

Getting to Green: Understanding the Resonance of Green Human Resource Management for Voluntary Sustainability Efforts

Meet Saxena¹, Dr. Ruchi Khanna²

¹Research Scholar, Babu Banarasi Das University, Lucknow

²Associate professor, Babu Banarasi Das University, Lucknow

Abstract

This paper examines relationships between different facets of Green Human Resource Management (GHRM) and Voluntary Green Behavior (VGB) in organizations with the view of identifying effects that different common GHRM practices have on VGB in organizations. Precisely, the study analyses the effects of Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), Green Pay and Rewards (GPR) on employee pro-environmental behavior volunteering beyond the job expectations. The study uses Structural Equation Modeling (SEM) to analyze data that was obtained from employees in various sectors. Consequently, the study shows that GRS, GTD, and GPM positively and strongly affect VGB, proving that the implementation of green solutions in organisations promotes the right choice of ecological attitudes by staff members. However, going further the analysis holds in rejecting any hypothesized positive relationship between GPR and VGB, implying that monetary incentives, though tried and tested for environmental cooperation, are probably insufficient to encourage VGB towards voluntary environmental action.

Keywords: Green Human Resource Management, Voluntary Green Behavior, Green Recruitment and Selection, Green Training and Development, Structural Equation Modeling

Introduction

Environmental issues are becoming more urgent all over the world, organizations are now including environmental protection as an essential part of their businesses (Saeed 2018). Thanks to this shift, Green Human Resource Management has developed as a strategy that fits HRM activities with goals aimed at protecting the environment (Zhang et al., 2019). It covers several methods that help create a pro-environmental environment, raise the organization's environmental performance, and promote sustainability (Jam & Jamal, 2020; Mwita & Mwakasungula, 2020; Shah et al., 2021). Green HRM is necessary to develop a group of employees who care about and take part in environmental activities (Dimitrov, 2021). These days, saving the environment, protecting resources, and using fewer natural resources has become very important in business activities (Martins et al., 2021). Green HRM involves recruiting, hiring, training, evaluating people's work,

and giving rewards in an eco-friendly way. Overall, they work to change the attitudes of workers and guide them to take greater actions to support the company's commitments towards sustainability (Saeed et al., 2018).

The segment known as Green HRM is essential to any organization wishing to harm the environment as it supports sustainability (Dimitrov, 2021). They play a role in meeting environmental rules and also in altering how the whole organization and its employees behave (Raghuwanshi & Acharya, 2020). Carrying out GHRM practices makes it clear that the company wants to cut down its environmental impact. Green initiatives can be adopted successfully when the staff is well informed, encouraged, and ready to follow sustainable methods (Raghuwanshi & Acharya, 2020). It is about combining environment protection practices with HRM to find solutions that keep important employees and save money at the same time (Dubey & Verma, 2018). Green HRM involves applying HRM

strategies that support sustainable use of resources and boost environmentalism, which boosts employees' satisfaction and encourages them (al., 2019). This requires businesses to handle their employees more actively so that they have the knowledge, skills, and enthusiasm to promote sustainability at work and elsewhere. GREEN practices support the importance of looking after employees' health and safety by focusing on cleanup and sustainability (Shah et al., 2021).

Green Recruitment and Selection

Sustainable development programs are vital to teach employees how to do their jobs efficiently (Sakharina et al., 2020). With these actions, companies make employees aware of the environment, help them practice sustainability, and contribute to the company's goals in this field. A good program is designed to address the environmental concerns that arise in a business's industry. Because of them, employees feel more involved in environmental issues and the company's overall responsibility toward the environment (Iftikar et al., 2022).

Some topics for training may involve lowering energy usage, decreasing landfill space, preventing pollution, and better use of resources. Doing these programs enhances employees' capacities to handle and find environmental hazards in their routine tasks. When employees are given green training, it helps the company reach its sustainability goals and encourages everyone in the workplace to become greener (Alshammari et al., 2022). All this, in turn, results in enhanced services, managed cost, happy employees, and a stronger dedication to the environment.

Green Training and Development

Employees learn how to handle their duties in a sustainable way through green training and development (Sakharina et al., 2020). They make people aware of environmental challenges and enable employees to take action towards the company's sustainability targets. Because it is made for each industry, green training encourages workers by

informing them about environmental plans, technologies, and methods (Iftikar et al., 2022). Usually, these topics are energy conservation, reductions in waste, and efforts to tackle pollution. Providing such training helps companies increase environmental knowledge, encourage protecting nature, and achieve more results with less money and a high level of satisfaction (Alshammari et al., 2022). It also allows them to handle risks to the environment before they become serious.

Green Performance Management

Green performance management integrates environmental goals into employee evaluations by setting targets, offering feedback, and rewarding achievements (Ari et al., 2020; Ones et al., 2015; Zacher et al., 2022). Unlike traditional systems focused on financial metrics, it assesses efforts like waste reduction and energy conservation (Jacobs & Kleiner, 1995; Pagell & Gobeli, 2009; Sarfo et al., 2024). This approach fosters accountability and motivates sustainable actions. By aligning individual goals with organizational sustainability, it boosts engagement and environmental awareness (Buller & McEvoy, 2016; Liebowitz, 2010; Zacher et al., 2022), while coaching and recognition reinforce positive behaviors.

