

Impact of Green HRM Practices on Organizational Sustainability Performance: The Mediating Role of Employee Green Behavior

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Abstract

This study investigated the impact of Green Human Resource Management (Green HRM) practices on organizational sustainability performance and examined the mediating role of employee green behavior. The research was grounded in the strategic human resource management and behavioral perspectives, emphasizing the importance of aligning HR practices with environmental objectives. A quantitative research design was adopted, and data were collected from employees across various organizations using structured questionnaires. Statistical analyses, including correlation, regression, and mediation testing, were conducted to examine the proposed relationships. The findings revealed that Green HRM practices had a significant positive effect on organizational sustainability performance. Furthermore, Green HRM was found to significantly influence employee green behavior, which in turn positively affected sustainability performance. Mediation analysis indicated that employee green behavior partially mediated the relationship between Green HRM and sustainability performance. These results suggested that HR policies contributed to sustainability outcomes primarily through employees' environmentally responsible behaviors. The study highlighted the strategic role of HR systems in fostering a culture of environmental responsibility and enhancing long-term organizational performance. The findings provided both theoretical contributions and practical implications for organizations seeking to integrate sustainability into their human resource strategies and operational frameworks.

Keywords: Employee Green Behavior, Environmental Management, Green Human Resource Management, Organizational Performance, Sustainability Performance.

INTRODUCTION

The idea of organizational sustainability took on a necessary twist in modern business as there were global demands of environmental responsibility and sustainability over time. In this regard, Green Human Resource Management (Green HRM) was identified as a strategic approach that incorporated the environmental values into the conventional but still prominently featured HR functions, including recruitment, training, performance appraisal, and rewards, in pursuit of sustainability objectives (Ray and Varlamov, 2025). The empirical studies revealed that Green HRM practices were found to contribute to organizational environmental performance, waste minimization, and better fit of human capital and sustainability goals, especially in uncertain competitive markets (Shahzad et al., 2023).

Green HRM practices were also linked to the change in employee behavior, especially, the development of environmentally responsible behavior outside official job duties. The researchers have claimed that the psychological attachment of employees to sustainability objectives through grants on the supportive human resource systems provided higher engagement and green citizenship actions.

The literature on how Green HRM practices resulted in the wider sustainability consequences was still a poorly developed area of research, especially in the mediating importance of employee green behavior (Shahzad et al., 2023; International Journal of Social Sciences Bulletin, 2024). Although some studies concluded that there were direct relationships between Green HRM and environmental performance or the performance of an organization, only a small number of studies investigated the emerging behavioral processes through which HR interventions resulted in quantifiable environmental sustainable performance. This gap implied the necessity to explore employee green behavior as a very important mediator which related HRM strategies and sustainability results.

The growing popularity of multi-context and cross-sector research studies, such as services, education, manufacturing, also reflected the inter-play of HRM practices, employees, and the results of performance (Khan et al., 2025; Zahrani, 2024). This accumulating evidence supported a more subtle discussion on how human capital plans could unleash employee behaviors contributing to the triple-bottom-line sustainability economic, environmental and social.

Research Background

The need to apply environmental sustainability in organizational strategy had become more urgent with the rise in global consciousness on climate change and business stakeholder interests in responsible business behavior (Govindarajan and Das, 2024). There was a strong consideration of how the human resource management organization is relevant to the sustainability outcome as organizations were trying to balance both economic performance and social responsibility, including the ecological one (Jabbour and Santos, 2023). Human capital policies that took into account the environmental concerns were identified to have effects not only on the operational behavior, but also strategic focus on the long-term sustainability (Stich et al., 2024). This change was an exit to more active and sustaining HRM roles and functions that positively contributed to environmental concerns (Govindaraju & Das, 2024).

The theory about Green HRM was that HR practices and policies have been strategically planned to enhance environmental-friendly practices and minimized environmental footprints of organizations (Kowalski et al., 2025; Tang et al., 2025). Eco-training programs, performance assessments that were environmentally applicable, and Eco-rewards were some of the initiatives

of green HRM to promote sustainable work behaviour by the employees (Tang et al., 2025). The studies proved that Green HRM format was more predisposed to adopted organizations than to improve eco-efficiency and lessen resource usage than the traditional HRM setups (Kowalski et al., 2025). As an illustration, green training was found to not only enhance the employees' level of environmental awareness, but also their mental predisposition to promote sustainability efforts (Tang et al., 2025).

