



ENVIRONMENTAL WELLBEING AT WORK: THE EVOLVING ROLE OF HUMAN RESOURCE MANAGEMENT IN SUSTAINABLE WORKSPACES AND EMPLOYEE MENTAL HEALTH

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Abstract

This study examined environmental wellbeing at work and its influence on employee mental health through sustainable human resource management (HRM) practices. The research adopted a quantitative design to analyse the relationships among green HRM practices, environmental wellbeing, workplace sustainability, and employee mental health. Data was collected from a sample of 300 employees working in public and private sector organizations. Statistical analysis included descriptive statistics, correlation, and regression techniques to evaluate the proposed relationships. The findings indicated strong positive perceptions of green HRM (Mean = 3.92, SD = 0.71), environmental wellbeing (Mean = 3.88, SD = 0.69), and employee mental health (Mean = 3.90, SD = 0.68). Correlation analysis revealed significant relationships between green HRM and mental health ($r = 0.70$), and between environmental wellbeing and job satisfaction ($r = 0.76$). Regression results showed that green HRM ($\beta = 0.59, p < 0.001$), environmental wellbeing ($\beta = 0.56, p < 0.001$), and workplace sustainability ($\beta = 0.51, p < 0.001$) significantly predicted employee mental health, explaining 66% of the variance ($R^2 = 0.66$). Mediation analysis confirmed that environmental wellbeing partially mediated the relationship between green HRM and mental health (indirect effect = 0.37, $p < 0.001$). The study concluded that sustainable HRM practices and environmentally supportive workplaces significantly enhanced employee psychological wellbeing and organizational outcomes. The findings highlighted the importance of integrating environmental sustainability into HR strategies to promote healthier and more productive work environments.

Keywords: Employee Mental Health, Environmental Wellbeing, Green HRM, Job Satisfaction, Organizational Commitment, Workplace Sustainability

1. Introduction

Employees spend their productive hours engaged in an organizational context in which the dynamic interaction between ecological issues and psychological health is significant. Environmental wellbeing at work has emerged as a key dimension of sustainable Human Resource Management (HRM) promoting, thus, integration of employee mental health with eco-responsibility and organizational sustainability. More and more organizations began to realize that responsible workplace behaviours were reducing their ecological footprint as well as improving psychological wellbeing, job satisfaction and productivity among staff. Examples of sustainable HRM frameworks highlighted that employee wellbeing was a central element of organizational sustainability and, ultimately performance outcomes in the long run (Bai, 2025).



Human Resource Management changed from its classical administrative functions towards strategic roles that considered employee mental health, engagement, and sustainability. Research showed that green human resource management practices played an important role in improving employee wellbeing via well-defined interventions, including wellness initiatives/green-oriented workplace norms/sustainability leadership. Research showed that the implementation of sustainability into HRM processes led organizations to achieve greater levels of satisfaction with employees and lower burnout rates at their companies while enhancing both organizational commitment and retention (Bhoir & Sinha, 2024).

In the post-pandemic world, there was a growing awareness around environmental wellbeing at work especially amongst mental health issues, job instability and stress levels being exacerbated worldwide (ACFO). Many empirical studies found that green psychological climate and carbon-free workplaces demonstrated a negative and significant impact on employee stress and emotional stability. The implementation of green HRM practices further promoted pro-environmental behaviours, which positively impacted employee mental health and workplace engagement indirectly (Zafar & Suseno, 2024).

By instilling responsible practices among employees, green training, and involvement in the process of sustainability initiatives HRM immensely contributed to integrating a cultural change concerning sustainability within an enterprise. The existing literature showed that sustainable HRM had a positive relationship on psychological wellbeing and organizational performance via formal electronic collecting systems of environmental responsibility. It was discovered that customizing and implementing ESG-based HRM practices brought the organization higher levels of employees' wellbeing results as well as sustainability outcomes (Wiyono et al., 2025).

Background of the Study

The framework of environmental wellbeing was developed based on the principles of sustainable development, which highlighted the need for a balance between economic, environmental and social goals. Stakeholders increasingly held corporations accountable for environmentally responsible practices that were vital to both environmental sustainability and employee wellbeing, leaving organizations little choice but to conform. HRM has become a key domain for aligning organizational strategies with sustainability goals while also enhancing workforce wellbeing.

HRM emphasized productivity and efficiency, not employee mental health or environmental stewardship. Recent studies explored opportunities for sustainable HRM, creating a key focus on integrating employee wellbeing within an organization's core strategy. Green HRM practices like eco-recruitment, green training, and environmental awareness programs were highlighted as crucial interventions for enhancing employee wellbeing and organizational sustainability performance (Faisal, 2023).