Green Pay and Rewards

They motivate employees to help the environment by giving them bonuses, salary raises, positions, and recognition (Ari et al., 2020). Thanks to them, people are more likely to adopt ways that protect the environment. Using benefits to encourage eco-friendly choices encourages workers to work harder, which makes them more content with their work and energetic (Sakharina et al., 2020; Sarfo et al., 2024). Organizations with green reward systems encourage people to be responsible and become more attractive to others (Adriana et al., 2020; Aziz et al., 2020). Thus, organizations support environmental protection and build a better public image as caring employers (Sarfo et al., 2024; Sharma, 2023).

Pro-Environmental Behavior Volunteering Beyond Job Expectations(Voluntary Employee green Behavior)

Employee pro-environmental behavior involves voluntary actions to reduce environmental impact, such as conserving energy, reducing waste, and promoting awareness (Xiao et al., 2024; Shah et al., 2023). These behaviors, which extend beyond formal duties, foster responsibility and a culture of sustainability (Bashirun et al., 2022; Zacher et al., 2022). Such actions are difficult to measure but essential for innovation, as seen in green engineering efforts (Wang, 2022; Li et al., 2020). They enhance environmental management systems and reflect strategic priorities amid rising ecological concerns like global warming (Ding & Rafiq, 2025; Chowdhury et al., 2025; Hussain et al., 2023; Al-Ghazali et al., 2022).

Literature review

GRS helps organizations provide jobs to people who put special emphasis on environmental issues and whose experiences and traits support the organization's sustainable goals (Al-Abbadi & Rumman, 2023).

Such programs provide employees with what they need to follow sustainable methods in their work.

Employee evaluations and feedback in GPM contain environmental objectives, which encourages staff to perform well in that area.

GPR motivates workers to follow good environmental practices through both money and other types of rewards. The study by Adriana et al. in 2020 explains this very well. The adoption of GRS, GTD, GPM, and GPR practices can greatly support the growth of a green-minded culture in any organization (Tran, 2023).

Practices in GHRM form a workforce that appreciates and applies environmental sustainability (Dimitrov, 2021). The human resource management process includes environmental care, such as recruitment, training staff, and judging their performance (Jia et al.,

2025). Using GHRM helps to improve workers' awareness about the environment and their everyday actions (Khan et al., 2022). Reaching environmental targets in a company is possible with GHRM (Akthar, 2022).

By taking part in GHRM practices, employees learn better ways to manage the environment and the steps involved, along with the main benefits (Le & Tham, 2024). Employees are supported by GHRM by giving them rewards for being green and also by supporting their participation by providing the right tools and culture (Baykal & Bayraktar, 2022). Sustainability in HRM could boost how well the company protects nature and increase its employees' importance to the company (Tran, 2023). GHRM practices let organizations demonstrate how much they care about the environment and sustainability. If GHRM levels are high, companies can increase how employees respond to environmental issues by performing environmental evaluations, supplying green training, and carrying out additional needed actions (Han et al., 2025). So, employees are able to help protect the environment by joining in on extra green activities not included in their usual assignments (Sarfo et al., 2024; Tran, 2023). With GHRM, organizations allow managers to be equipped with tools for green management and help employees leave old-fashioned beliefs and better comprehend their environmental duties. Transformational leadership has a strong impact on the HRM system and its plans and rules, which helps determine the results of the environment (Jia et al., 2018). Practices in GHRM point out that aligning selection, evaluation, and training within a company to its environmental goals is a beneficial approach to environmental management (Sobaih, 2019). The way business activities affect the environment depends a lot on human resources (Benevene & Buonomo, 2020). Organizations can only achieve their sustainability goals if they include environmental issues in their HR practices and adjust employees' actions to meet environmental objectives.

Integrating environmental management with human resource management is what green human resource management means (Adriana et al., 2020). Implementing environmentally friendly laws is necessary for businesses wanting to improve their environmental behavior according to Danilwan et al (2020). It refers to making sure HRM strategies are in line with a company's environmental plans and goals, and to including environmental factors in important work areas, including recruitment, training, monitoring job performance, and setting compensation (says Jam & Jamal, 2020, and Mathews, 2017). GHRM helps companies improve their habits towards the environment and achieve a sustainable environment at work. Performing environmental performance assessments and providing green training are some of the actions used by organizations to increase the sense of responsibility towards the environment among employees. In short, employees are equipped to make a difference for the environment by getting involved in additional green projects that lie outside their duties. Businesses have to consider ecological matters to solve issues that lead to harming the environment (Iftikar et al., 2022).

Taking environmental issues into account in HRM can improve the company's performance and give employees extra value for the organization (Janali et al., 2020). Following environmentally friendly HR practices is important for fulfilling the organization's objectives (Adriana et al., 2020). GHRM tries to ensure consistency between human resource practices and environmental policies and goals (Molina-Azorín et al., 2021). Finally, using green HRM can make organizations more competitive because it helps them perform better in the environment and brings in green-minded people. Since organizational environmental objectives are important, green HRM should not be ignored (Jam & Jamal, 2020; Ong et al., 2022). HRM can contribute to forming and carrying out the company's sustainability strategy. When environmental issues are included in HRM, this can raise the organization's environmental standards and appreciate employees.

Gap of Literature

Despite the growing interest in Green Human Resource Management (GHRM), several research gaps remain that justify the need for further investigation into its impact on Voluntary Green Employee Behavior (VGEB).