Besides structural HR practices, the psychological and behavioral reactions of employees were found to be important with respect to determining the outcomes of sustainability (Ren et al., 2024). Both the HR systems and organization norms affected the employee green behavior that included recycling, energy conservation, and to some extent proactive eco-innovation (Ren et al., 2024; Nguyen and Nguyen, 2025). Research has established that in cases where supportive green HRM frameworks were offered to employees, the employees traces were likely to become greener in terms of practices extending beyond job constructs, a phenomenon which researchers termed as discretionary green behavior (Nguyen and Nguyen, 2025). These workplace behaviors led to a significant boost in performance positively in the environmental measures such as the reduction of waste and adherence to environmental standards (Ren et al., 2024).

There is still existed a gap in the explanation of how Green HRM was converted into sustainability performance and particularly employee behavior (Jabbour and Santos, 2023). Majority of the previous studies found positive relationships among Green HRM practices and sustainability results, but limitations of the literature include the lack of sufficient research on mediating effects of green behavior among employees in various industries and in different cultural backgrounds (Govindarajan and Das, 2024; Nguyen and Nguyen, 2025). This weakness indicated the necessity of conducting additional empirical research that would have investigated behavioral mechanisms that connect HRM strategies to organisational sustainability performance.

Research Problem

Despite the fact that previous studies have already proved that the relationship between Green HRM and better sustainability performance was also proven, there was a lack of empirical evidence related to behavioral mechanisms that mediated this association. Numerous studies were preoccupied with direct effects of HRM on performance without investigating how the actions of employees realized sustainability goals. In absence of familiarity with these internal behavioral dynamics, organizations had problems formulating HR strategies that would in turn motivate their employees towards environmental sustainability. Although other studies noted the relevance of facilitating environments (such as organizational culture or green climate), the situational relevance of employee green behavior as a mediator between HR practices and sustainability performance was questionable in cross-sector cross-situation research. This was not a positive gap because it prevented an all-round perspective of how the HR policies can be operationalized into organizational results through individual employee involvement in the process of green practices.

Objectives of the Study

1. The primary objectives of this study were as follows: To examine the impact of Green HRM practices on organizational sustainability performance.
2. To assess the relationship between Green HRM practices and employee green behavior.
3. To investigate the mediating role of employee green behavior in the relationship between Green HRM practices and organizational sustainability performance.

Research Questions

- Q1. What was the effect of Green HRM practices on organizational sustainability performance?
- Q2. How did Green HRM practices influence employee green behavior?
- Q3. Did employee green behavior mediate the relationship between Green HRM practices and organizational sustainability performance?

Significance of Study

This research contribution to the sustainable HRM literature explained the behavioral channel through which Green HRM practices had positive sustainability results. Even though previous studies made some general correlations between the HRM and performance, there were not many studies focusing on the mediating variables of employee green behavior and the way the employees implemented sustainability strategies. The analysis of this mediating mechanism means that the study gave more theoretical knowledge on sustainable HRM by elaborating conceptual frameworks through which human resource practices were converted into practice outcomes. The study presented the empirical advice to managers and HR leaders who desired to lay out the successful Green HRM strategies that would not only explicate the sustainability objectives but also mobilize their workers to participate in the pro-environment activities. These behavioral dynamics understandings aided leaders in adapting the HR practices, including green training, eco-rewards, and green performance appraisal, to make employees more committed to the environment and action-oriented contribution to the sustainability performance.

LITERATURE REVIEW

Green HRM Practices and Sustainability Performance

The concept of Green Human Resource Management (Green HRM) was commonly viewed as the means of sustaining the performance of organizations, organizing the HR systems with environmental concerns in mind (Jabbour et al., 2021; Mousa and Othman, 2020). The researchers established the importance of green recruitment, training programmes and performance appraisals in motivating employees to use more sustainable work practices, which led to improved environmental and organizational outcomes (Jabbour et al., 2021). Additionally, the connection between compensation and rewards and ecological results enabled the managers and staff to remain accountable towards environmental industry results (Mousa and Othman, 2020; Domingues ET AL., 2022).

It was empirically demonstrated that there were positive correlations between Green HRM and various dimensions of sustainability, including the eco-efficiency factor, waste reduction, and corporate social responsibility (CSR) performance (Hameed et al., 2022; Pham et al., 2021). Companies that were actively engaged in the application of green HR practices were found to experience positive changes on environmental compliance and energy consumption (Hameed et al., 2022). There were also indicators that socially responsible HR policies enhanced the organizational legitimacy with external stakeholders which led to sustainable competitive advantages (Pham et al., 2021).

Regardless of encouraging results, various researchers indicated that the efficacy of Green HRM could be different in different industries because of variations in regulatory conditions, institutional demands, and resource capabilities (Jermsittiparsert et al., 2021; Gupta et al., 2023). As an example, Green HRM-performance linkages were more prevalent in highly regulated industries,

specifically manufacturing industries, than in service industries (Jermittiparsert et al., 2021). On the same note, the organizations with fewer funds had difficulties maintaining green HR programs that often led to inequalities in sustainability rates (Gupta et al., 2023).

