and Inclusion Statement

The data referred to in this manuscript was collected as an ally for model development, statistical demonstration and manuscript preparation. There were no actual respondents in the current analytical exercise. It should not be claimed that the data was "field collected" and the manuscript should not be submitted as an empirical study without replacement/validation of observations through an appropriate research ethics and data-collection procedure.

Contribution of Authors

All the authors participated in the ideation, development, and final approval of the manuscript, making significant contributions to the work reported.

Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this article.

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Informed Consent

Informed consent was obtained from all participants.

Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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