Absence of Focus on Voluntary Green Employee Behavior (VGEB) as a Result

While existing studies emphasize the impact of GHRM on environmental performance and employee awareness, **limited research has explored how these practices influence voluntary, discretionary green behaviors**—actions not formally required by job roles but essential for building a green organizational culture.

Inadequate Inspection of Individual GHRM Practices

Most studies treat GHRM as a unified construct, overlooking the **distinct effects of individual practices** such as Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Pay and Rewards (GPR) on employee behavior.

Incomplete Empirical Evidence Connecting GHRM Practices to VGEB

Much of the current literature is conceptual or qualitative. There is a **lack of quantitative studies that empirically test the causal relationships** between specific GHRM practices and VGEB, which limits the generalizability and practical applicability of findings.

Indistinct Long-Term Influence of Green Recruitment and Reward Systems

While GRS and GPR are recognized for attracting and motivating environmentally conscious employees, **their effectiveness in fostering long-term, voluntary green behavior has not been clearly established**. Most studies focus on short-term engagement or

compliance rather than sustained pro-environmental behavior.

Limited investigation of Role of Green Training and Performance Management in Shaping Intrinsic Motivation

Although GTD and GPM are known to enhance environmental knowledge and align goals, **their role in nurturing intrinsic motivation and self-initiated green actions remains underexplored**, especially in relation to VGEB

Hypothesis

Hypothesis	Research Gap Addressed
H01: Green Recruitment and Selection (GRS) does not impact Voluntary Green Employee Behavior	Long-term impact of green-oriented recruitment on discretionary behavior
H02 Green Training and Development (GTD) does not impact Voluntary Green Employee Behavior	Link between green training and voluntary engagement
H03: Green Performance Management (GPM) does not impact Voluntary Green Employee Behavior	Role of performance systems in motivating intrinsic green actions
H04: Green Pay and Rewards (GPR) does not impact Voluntary Green Employee Behavior	Sustainability and authenticity of reward-driven green behavior

Table 1: Hypothesis and research gap

Research Methodology

Research Design

The present study adopts a **descriptive research design** aimed at examining the relationship between specific Green Human Resource Management (GHRM) practices—namely Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Pay and Rewards (GPR)—and Voluntary Green Employee Behavior (VGEB). This design enables the collection and analysis of quantifiable data to describe and interpret current practices and employee behavior within organizational settings.

Research Type

This study is **cross-sectional** in nature, utilizing a **survey-based approach** to collect data at a single point in time from a sample of banking employees in the Lucknow district of Uttar Pradesh, India.

Population and Sampling

The target population consists of employees working in bank branches located within the **Lucknow district**. Based on data retrieved from the Reserve Bank of India's official portal

(<https://data.rbi.org.in/#/banking-outlet>), a total of **394 Public Sector Bank (PSU)** branches and **236 Private Sector Bank** branches were identified in the region. Public sector banks considered in the study include **State Bank of India, Bank of Baroda, Canara Bank, Indian Overseas Bank, and Punjab National Bank**, while the private sector banks include **HDFC Bank, ICICI Bank, Axis Bank, Kotak Mahindra Bank, and IDBI Bank**.

An average of **5 to 10 employees per branch** was estimated through official data and field observations, yielding a total estimated workforce of approximately **1,970 to 3,940 employees** across all selected branches. Given the specific focus of the study on employees engaged in HR-related and sustainability practices, a **purposive sampling technique** was employed to ensure that respondents had relevant knowledge and experience concerning GHRM practices within their respective organizations.

Data Collection Instrument

Data was collected using a **structured questionnaire** developed based on validated items adopted from the study by **Tang, Chen, Jiang, Paillé, and Jia (2018)**. The questionnaire was designed to measure

respondents' perceptions and experiences related to GRS, GTD, GPM, GPR, and their engagement in Voluntary Green Employee Behavior. The items were rated using a Likert scale to capture the intensity of agreement or disagreement with each statement.

Data Collection Procedure

The questionnaires were administered either in-person or electronically, depending on branch access and respondent availability. Participation was voluntary, and confidentiality of responses was assured to encourage honest and unbiased responses.

Data Analysis

To ensure the reliability and validity of the measurement model, Cronbach's Alpha was used to assess internal consistency, while the Fornell-Larcker criterion evaluated discriminant validity. Confirmatory Factor Analysis (CFA) was performed to validate the factor structure and examine the relationships between observed variables and their underlying latent constructs. Finally, Structural Equation Modeling (SEM) was employed to test the

hypothesized research model and assess the strength and direction of relationships among the key variables included in the conceptual framework.

For Cronbach's Validity a value of more than .7 is considered to be fairly reliable Shemwell, Chase & Schwartz (2015). **Cronbach Alpha** for Green Recruitment and Selection was , 0.852 Green Performance Management was 0.858, Green Training and Recruitment was 0.830, Green Pay and Rewards was 0.797 and Voluntary Employee Green Behavior was 0.797 To measure discriminant validity, **Fornell-Lacker Criteria** was used. This approach compares the square root of **Average Variance Extracted (AVE)** to the correlation of latent constructs Hair et al. (2014). A latent concept should explain more of the variation of its own indicator than the Variance among different latent constructs. As a result, the square root of each construct's AVE must have more importance than correlations with other latent factors. The correlation between constructs in the correlation matrix should be greater than the correlation between latent factor correlation score.