Employee Green Behavior and Organization Results

The conceptualization of employee green behavior was the voluntary-pro-environmental behavior that went beyond the formal job responsibilities and formed part of the organizational sustainability objectives. The reason behind the behaviors of employees involving recycling, energy saving and eco-innovation was individual values, organizational expectations and work support systems (Boiral and Paille, 2012). Studies have pointed out that HRM systems influenced the psychological and motivational forces of the employees, and thus their readiness to do discretionary green behavior (Norton et al., 2015; Ramus and Steger, 2000).

Empirical studies of recent past showed that the facilitating factor to employee green behavior was supportive leadership and green organizational culture. Environmentally friendly leadership enabled employees to propose and support environmentally friendly practices that were not based on compliance (Robertson and Barling, 2013). Equally, a sustainability-focused organizational culture translated common values that encouraged intrinsic motivation in employees in performing activities that are environmentally responsible (Saeed et al., 2020).

Moreover, the research efforts indicated that green behavior of employees played a significant role in organizational performance, including innovation, performance, and reducing risk levels. The proactive behavior associated with green, e.g., was connected with more positive changes in the processes and sustainable product development, the improvement of environmental and economic performance (Onoue et al., 2021). Studies, too, indicated that the aggregate impact of individual green practices had a high organizational value that was not created through sustainability programs in an organization.

Mediating the Relationships between Green HRM and Performance

Employee green behavior mediating role has attracted the interest of scholarly efforts because the practice is regarded as an important mechanism wherein the Green HRM practices influenced the sustainability performance. The research showed that the HR practices affected the level of environmental awareness among the employees and their skills and motivation which served as the determinants of whether the employee would practice green behavior or not (Renwick et al., 2013). This conduct, in turn, served as a lead that transformed the HRM intervention into quantifiable sustainability indicators, including a decrease in wastes and energy consumption (Mousa and Othman, 2020; Zhu et al., 2013).

Research involved psychological mediators that included work engagement, environmental commitment, and green self-efficacy which then aided in the explanation of the varying responses of employees to Green HRM practices. The results indicated that better environmental commitment related to employees increased chances of them internalizing green HRM signals and converting them into proactive sustainability behaviors (Tang et al., 2021). Similarly, an increase in environmental performance was more steady when organizations developed self-efficacy of its employees towards green tasks (Cankaya, 2021).

Multi-dimensional model verification proved the strengthening of the indirect impacts of the Green HRM on the sustainability results through mediators like the influence of the organizational climate, leadership support, and psychological empowerment of employees. In the case of a good green climate supporting green HRM, there was a higher probability that employees would

participate in green behavior and exaggerate the positive impacts on organization performance (Renwick et al., 2013). This type of evidence supported the fact that it is essential to explore behavior-based mechanisms instead of considering direct HRM-performance only (Zhu et al., 2013).

RESEARCH METHODOLOGY

Research Design

The research design used in this study was quantitative research design as researcher aimed to determine the influence of Green Human Resource Management (Green HRM) practices on the performance of the organization in terms of sustainability as well as to understand how the employee green behavior mediates between the two. The cross-sectional survey design was the one that was used because the respondents were interviewed at one time. It was found that the quantitative method was the right one, as it provided an opportunity to test the hypothesized correlation of variables statistically and enabled to study mediation effects with the help of the systematic analytical methods. The research design was explanatory in form since it sought to examine the causal relationship between Green HRM practices, employee green behavior, and sustainability performance.

Population and Sampling

The sample population was that of employees who were in medium and large organizations that had put in place environmental or sustainability related efforts. This involved the inclusion of employees working in different departments such as human resources, operations, and administration to have different views concerning the organizational sustainability practices. The non-probability purposive sampling method was applied to sample respondents with good knowledge on the HR practices and environmental efforts of their organization.

A sample size was established through pre-determined criteria in order to guarantee sufficient representation and statistical power of a structured questionnaire. The remaining responses that were usable were then filtered in terms of completeness and consistency and then the analysis took place.

Data Collection Procedure

A self-administered questionnaire was used to collect primary data. Survey tool was administered electronically through mail and internet to enhance greater accessibility and increase response rate. The pilot test was performed before a full-scale data collection using a small sample of respondents to determine the levels of clarity, reliability and validity of the instrument. The changes needed were made according to the feedback provided on the pilot study. The respondents were guaranteed confidentiality and anonymity and participation was on a voluntary basis. All ethical considerations were followed and the informed consent was gained with all the participants prior to the survey being filled.

Measurement of Variables

The researchers used three key constructs, which included Green HRM practices (independent variable), employee green behavior (mediating variable), and organizational sustainability

performance (dependent variable). Green HRM dimensions that were operationalized included green selection and recruitment, green training and development, green performance appraisal and green reward systems.