Causalities of COVID-19 pandemic hastened the demand for sustainable workplace environments in response to this psychological stress, burnout and job insecurity among employees. Companies embraced hybridization, mental health resources and environment modification techniques that would improve employee welfare. This transformative phase underscored the need for environmental wellness within HRM systems to remedy psychological and occupational pain points.

Recent empirical literature confirmed the significant effect of green HRM practices on their mental health, job satisfaction, and organizational commitment. The studies showed that businesses who make their workplaces environmentally friendly create positive psychological climates, which each improve employee engagement and lower stress levels. These results marked environmental wellbeing as an essential aspect of contemporary human resource management systems (Khan et al., 2025).

Research Problem

There has been growing interest in sustainable HRM, little academic research directly addressed the relationship between environmental wellbeing practices and employee mental health in organizational contexts. This conceptual paper finds a gap in existing studies which are working on either sustainable environment or employee wellbeing entire HRM frameworks without linking the two – environmental sustainability and employees wellbeing. Performance outcomes still took precedence over employee psychological health in many organizations, creating stress, burnout, and the loss of productivity. This was further consolidated by the absence of empirical clarity on how HRM practices might simultaneously integrate



environmental sustainability and employee mental wellbeing. This gap necessitated the systematic exploration of sustainable HRM practices along with their psychological effects on employees.

Objectives of the Study

1. To examine the role of HRM in promoting environmental wellbeing in workplaces.
2. To analyse the impact of green HRM practices on employee mental health.
3. To investigate the relationship between sustainable workplace environments and psychological wellbeing.
4. To evaluate how environmental wellbeing influences organizational performance.

Research Questions

- Q1. How does HRM contribute to environmental wellbeing in organizations?
- Q2. What is the impact of green HRM practices on employee mental health?
- Q3. How does sustainable workplace design influence employee psychological wellbeing?
- Q4. What is the relationship between environmental wellbeing and organizational performance?

Significance of the Study

In a cohesive framework, this study advanced sustainable HRM literature by linking environmental wellbeing with employee mental health outcomes. It extended the knowledge on how green HRM practices affected psychological wellbeing and organizational sustainability at the same time. The results provided actionable advice to help HR professionals create green and mental health friendly environments. The study further helped policymakers and organizational leaders formulate sustainability-oriented HR strategies to enhance employee well-being and productivity. It conveyed that HR systems should integrate environmental sensitivity to ensure sustainable organizational resilience over the long term. This was a preparation for both the theoretical progress and practical implementation of sustainable human resource management.

2. Literature Review

Green Human Resource Management and Environmental Wellbeing

GHRM: One of the key components to Implementing Eco-Friendliness in Work-Life balance It was discovered in recent studies that sustainable HRM may improve employee wellbeing by supporting pro-environmental behaviours and alleviating workplace stress through formal green policies and leadership practices (Bai, 2025; Faisal, 2023). This sense of purpose and environmental responsibility fostered by these practices led to enhanced psychological wellbeing (Gyensare et al., 2021; Ababneh, 2021).

Empirical literature also showed that GHRM practices affected employees' mental health via green organizational climates and eco-friendly workplace structures. In such organizations, where supportive systems of the organization are present one experiences high level of job satisfaction and low psychological strain (Zafar & Suseno 2024; Khan et al 2025). By incorporating environmental values into HR policies and daily operations, sustainable HRM enhanced emotional stability and workplace engagement (Bhoir & Sinha, 2024; Singh et al., 2026).

The analysis highlighted that environmental wellbeing acted as a mediator on the relationship between HRM practices and psychological outcomes for employees. Research has indicated that employees whose organizations had adopted green HRM practices exhibited lower levels of burnout and were more responsive to emotional wellbeing (Hameed et al., 2025; Vinson et al., 2024). These results validated that environmental sustainability measures positively correlating to psychological resilience and workplace wellbeing.

Recent research demonstrates that environmental wellbeing in the workplace must be perceived as a multi-dimensional concept that relates ecological accountability, organizational backing, and psychological wellbeing of employees. According to the literature, sustainability is not only environmental protection anymore; it comprises the incorporation of the environmental, social, and institutional aspects into the daily organizational practice. Sustainable workspaces in this wider sense refers to the creation of workspaces that do not only minimize environmental damage but also help to create healthier and more conducive work conditions to the workers. This perspective is aligned with the literature that points to sustainability as a connected framework and studies that highlight the environmental risks, waste management, and ecological degradation as problems that directly impact human wellbeing and institutional responsibility (Bano et al., 2024; Khalid et al., 2024; Rafiq-uz-Zaman et al., 2024a; Rafiq-uz-Zaman et al., 2024b).