AVE and SQRT_AVE For GRS is .780; .8833, GPM is .749; .8655, GPR is .739 ; .0598. GT is .727 ; .8524 and EGB is .510 ; .7140

Latent Constructs		GRS	GPM	EGB	GPR	GT
GRS	Pearson Correlation	0.8833	.502**	.575**	.372**	.446**
GPM	Pearson Correlation	.502**	0.8655	.567**	.433**	.490**
EGB	Pearson Correlation	.575**	.567**	0.7140	.427**	.490**
GPR	Pearson Correlation	.372**	.433**	.427**	0.8598	.450**
GT	Pearson Correlation	.446**	.490**	.490**	.450**	0.8524

Table 1 Correlation of Latent variable Score

The value of Cronbach Alpha was found to be more than .7 and the correlation between constructs in the correlation matrix was greater than the correlation between latent factor correlation score.

Thus is was confirmed that scales are **Valid And Reliable** and are following the pre agreed level of conformance.

Confirmatory Factor Analysis (CFA) was performed to identify the number of factors needed in the data and which measurable variable is associated to which latent variable. It is used to confirm or reject the measurement theory.

Absolute fit indices quantify how well the a priori model fits or reproduces the data. Absolute fit indices include the Chi-Squared test, RMSEA, GFI, AGFI,

RMR, and SRMR. all the model-fit indices were as per the recommended values from previous studies, thus exhibiting an adequate fit to the collected data

4.5.1 Measurement Model

Goodness Fit Criteria	Obtained Value	Acceptable Value	Reference
Relative χ^2 (χ^2/df)	1.935	≤ 2	Tabachnick & Fidell (2007);
GFI	.928	$>.9$	Kline (2005); Hu & Bentler (1998);
AGFI	.910		Tabachnick & Fidell (2007);
CFI	.961	$>.9$	West et al. (2012); Fan et al. (1999);
NFI	.922	$>.9$	Mulaik, et al. 1989.
IFI	.961	$>.9$	
TLI	.954	$>.9$	
RMSEA	.044	$<.05$	MacCallum et al (1996);
RMR	.045	$<.05$	Diamantopoulos & Siguaw (2000); Steiger (2007);

Table 2 Goodness of Fit Indices

In order to examine the hypothesized conceptual research model, SEM was performed to test the structural model. The goodness of-fit for the model which is found to be adequate. The χ^2/df , CFI, GFI, NFI, TLI and RMSEA values are meeting the acceptable levels of respective fit. Therefore, we can further proceed to investigate the hypotheses defined in our model.

Acknowledging measurement error, model fit, and indirect effects enables researchers to carefully test hypotheses, leading to a more sophisticated understanding of the interactions among variables.

Table 3 shows the impact of independent variable (exogenous variable) on the dependent variable (endogenous variable). The Structural Model has been shown in figure 2

Hypothesis	DV		IV	Estimate	S.E.	C.R.	P	Accepted/Rejected
H₀₁: Green recruitment and selection does not have a positive impact on Voluntary Employee Green Behavior	VEGB	<---	GRS	.288	.052	5.592	.000	Rejected
H₁₁: Green recruitment and selection has a positive impact on Voluntary Employee Green Behavior is Accepted.								
H₀₂: Green training and development does not have a positive impact on impact on Voluntary Employee Green Behavior.	VEGB	<---	GTr	.179	.083	2.148	.032	Rejected
H₁₂: Green training and development has a positive impact on Voluntary Employee Green Behavior is Accepted								

Hypothesis	DV		IV	Estimate	S.E.	C.R.	P	Accepted/Rejected
H₀₃: Green performance management does not have a positive impact on Voluntary Employee Green Behavior.	VEGB	<---	GPM	.285	.062	4.563	.000	Rejected
H₁₃: Green performance management has a positive impact on Voluntary Employee Green Behavior is Accepted.								
H₀₄: Green pay and reward does not have a positive impact on Voluntary Employee Green Behavior.	VEGB	<---	GPR	.113	.073	1.552	.121	Accepted
H₁₄: Green pay and reward has a positive impact on Voluntary employee Green Behavior is Rejected								

Table 3 Hypothesis Testing

Findings and Conclusion

The research concluded that GRS, GTr, and GPM all have positive, notable effects on VEGB, since their p-values are below .05. Following the data, all of the null hypotheses H₀₁, H₀₂, H₀₃ were rejected and H₁₁, H₁₂, H₁₃ were approved. Still, Green Pay and Reward (GPR) failed to have a significant influence on VEGB (p = .121), so we accept H₀₄ and reject H₁₄. It implies that changing people's behaviors with sustainability in mind can be difficult using GPR only. It has been demonstrated clearly by the research findings that p-values for Green Reward System, Green Training, and Green Performance Management have values that are consistently below the key threshold of 0.05, which suggests their prominent positive impact on Voluntary Environmental Behavior at work (Alhadid & Aburumman, 2014). Because of this, the null hypotheses H₀₁, H₀₂, and H₀₃, which consider no positive effects, get rejected, and the alternative hypotheses H₁₁, H₁₂, and H₁₃, which suggest the positive effects are agreed upon (Adriana et al., 2020). However, Green Pay and Reward are different since their impact on Voluntary Environmental Behavior (p-value of 0.121) is not statistically significant. Therefore, the outcome allows us to accept H₀₄ and reject H₁₄, so it seems that the solo impact of Green Pay and Reward on eco-friendly actions is not strong.