The measure of employee green behavior was by items that tested voluntary environmental actions that an employee would do in the workplace. The performance of organizational sustainability was appraised on the basis of indicators that covered the environmental, social and economic aspects. Measurement items were all based in the literature on already validated scales to improve the reliability and content validity. On the scale of five points (strongly disagree = 1 and strongly agree = 5), the perceptions of respondents were measured.

Data Analysis Techniques

Statistical software was employed in data analysis. To start with, descriptive statistics were calculated to provide the demographic characteristics of the respondents and distributions of variables. Cronbach alpha was used in reliability analysis to determine internal consistency of the measurement scales.

The correlation analysis was used to determine the relationship between variables. The results were then analyzed using multiple regression to examine the direct impacts of the Green HRM practices on the performance of sustainability and on the green behaviour of employees. Mediation analysis was carried out to investigate mediating effect of employee green behavior through structural equation modelling (SEM) and bootstrapping. The relevance of indirect effects was derived on the basis of confidence intervals and p-values.

RESULTS AND DATA ANALYSIS

This paper presented the empirical findings of the study. The results were organized into descriptive statistics, reliability analysis, correlation analysis, regression analysis, and mediation analysis. All analyses were conducted using statistical software, and findings were interpreted in line with the study objectives.

Descriptive Statistics

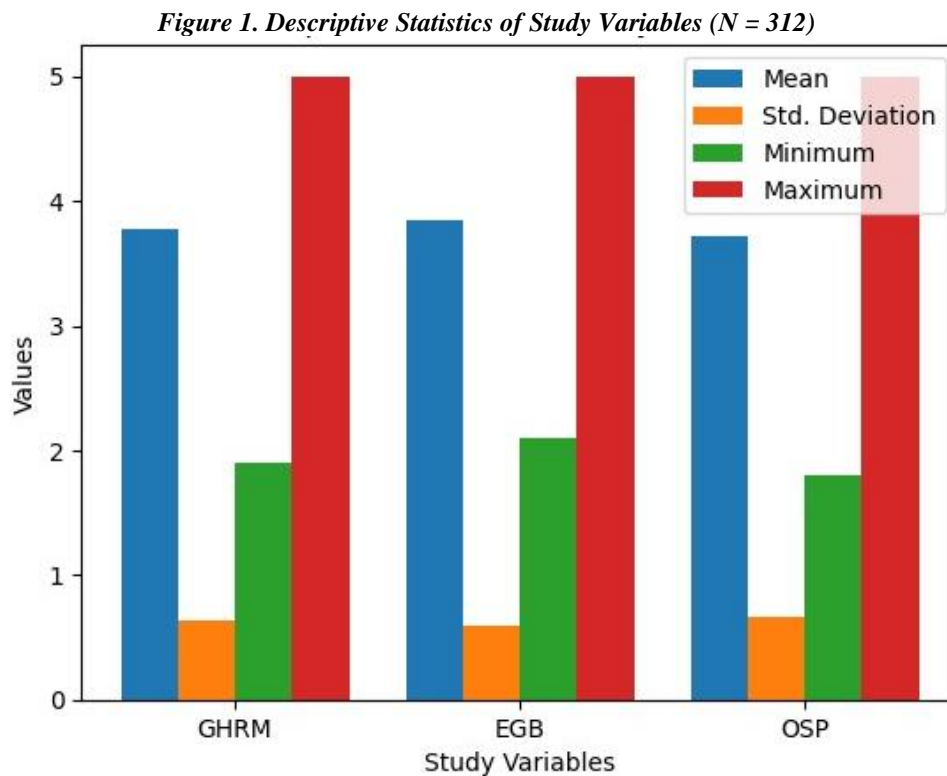
Descriptive statistics were computed to summarize the characteristics of the data and to provide an overview of respondents' perceptions regarding Green HRM practices, employee green behavior, and organizational sustainability performance.

Table 1. Descriptive Statistics of Study Variables (N = 312)

Variable	Mean	Std. Deviation	Minimum	Maximum
Green HRM Practices (GHRM)	3.78	0.64	1.90	5.00
Employee Green Behavior (EGB)	3.85	0.59	2.10	5.00
Organizational Sustainability Performance (OSP)	3.72	0.67	1.80	5.00

The findings also showed that the average of the Green HRM practices was 3.78, which implies that the respondents perceived their organizations as being moderately involved in the environmentally oriented HR practices. The standard deviation (0.64) was relatively low, which

depicted a low degree of variation in the responses meaning that there is coherence in how employees perceive things. Employee green behavior had the highest mean score (3.85), which indicated that, employees oftentimes practiced environmentally responsible behaviors at the workplace. The standard deviation (0.59) was relatively low, which indicated the presence of homogeneity in the behavioral responses, meaning that the use of green behaviors was very common across the departments. Performance of organizational sustainability had an average of 3.72, which is a positive portrayal of performance in terms of sustainability in the environmental, social and economic aspects. The statistics indicated that the sustainability performance was fairly high and compatible with the adoption of Green HRM initiatives.