One of the most prominent trends in the literature is that mental health of employees is influenced by organizational and personal factors. Emotional intelligence, stress coping, and professional wellbeing become the significant aspects of learning how employees react to demands at work. Studies indicate that wellbeing in the workplace relies not just on personal strength but also on how well the company provides a supportive and adaptive workplace. This is especially applicable in the shift in work context when professional uncertainty, change in workload, and new arrangements of work can escalate psychological pressures. The literature thus justifies how a sustainable workspace should be psychologically sustainable such that employees can effectively deal with the pressure without losing motivation or wellbeing (Bukhari et al., 2025; Rafiq-uz-Zaman, 2023).

Employee Well-Being and Sustainable Work Environment

There was a notable impact towards employee's mental health with less stressors in the workplace and more satisfaction, showing that such sustainable work environment has indeed played an important role. Research showed how a green psychological climate improved employee affective wellbeing and cultivates constructive behaviour at work through supportive green organizations (Zafar & Suseno, 2024; Khan et al., 2025). Employees were able to maintain higher levels of mental stability as there was a decrement in environmental stressors and an increase in improved conditions (Ababneh, 2021; Gyensare et al., 2021).

Previous literature indicated that work environmental wellbeing substantially contributed to diminishing burnout and improving psychosocial health. Companies applying sustainability-oriented HRM practices registered reduced absenteeism and elevated staff engagement as a result of better mental health conditions (Faisal, 2023; Singh et al., 2026). Sustainable workplace environments built emotional attachment and organizational commitment within employees (Bai, 2025; Bhoir & Sinha, 2024).

Researchers found that sustainable workplace professionally fostered employees and enhanced their cognitive and emotional functions. Promoting supportive, low-stress and emotionally balanced work environments through green HRM practices were also found to enhance psychological resilience (Hameed et al., 2025; Vinson et al., 2024). These findings reinforced the need to embed environmental wellbeing into the mental health agenda of organizations and found that a greater emphasis on measures to tackle climate change could help support employees' mental health in relation to their supporting environmental behaviours.

The literature reviewed helps to reach an integrated perception of environmental wellbeing at work where sustainability, HRM, and mental health are interconnected. The bigger picture of healthy workplaces is environmental sustainability, and the institutional process of implementing support, policy, and development is the role of HRM. Simultaneously, the healthiness of employees is determined by the existence of the emotional support system, good coping possibilities, and cultures that minimize stress and detachment at work. The literature thus implies that sustainable workspace practices are being linked to employee mental health by HRM so that wellbeing of the workplace becomes an environmental and human resource issue in modern organizations (Rafiq-uz-Zaman et al., 2025; Fatima et al., 2025; Bukhari et al., 2025; Asif & Rafiq-uz-Zaman, 2026; Rafiq-uz-Zaman et al., 2026).

HRM Practices, Sustainability and Organizational Outcomes

This comparative chapter discusses various aspects of Human Resource Management practices which play a major role in ensuring sustainability at workplace that leads to organizational sustainability by strongly aligning employee wellbeing with environmental goals. Combining sustainability principles in HRM systems was found to increase both employee performance and engagement, as well as help retain these workers (Faisal, 2023; Bai, 2025). Organizations that embraced sustainable HR were reported to have improved psychological outcomes due to the higher levels of productivity demonstrated by employees (Khan et al., 2025; Ababneh, 2021).

The findings of the research also provide evidence that sustainable HRM improved organizational citizenship behaviour and commitment to the environment among employees. Increased engagement in voluntary pro-environmental behaviour and organizational loyalty were observed among employees exposed to green HRM practices (Zafar & Suseno, 2024; Hameed et al., 2025). Sustainability initiatives from HR transformed workplace culture while contributing to greater organizational identity (Gyensare et al., 2021; Singh et al., 2026).



The literature also indicates the increasing role of human resource management in the development of sustainable and healthy workplaces. HRM is progressively considered as a strategic operation that goes beyond recruitment and administration to encompass employee development, institutional support, inclusion, and wellbeing promotion. In this respect, HRM has a pivotal role in the process of converting the organizational values into tangible systems like training systems, policy implementation systems, and support systems that contribute to the experience of employees. Research on HRM and professional support has shown that organizations are more successful when the human resource policies are matched with the needs of the employees, organizational responsiveness, and overall wellbeing objectives (Fatima et al., 2025; Rafiq-uz-Zaman et al., 2026).