This discovery points out that it is challenging to change basic actions with monetary rewards in the area of environmental sustainability (Pham et al., 2019). Since there are many aspects to human motivation and taking action for the environment is not always simple, we must go beyond offering financial incentives (Foster et al., 2022). People's rejection of climate change shows that we need to focus on inner motivation, what society expects, and values in both planning and doing sustainability activities (Zhang et al., 2019). It shows that environmental issues are being recognized more by businesses (Hameed et al., 2020). Green Training encourages workers to behave environmentally friendly, which proves that giving people knowledge, skills, and awareness in this area makes them more likely to support green practices (Paillé et al., 2020). More evidence comes from studies that find a strong positive association between HRM activities and training that involves environmental impact, a factor identified as green involvement (Sakharina et al., 2020). When Green Performance Management finances sustainability into reviewing employees and giving feedback, it emphasizes why being sustainable is vital to the organization's culture and encourages someone to take responsibility for meeting environmental goals. It is possible to encourage employees in organizations to act in environmentally

friendly ways at work (Chowdhury et al., 2025). Green human resource management is better linked to pro-environmental behavior when green work issues are noticed in the work environment (Rubel et al., 2021). When an organization's goals are in sync with their staff's values and the surroundings support these practices, green HRM can have a bigger influence on employees' actions. It is clear that special people are needed to enforce environmental management (Zhang et al., 2019). Employees show more support for the environment if they believe the company thinks about sustainability and acknowledges their help. Human resource practices that are friendly to nature encourage employees to take part in caring for the environment (Saeed et al., 2018). When employees' values support organizational goals, it creates strong trust and encourages them to return the favor by working harder and likelier supporting eco-friendly activities (Ari et al., 2020).

Implications of the study

The study's findings offer important practical implications for organizations seeking to foster Voluntary Employee Green Behavior (VEGB). The significant impact of Green Recruitment and Selection (GRS), Green Training and Development (GTr), and Green Performance Management (GPM) suggests that HR strategies focusing on environmental values from the point of hiring through continuous performance monitoring can effectively shape eco-conscious employee behavior. By integrating sustainability into training programs and performance evaluations, organizations can embed green values into their culture, increasing employee awareness and accountability. However, the lack of significant influence from Green Pay and Reward (GPR) indicates that financial incentives alone may not sufficiently motivate employees to adopt sustainable practices. Instead, intrinsic motivation, value alignment, and a supportive green work environment appear more critical in shaping behavior. HR practitioners should prioritize developmental and cultural approaches over monetary rewards, ensuring

sustainability is a shared value and responsibility across the organization. Ultimately, aligning green HRM practices with organizational goals and employee values enhances engagement, fosters trust, and promotes long-term environmental stewardship.

Reference

1. Adriana, L. T. D., Fahira, K. T., Nailissa'adah, M., & Maula, H. E. (2020). A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization [Review of A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization]. *Journal of International Conference Proceedings*, 3(1), 124. <https://doi.org/10.32535/jicp.v2i4.787>
2. Adriana, L. T. D., Fahira, K. T., Nailissa'adah, M., & Maula, H. E. (2020). A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization [Review of A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization]. *Journal of International Conference Proceedings*, 3(1), 124. <https://doi.org/10.32535/jicp.v2i4.787>
3. Akthar, N. (2022). Top Management Support: Underlying Mechanism between Green Human Resource Management Practices and Environmental Performance. *Journal of Digitainability Realism & Mastery (DREAM)*, 1(2), 48. <https://doi.org/10.56982/journalo.v1i02.21>
4. al., W. S. et al. W. S. et. (2019). Implementing Green Human Resource Management, Cost-Effective Strategies and Tools. *International Journal of Human Resource Management and Research*, 9(3), 117. <https://doi.org/10.24247/ijhrmjun201915>
5. Al-Abbadi, L., & Rumman, A. A. (2023). Sustainable performance based on entrepreneurship, innovation, and green HRM in e-Business Firms. *Cogent Business & Management*, 10(1). <https://doi.org/10.1080/23311975.2023.2189998>
6. Al-Ghazali, B. M., Gelaidan, H. M., Shah, S. H. A., & Amjad, R. (2022). Green transformational leadership and green creativity? The mediating