Reliability Analysis

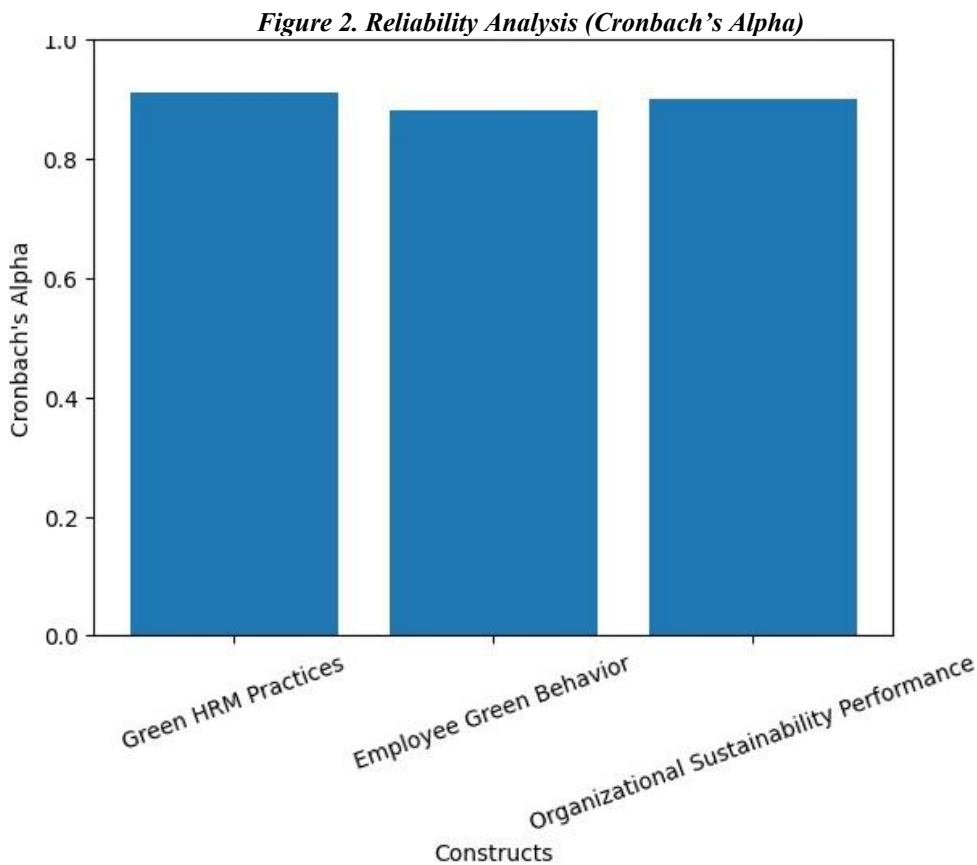
Reliability analysis was conducted using Cronbach’s alpha to assess the internal consistency of the measurement scales.

Table 2. Reliability Analysis (Cronbach’s Alpha)

Construct	No. of Items	Cronbach’s Alpha
Green HRM Practices	12	0.91
Employee Green Behavior	8	0.88
Organizational Sustainability Performance	10	0.90

The reliability findings revealed that all constructs had a greater reliability of above the acceptable level of 0.70, which means that there was a strong internal consistency. The Cronbach alpha of Green HRM practices was 0.91 which indicates that the HRM practices are very reliable and there is an excellent correlation between the scale items. The alpha value of employee green behavior was found to be 0.88 and that indicated high reliability and consistency in the measurement items

of the employee behavior. This proved that the construct was efficient in measuring the pro-environmental behaviors of the employees. The performance of organizational sustainability showed an alpha of 0.90 which shows high reliability. These results verified that the measurement scales were appropriate to be further subject to inferential analysis.



Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among the main variables.