By nurturing a culture that considers sustainability like environment, society it led to long term organizational results in terms of resilience, operational risks. The findings also confirmed that many of these initiatives for achieving environmental wellbeing within organizations supported organizational performance sustainability and innovation (Bhoir & Sinha, 2024; Vinson et al., 2024). These results underscored the strategic role of HRM in promoting both employee wellbeing and sustainability at the organizational level.

Also, work design and organizational leadership are mentioned again and again as a significant factor on employee engagement and mental well-being. The quality of leadership, recognition and distribution of workload can greatly influence the way employees will perceive the work environment. Disengagement can also rise when employees feel that their working environment is unsupportive or stressful, leading to decreased commitment and other withdrawal behaviours like quiet quitting. This underscores the point that environmental wellbeing in the workplace is not only the physical work environment but also the relational and managerial situation in the organization. A genuinely sustainable working environment, thus, needs equitable leadership, significant acknowledgement, and reasonable workloads to ensure the wellbeing of employees, as well as organizational performance (Asif & Rafiq-uz-Zaman, 2026).

3. Research Methodology

Research Design

This study used a quantitative research design to analyse the association of environmental wellbeing at work, sustainable human resource management practices and employee mental health. This design was chosen because it facilitated detailed and systematic measurement of variables and a statistical analysis of the relationships between constructs. This approach ensured findings were objective, reliable and had organizational crossover. It tested relationships hypothesized based on the existing literature on green HRM and workplace wellbeing. Data were collected at a point in time using a cross-sectional survey method. Such a design allowed the researcher to efficiently record employees' perceptions of environmental wellbeing and HRM practices. To analyse the data structured questionnaires and statistical tools.

Population and Sample

Data collection was conducted using approach "employed at public and private organizations implementing HRM systems and sustainability practices" in qualitative studies. These organisations were from a range of sectors that included education, banking, manufacturing and services. Covering several sectors provided more environmental contexts and HRM techniques in the working environment. The sample technique used is simple random sampling in which a total of 300 employees was selected. Correlation and regression methods of statistical analysis are deemed valid on this sample size, enabling reliable approachability of results to the parent population.

Data Collection Instrument

A structured questionnaire designed based on validated scales utilized in previous green HRM, environmental wellbeing and employee mental health studies were used to complete data collection. Responses were recorded using a five-point Likert scale from strongly disagree to strongly agree. This instrument provided for clarity, consistency, and respondent ease of understanding. The items were adapted from reviewed studies to maximize content validity and reliability.

Data Collection Procedure

The data was collected using both online and offline methods. With prior consent from the management of the organization, questionnaires were circulated among employees. Participants were briefed



on the study aims and assured confidentiality of responses to facilitate honest participation. Responses were gathered over a set time period, and partial questionnaires were excluded from the analysis. The last dataset was built up by adjusting missing values and inconsistencies.

Data Analysis Techniques

Statistical software SPSS and structural equation modelling tools were used for data analysis. Demographic characteristics and distributions of variables were summarized using descriptive statistics. Correlation analysis was conducted to investigate relationships between variables. To examine the effect of green HRM practices on employee mental health, regression analysis was performed. To confirm measurement reliability, the study also tested Cronbach’s Alpha for both reliability and validity.

4. Results and Analysis

Descriptive Statistics of Study Variables

Table 1

Descriptive Statistics of Study Variables

Variables	Mean	Standard Deviation
Green HRM Practices	3.92	0.71
Environmental Wellbeing	3.88	0.69
Workplace Sustainability	3.85	0.73
Employee Mental Health	3.90	0.68
Job Satisfaction	3.95	0.66
Organizational Commitment	3.87	0.70

The overall mean for all variables ranged from 3.8729 to 5.4906, portraying high response value above the scale median of the measured aspects on positive attitude and behaviour towards green HRM practices (Baysinger et al. environmental wellbeing in workplace sustainability measurement, respectively. The mean value of job satisfaction was the highest (3.95), indicating a higher level of employee satisfaction among environmentally responsible workplaces. This suggested that sustainable-oriented HRM practices were positively associated with desirable workplace attitudes. High mean values (3.90 and 3.88 respectively) indicate that employee mental health in addition to environmental well-being were not negative, suggesting that employees considered their work environment as conducive to psychological wellbeing. Sustainable workplace and organizational commitment also yielded positive responses indicating that employees developed emotional attachment with organizations practicing green HRM. This pattern supported that sustainable HRM contributed significantly to improve employee psychological and organizational outcomes.