- role of green thinking and green organizational identity in SMEs. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.977998>
7. Alhadid, A. Y., & Aburumman, A. (2014). The Impact of Green Innovation on Organizational Performance, Environmental Management Behavior as a Moderate Variable: An Analytical Study on Nuqul Group in Jordan. *International Journal of Business and Management*, 9(7). <https://doi.org/10.5539/ijbm.v9n7p51>
8. Alshammari, A. S., Alshammrei, S., Nawaz, N., & Tayyab, M. (2022). Green Human Resource Management and Sustainable Performance With the Mediating Role of Green Innovation: A Perspective of New Technological Era. *Frontiers in Environmental Science*, 10. <https://doi.org/10.3389/fenvs.2022.901235>
9. Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A Conceptual Model for Green Human Resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes. *Sustainability*, 12(17), 7089. <https://doi.org/10.3390/su12177089>
10. Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A Conceptual Model for Green Human Resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes. *Sustainability*, 12(17), 7089. <https://doi.org/10.3390/su12177089>
11. Aziz, F. F., Yasmin, F., & Sultana, T. (2020). The Impact of Green Human Resources Managerial Practices on Environmental Sustainability: Evidence from Garments Industry of Bangladesh. *Asian Journal of Empirical Research*, 10(3), 81. <https://doi.org/10.18488/journal.1007/2020.10.3/1007.3.81.96>
12. Bashirun, S. N., Noranee, S., & Hasan, Z. (2022). Theoretical Perspective on Employee Green Behavior. *International Journal of Academic Research in Business and Social Sciences*, 12(1). <https://doi.org/10.6007/ijarbss.v12-i1/12357>
13. Baykal, E., & Bayraktar, O. (2022). Green human resources management: A novel tool to boost work engagement. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.951963>
14. Benevene, P., & Buonomo, I. (2020). Green Human Resource Management: An Evidence-Based Systematic Literature Review. *Sustainability*, 12(15), 5974. <https://doi.org/10.3390/su12155974>
15. Buller, P. F., & McEvoy, G. M. (2016). A Model for Implementing a Sustainability Strategy through HRM Practices. *Business and Society Review*, 121(4), 465. <https://doi.org/10.1111/basr.12099>
16. Chowdhury, T., Karim, R. A., Rabiul, M. K., Alam, M., & Karim, D. N. (2025). Fostering Sustainable Environmental Performance Through Green Banking Practices: The Mediating Role of Employees' Green Motivation and Green Behavior. *Sustainability*, 17(8), 3750. <https://doi.org/10.3390/su17083750>
17. Chowdhury, T., Karim, R. A., Rabiul, M. K., Alam, M., & Karim, D. N. (2025). Fostering Sustainable Environmental Performance Through Green Banking Practices: The Mediating Role of Employees' Green Motivation and Green Behavior. *Sustainability*, 17(8), 3750. <https://doi.org/10.3390/su17083750>
18. Danilwan, Y., Isnaini, D. B. Y., Pratama, I., & Dirhamsyah, D. (2020). INDUCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH GREEN HUMAN RESOURCE MANAGEMENT BUNDLE: DRAWING IMPLICATIONS FOR ENVIRONMENTALLY SUSTAINABLE PERFORMANCE. A CASE STUDY. *Journal of Security and Sustainability Issues*, 10, 39. [https://doi.org/10.9770/jssi.2020.10.oct\(3\)](https://doi.org/10.9770/jssi.2020.10.oct(3))
19. Dimitrov, K. (2021). GREEN HUMAN RESOURCES MANAGEMENT: LINKING AND USING GREEN PRACTICES FOR SUSTAINABLE BUSINESS ORGANIZATIONS. *Trakia Journal of Sciences*, 19, 276. <https://doi.org/10.15547/tjs.2021.s.01.040>
20. Ding, W. W. C., & Rafiq, M. (2025). Sustaining Talent: The Role of Personal Norms in the Relationship Between Green Practices and Employee Retention. *Sustainability*, 17(10), 4471. <https://doi.org/10.3390/su17104471>
21. Dubey, S., & Verma, B. G. (2018). Linking Green HRM Practices with Organizational Practices for Organizational and Environmental Sustainability. *International Journal of Engineering and Management Research*, 8(2). <https://doi.org/10.31033/ijemr.v8i02.11603>
22. Foster, B., Muhammad, Z., Yusliza, M. Y., Faezah, J. N., Johansyah, M. D., Yong, J. Y.,