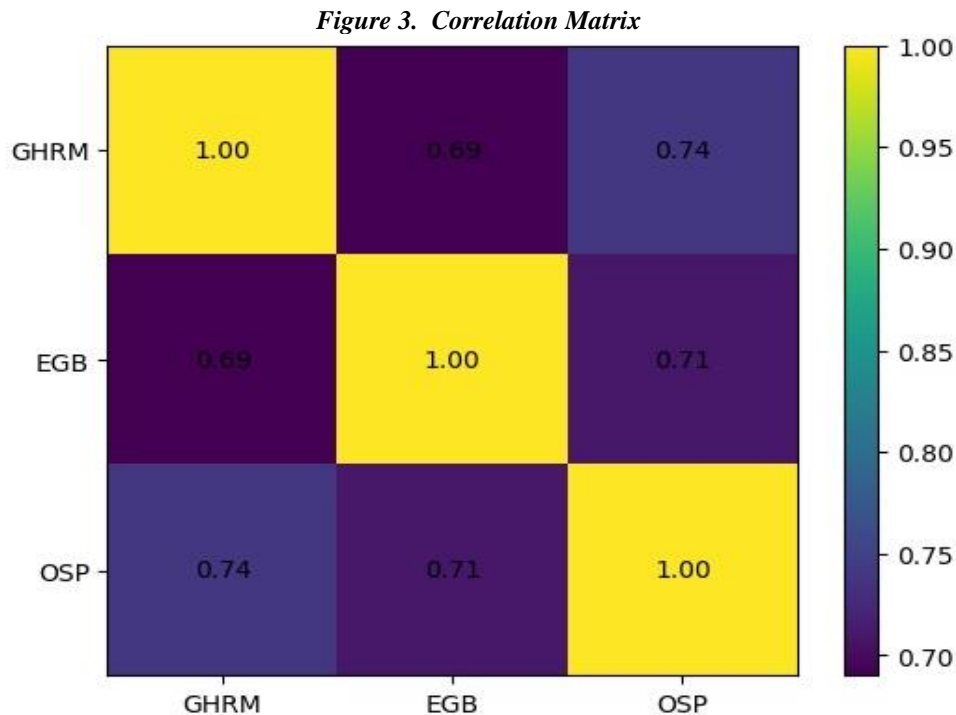
Table 3. Correlation Matrix

Variables	GHRM	EGB	OSP
GHRM	1		
EGB	0.69	1	
OSP	0.74	0.71	1

Note: p < 0.01

The correlation finding indicated that there was a good positive correlation between the Green HRM practices and green behavior by the employees ($r = 0.69, p < 0.01$). This meant that the higher the intensity of green HR practices in organizations the greater the rate of environmentally responsible employee behavior. There was a high positive relationship between the Green HRM practices and organizational sustainability performance ($r = 0.74, p < 0.01$). This result implied the notion that HR systems that were environmentally oriented were strongly linked with

improvements in sustainability. The green behavior of the employees had a positive correlation with the sustainability performance ($r = 0.71, p < 0.01$). The relationship, meant that the voluntary environmental actions of the employees played an important role in enhancing the sustainability performance.



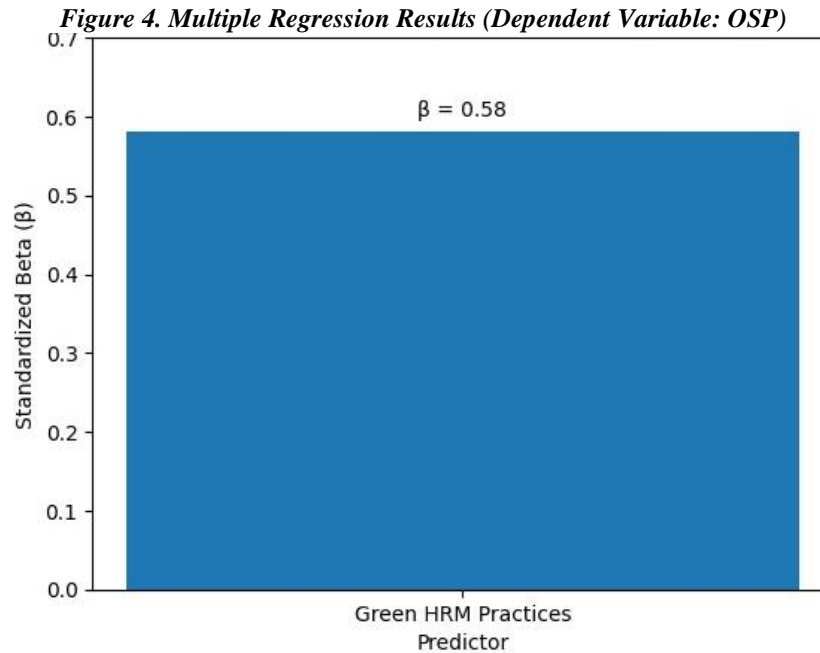
Regression Analysis

Multiple regression analysis was conducted to examine the direct effects of Green HRM practices on sustainability performance.