- Haque, A. ul, Saputra, J., Ramayah, T., & Fawehinmi, O. (2022). Determinants of Pro-Environmental Behaviour in the Workplace. *Sustainability*, 14(8), 4420. <https://doi.org/10.3390/su14084420>
23. Gill, A. A., Ahmad, B., & Kazmi, S. (2021). The effect of green human resource management on environmental performance: The mediating role of employee eco-friendly behavior. *Management Science Letters*, 17(25), 1725. <https://doi.org/10.5267/j.msl.2021.2.010>
24. Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*, 41(7), 1061. <https://doi.org/10.1108/ijm-08-2019-0407>
25. Han, Z., Li, Q., & Wang, H. (2025). Responsibility Driving Innovation: How Environmentally Responsible Leadership Shapes Employee Green Creativity. *Sustainability*, 17(10), 4606. <https://doi.org/10.3390/su17104606>
26. Hussain, N., Zakuan, N., Yaacob, T. Z., Hashim, H. I. C., & Hasan, M. Z. B. (2023). Employee Green Behavior at Workplace: A Review and Bibliometric Analysis [Review of Employee Green Behavior at Workplace: A Review and Bibliometric Analysis]. *International Journal of Academic Research in Business and Social Sciences*, 13(3). <https://doi.org/10.6007/ijarbss/v13-i3/16847>
27. Iftikar, T., Hussain, S., Malik, M. I., Hyder, S., Kaleem, M., & Saqib, A. (2022). Green human resource management and pro-environmental behaviour nexus with the lens of AMO theory. *Cogent Business & Management*, 9(1). <https://doi.org/10.1080/23311975.2022.2124603>
28. Jacobs, W. L., & Kleiner, B. H. (1995). New Developments in Measuring Corporate Performance. *Management Research News*, 18, 70. <https://doi.org/10.1108/eb028407>
29. Jam, M., & Jamal, W. N. (2020). Impact of Green Human Resources Management Practices on Organizational Sustainability and Employee Retention: An Empirical Study Related to Educational Institutions. *iRASD Journal of Management*, 2(1), 38. <https://doi.org/10.52131/joe.2020.0201.0014>
30. Janali, M., Kaffashpoor, A., Rahimpour, A., & Samanian, M. (2020). Designing a Paradigm Model for Green Human Resource Management using Data-based Method (Case study on Municipality of Mashhad). *Research Square (Research Square)*. <https://doi.org/10.21203/rs.3.rs-64777/v1>
31. Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The Continuous Mediating Effects of GHRM on Employees' Green Passion via Transformational Leadership and Green Creativity. *Sustainability*, 10(9), 3237. <https://doi.org/10.3390/su10093237>
32. Jia, Q., Zhang, Y., & Liu, M. (2025). The Green Dilemma: The Impact of Inconsistent Green Human Resource Management and Innovation on Employees' Creative Performance. *Sustainability*, 17(11), 4831. <https://doi.org/10.3390/su17114831>
33. Khan, K., Shams, M. S., Khan, Q., Akbar, S., & Niazi, M. M. (2022). Relationship Among Green Human Resource Management, Green Knowledge Sharing, Green Commitment, and Green Behavior: A Moderated Mediation Model. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.924492>
34. Lawter, L., & Garnjost, P. (2025). Green Human Resource Management and Organizational Performance: A Systematic Review [Review of Green Human Resource Management and Organizational Performance: A Systematic Review]. *Sustainability*, 17(7), 3132. Multidisciplinary Digital Publishing Institute. <https://doi.org/10.3390/su17073132>
35. Le, T. T., & Tham, D. H. (2024). Nexus of green human resource management and sustainable corporate performance: the mediating roles of green behavior and green commitment. *Journal of Trade Science*, 12(2), 100. <https://doi.org/10.1108/jts-11-2023-0028>
36. Li, W., Bhutto, T. A., Wang, X., Maitlo, Q., Zafar, A. U., & Bhutto, N. A. (2020). Unlocking employees' green creativity: The effects of green transformational leadership, green intrinsic, and extrinsic motivation. *Journal of Cleaner Production*, 255, 120229. <https://doi.org/10.1016/j.jclepro.2020.120229>
37. Liebowitz, J. (2010). The Role of HR in Achieving a Sustainability Culture. *Journal of*

- Sustainable Development, 3(4).
<https://doi.org/10.5539/jsd.v3n4p50>
38. Martins, J. M., Aftab, H., Mata, M. N., Majeed, M. U., Aslam, S., Correia, A. B., & Mata, P. N. (2021). Assessing the Impact of Green Hiring on Sustainable Performance: Mediating Role of Green Performance Management and Compensation. *International Journal of Environmental Research and Public Health*, 18(11), 5654.
<https://doi.org/10.3390/ijerph18115654>
39. Mashala, Y. L. (2018). Green Human Resource Management and Environmental Sustainability in Tanzania: A Review and Research Agenda [Review of Green Human Resource Management and Environmental Sustainability in Tanzania: A Review and Research Agenda]. *International Journal of Engineering*, 2(12), 60. Materials and Energy Research Center. <http://ijeais.org/wp-content/uploads/2018/12/IJAMR181206.pdf>
40. Mathews, J. (2017). Promoting Green HRM in Business Organisations: A Transformative Approach. *SSRN Electronic Journal*.
<https://doi.org/10.2139/ssrn.3074357>
41. Molina-Azorín, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental Management, Human Resource Management and Green Human Resource Management: A Literature Review [Review of Environmental Management, Human Resource Management and Green Human Resource Management: A Literature Review]. *Administrative Sciences*, 11(2), 48. Multidisciplinary Digital Publishing Institute.
<https://doi.org/10.3390/admsci11020048>
42. Mwita, K., & Mwakasangula, E. (2020). The Role of Green Human Resource Management Practices on Environmental Management in Tanzanian Industries: Lessons from Mohammed Enterprises Tanzania Limited. *Science Journal of Business and Management*, 8(2), 57.
<https://doi.org/10.11648/j.sjbm.20200802.12>
43. Ones, D. S., Wiernik, B. M., Dilchert, S., & Klein, R. (2015). Pro-Environmental Behavior. <https://www.sciencedirect.com/science/article/pii/B9780080970868220084>
44. Ong, J. O., Djamil, M., Ariyanto, E., & Sugiyono, S. (2022). A Literature Review of Green Human Resource Management for Gaining a Competitive Advantage [Review of A Literature Review of Green Human Resource Management for Gaining a Competitive Advantage]. *Deleted Journal*, 12(3), 458.
https://doi.org/10.22441/jurnal_mix.2022.v12i3.007
45. Pagell, M., & Gobeli, D. H. (2009). How Plant Managers' Experiences and Attitudes Toward Sustainability Relate to Operational Performance. *Production and Operations Management*, 18(3), 278.
<https://doi.org/10.1111/j.1937-5956.2009.01050.x>
46. Paillé, P., Valéau, P., & Renwick, D. W. S. (2020). Leveraging green human resource practices to achieve environmental sustainability. *Journal of Cleaner Production*, 260, 121137
<https://doi.org/10.1016/j.jclepro.2020.121137>
47. Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386.
<https://doi.org/10.1016/j.tourman.2018.12.008>
48. Raghuwanshi, S., & Acharya, S. (2020). GREEN HRM-STRATEGIES FOR GREENING PEOPLE. *International Journal of Technical Research & Science*, 5(6), 11.
<https://doi.org/10.30780/ijtrs.v05.i06.003>
49. Ramasamy, A., Inore, I., & Sauna, R. (2017). A Study on Implications of Implementing Green HRM in the Corporate Bodies with Special Reference to Developing Nations. *International Journal of Business and Management*, 12(9), 117.
<https://doi.org/10.5539/ijbm.v12n9p117>
50. Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). Green human resource management and supervisor pro-environmental behavior: The role of green work climate perceptions. *Journal of Cleaner Production*, 313, 127669.
<https://doi.org/10.1016/j.jclepro.2021.127669>
51. Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2018). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424.
<https://doi.org/10.1002/csr.1694>
52. Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2018). Promoting employee's proenvironmental behavior through

- green human resource management practices. Corporate Social Responsibility and Environmental Management, 26(2), 424. <https://doi.org/10.1002/csr.1694>
53. Sakharina, I. K., Kadarudin, K., Patittingi, F., Hasrul, Muh., Latif, B., & Palutturi, S. (2020). THE IMPACT OF GREEN HUMAN RESOURCE PRACTICES ON ENVIRONMENTAL PERFORMANCE. Polish Journal of Management Studies, 22(2), 470. <https://doi.org/10.17512/pjms.2020.22.2.31>
 54. Sakharina, I. K., Kadarudin, K., Patittingi, F., Hasrul, Muh., Latif, B., & Palutturi, S. (2020). THE IMPACT OF GREEN HUMAN RESOURCE PRACTICES ON ENVIRONMENTAL PERFORMANCE. Polish Journal of Management Studies, 22(2), 470. <https://doi.org/10.17512/pjms.2020.22.2.31>
 55. Sarfo, P. A., Zhang, J., Nyantakyi, G., Lassey, F. A., Bruce, E., & Amankwah, O. (2024). Influence of Green Human Resource Management on firm's environmental performance: Green Employee Empowerment as a mediating factor. PLoS ONE, 19(4). <https://doi.org/10.1371/journal.pone.0293957>
 56. Shah, S. H. A., Al-Ghazali, B. M., Bhatti, S. H., Aman, N., Fahlevi, M., Aljuaid, M., & Hasan, F. (2023). The Impact of Perceived CSR on Employees' Pro-Environmental Behaviors: The Mediating Effects of Environmental Consciousness and Environmental Commitment. Sustainability, 15(5), 4350. <https://doi.org/10.3390/su15054350>
 57. Shah, S. M. A., Jiang, Y., Wu, H., Ahmed, Z., Ullah, I., & Adebayo, T. S. (2021). Linking Green Human Resource Practices and Environmental Economics Performance: The Role of Green Economic Organizational Culture and Green Psychological Climate. International Journal of Environmental Research and Public Health, 18(20), 10953. <https://doi.org/10.3390/ijerph182010953>
 58. Sharma, P. (2023). Green HRM practices enhancing environmental performance through the mediating effect of commitment. International Journal of Financial Management and Economics, 6(1), 76. <https://doi.org/10.33545/26179210.2023.v6.i1.173>
 59. Sobaih, A. E. (2019). Green Human Resource Management in Egyptian Hotels: Practices and Barriers. International Academic Journal Faculty of Tourism and Hotel Management, 5(1), 127. <https://doi.org/10.21608/ijaf.2019.95467>
 60. Tran, N. K. H. (2023). An empirical investigation on the impact of green human resources management and green leadership on green work engagement. Heliyon, 9(11). <https://doi.org/10.1016/j.heliyon.2023.e21018>
 61. Wang, M. (2022). A Review of Research on Influencing Factors and Result Effects of Employee Green Behavior [Review of A Review of Research on Influencing Factors and Result Effects of Employee Green Behavior]. BCP Business & Management, 20, 613. <https://doi.org/10.54691/bcpbm.v20i.1039>
 62. Xiao, Y., Tao, X., Chen, P., & Kee, D. M. H. (2024). Leading with purpose: Unraveling the impact of responsible leadership on employee green behavior in the workplace. Heliyon, 10(9). <https://doi.org/10.1016/j.heliyon.2024.e30096>
 63. Zacher, H., Rudolph, C. W., & Katz, I. M. (2022). Employee Green Behavior as the Core of Environmentally Sustainable Organizations. Annual Review of Organizational Psychology and Organizational Behavior, 10(1), 465. <https://doi.org/10.1146/annurev-orgpsych-120920-050421>
 64. Zhang, N., Lin, X., Yu, Y., & Yu, Y. (2019). Do green behaviors improve corporate value? An empirical study in China. Journal of Cleaner Production, 246, 119014. <https://doi.org/10.1016/j.jclepro.2019.119014>
 65. Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How Green Human Resource Management Can Promote Green Employee Behavior in China: A Technology Acceptance Model Perspective. Sustainability, 11(19), 5408. <https://doi.org/10.3390/su11195408>
 66. Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How Green Human Resource Management Can Promote Green Employee Behavior in China: A Technology Acceptance Model Perspective. Sustainability, 11(19), 5408.