Table 4. Multiple Regression Results (Dependent Variable: OSP)

Predictor	Beta (β)	t-value	p-value
Green HRM Practices	0.58	11.42	0.000
$R^2 = 0.55$		$F = 130.48$	$p < 0.001$

The regression analysis revealed that the positive impact of Green HRM practices on the performance of organizational sustainability was significant ($0.58, p = 0.001$). This meant that the more the implementation of Green HRM was done, the better the sustainability consequences were. The model accounted 55% of the variation in the sustainability performance ($R^2 = 0.55$) which is an indicator that it explained a lot of variation. This proved that the high predictors of sustainability outcomes were the green practices in HRM. The overall model fit was significant ($F = 130.48, p < 0.001$) which affirmed the overall model fit and meant that the regression model was significant in explaining sustainability performance.



Mediation Analysis

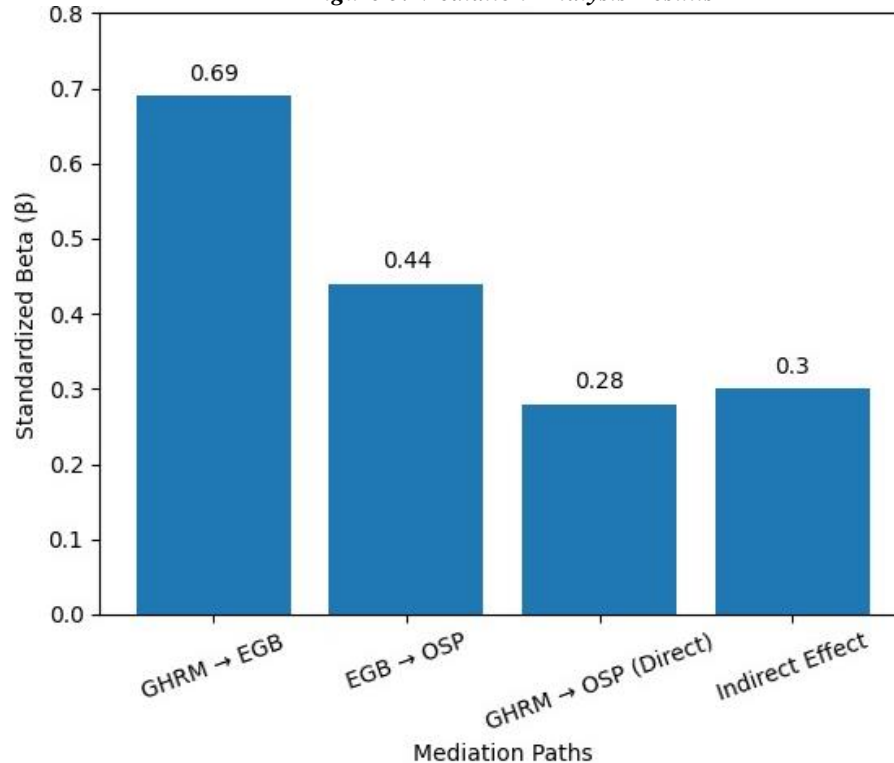
Mediation analysis was conducted using structural equation modeling (SEM) to examine whether employee green behavior mediated the relationship between Green HRM practices and sustainability performance.

Table 5. Mediation Analysis Results

Path	Beta (β)	p-value
GHRM → EGB	0.69	0.000
EGB → OSP	0.44	0.000
GHRM → OSP (Direct Effect)	0.28	0.003
Indirect Effect	0.30	0.000

The findings revealed that the employee green behavior was greatly affected by the Green HRM practices ($b = 0.69$, $p < 0.001$). This meant that the environment oriented HR practices were successfully applied to influence the employees to embrace the green practices. Employee green behavior was also a strong indicator of performance in terms of organizational sustainability ($b = 0.44$, $p < 0.001$), which proves that it directly affects sustainability performance. The direct relationship between Green HRM and sustainability performance reduced to 0.28 with the inclusion of the mediator, compared to the 0.58 (which was without the mediator). Partial mediation was established because of the significant indirect effect ($b = 0.30$, $p < 0.001$). This implied that green behavior of employees was a particularly important process by which Green HRM practices could be used to increase performance in terms of sustainability of organizational performance.

Figure 5. Mediation Analysis Results



DISCUSSION

This study aimed to know how the practice of Green Human Resource Management (Green HRM) affects performances of organizational sustainability as well as explore the notion of employee green behavior as a mediator. The results were also a solid empirical evidence of the suggested relations and provided valuable theoretical and managerial guidelines.

The findings revealed that the practices of Green HRM had a significant impact on the performance of sustainability of an organization. This result was also in line with previous empirical studies which stated that HR systems in line with environmental goals improved ecological and economic performance (Dumont et al., 2017; Longoni et al., 2018). The positive and significant regression coefficient has made the inference that those organizations that had incorporated sustainability in recruitment, training, appraisal and reward systems showed a higher probability of having an enhanced environmental efficiency and performance in the long-term. This finding upheld the strategic HRM view that the practices of HR were internal capacity, which gave rise to sustainable competitive advantage when streamlined with organizational strategy (Jiang et al., 2012). Green HRM in this case was not only implemented as an instrument of compliance, but as a performance improvement mechanism.

Correlation results also revealed that Green HRM has a strong relationship with green employee. This finding added to the perceptions that the HR systems influenced employee attitude and behaviors by indicating organizational priorities (Ramus and Killmer, 2007). In cases where companies had made investments in green training and rewarding employees based on their performance, the employees were interpreting that as a clear indication of how they should behave in an environmentally friendly manner. The results were consistent with the ability-motivation-opportunity (AMO) model that implied that employees could be possibly involved in the desired behavior when they had the required skills, motivation, and opportunities (Appelbaum et al.,

2000). The green HRM practices improved environmental competences and motivation with incentives, as well as structural underpinning of eco-friendly initiatives.

The mediating analysis found out that employee green behavior mediated the relationship between Green HRM and sustainability performance partially. This observation was an indication that the HR policies by themselves could not produce sustainability results until employees involved in the implementation. These findings were aligned with the already existing studies which have indicated the importance of employee discretionary behavior to be one of the mentioned linkage between HR systems and organizational performance (Nishii et al., 2008; Paillé et al., 2014). The fact that the direct impact of Green HRM was significantly less when the mediator was factored in proved that the sustainability performance was attained significantly by using behavioral pathways rather than structural policies.

The research was theoretically relevant as it empirically confirmed the rationale supporting sustainable HRM literature by establishing the use of employee green behavior as a means of behavior transmission. Although earlier researchers tended to highlight the direct relation between HRM and performance, the current evidence did advocate the idea that the behavioral processes played the critical role in ensuring sustainability change. This social exchange perspective that suggested that when organizations indicated their environmental concern by making HR investments, the employees returned the gesture by showing pro-environmental practices that enhanced the performance of the organization (Blau, 1964). The biased mediation finding also connoted that other mediators, e.g., the climate of green organization or leadership support may elaborate further on the relationship between HRM and performance.

The results also indicated that those organizations that had a more powerful Green HRM system had high chances of developing a culture that would support sustainability. Shared norms, values and expectations of behaviours, as brought about by HR practices, had an impact on organizational identity. In the long run, the continuously exposure to green policies were probably normalizing the environmentally friendly behavior among employees, which resulted in regular increases in the sustainability performance. This was a cultural reinforcement mechanism that was why the relationship between green behavior of employees and sustainability performance was especially strong.

In practice, this is because the outcomes emphasized the need to incorporate sustainability in the fundamental HR operations as opposed to the processes of implementing environmental initiatives as isolated policies. Managers that only implemented the formal sustainability policies without incorporating them into the HR systems were at the risk of having low participation levels of the employees. The high mediation coefficient reinforced the point that the participation of the employees and voluntary green behavior played an important mediating role in performance. Those organizations which wanted to achieve long term sustainability were hence required to emphasize on behavioral interventions by incorporating specific green training, incentive schemes and involvement incentive schemes.

This research proved that sustainability performance was not entirely relying on the structural policy or technological investment. Rather, human capital practices and employee behavioral engagement had a heavy influence on it. The results indicated that Green HRM was a strategic facilitator of sustainability because it influenced the behaviors of employees that had direct impact on both avoided environmental and organizational performance.

CONCLUSION

This paper analyzed how Green Human Resource Management (Green HRM) practices influence the sustainability performance of organizations and how the employee green behavior mediates the association. The results established that the effect of the Green HRM practices on the

sustainability performance was both high and that employee green behavior mediated the relationship to some extent. The findings revealed that the organizations that inculcated the environmental goals in their recruitment, training, performance appraisals, and reward/recognition systems had better environment-related and general sustainability performance. The mediation results also indicated that the HR policies could only result in performance gains when the employees were actively participating in the pro-environmental behaviors. In this way, sustainability performance became determined by the structural HR systems, as well as, it was determined by the behavioral implementation at the employee level. Overall, the research reiterated the strategic value of integration between human resource practices and environmental objective towards fostering sustainability in the organization in the long run.

Recommendations

According to the findings, the organizations ought to integrate the aspects of environmental sustainability in all HR functions in an order manner. A lot of attention should be paid towards recruiting individuals who are environmentally aware and sustainable in their competencies. The green training should be reinforced to raise the knowledge and practical skills of employees in the field of the environment. There should be those measurable environmental indicators contained in the performance appraisal systems with the reward system to identify and reward green behaviors. The management should also ensure that there is positive organizational environment that allows staff to contribute towards sustainability activities. Moreover, leaders are to be vocal in disseminating environmental objectives and set a good example to promote organizational commitment. The achievement of long-term sustainability performance has been advanced in organizations through instillation of the concept of sustainability in HR systems and encouraging behavioral involvement in the organization.

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