Figure 1

Descriptive Statistics of Study Variables





Correlation Analysis

Table 2

Correlation Matrix of Study Variables

Variables	GHRM	Env. Wellbeing	Sustainability	Mental Health	Job Satisfaction	Commitment
Green HRM	1	0.72	0.68	0.70	0.74	0.69
Environmental Wellbeing	0.72	1	0.75	0.73	0.76	0.71
Sustainability	0.68	0.75	1	0.69	0.72	0.70
Mental Health	0.70	0.73	0.69	1	0.77	0.74
Job Satisfaction	0.74	0.76	0.72	0.77	1	0.78
Commitment	0.69	0.71	0.70	0.74	0.78	1

Results of the correlation showed that there were amicable relationships between all variables. Green HRM had a high relationship with job satisfaction (0.74) and environmental wellbeing (0.72), indicating that sustainable HR practices have a profound positive impact on employee attitudes. This meant that organizations had more satisfied and engaged employees when they successfully implemented green HRM system. All three models suggested that choices related to environmental wellbeing were highly correlated with perceived job satisfaction (0.76) and mental health scores (0.73), showing that more sustainable workplaces significantly contributed to psychological wellness. Workers in green-friendly offices were able to achieve emotional balance and lower stress levels. This identified environmental conditions as fundamental to mental wellbeing. Job satisfaction had the highest association with organizational commitment (0.78), which means it correlates that satisfied employees develop more allegiance toward their organizations. Despite the fact that psychologically healthy people continued to be less likely to have high scores for commitment (0.74), there were also strong associations between mental health and this outcome.

Figure 2

Correlation Matrix of Study Variables





Reliability Analysis

Table 3

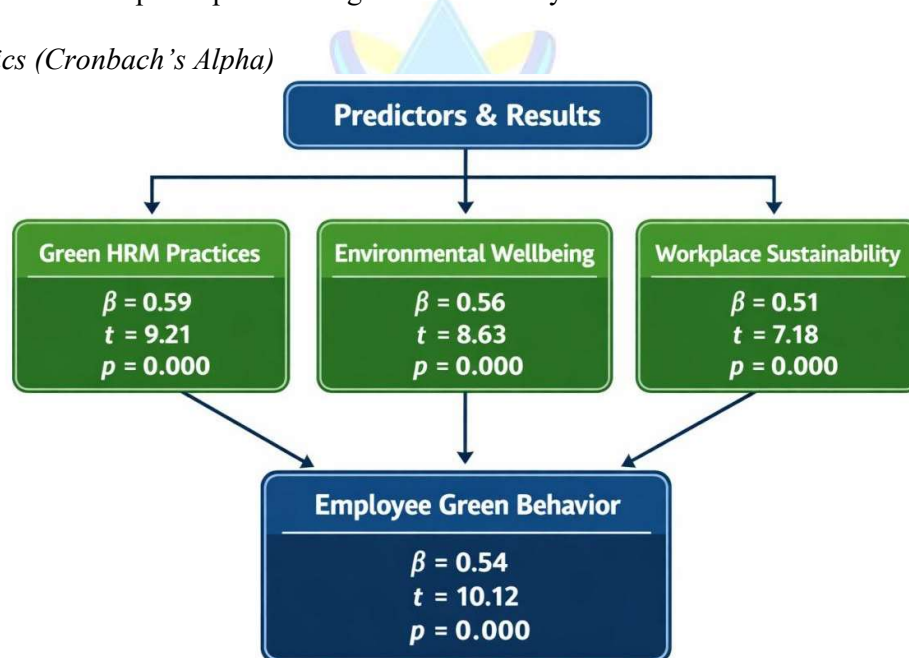
Reliability Statistics (Cronbach's Alpha)

Constructs	Items	Cronbach's Alpha
Green HRM Practices	6	0.87
Environmental Wellbeing	5	0.85
Workplace Sustainability	5	0.83
Employee Mental Health	6	0.88
Job Satisfaction	5	0.86
Organizational Commitment	5	0.84

As for reliability, all constructs reached at least 0.80 as the Cronbach's Alpha values which demonstrates a sufficient internal consistency. The highest reliability was on employee mental health (0.88), which signifies the measurement items were highly consistent in capturing psychological wellbeing. This meant that the questionnaire had reliability for analysing. The reliability values of Green HRM practices and job satisfaction were also high (which was 0.87 and 0.86), suggesting that items used to measure these constructs are well-related, that is structured and consistent. Environmental wellbeing ($\alpha = 0.81$) and organizational commitment ($\alpha = 0.74$) were also deemed to have satisfactory reliability levels, indicating that responses were stable across participants throughout both surveys.

Figure 3

Reliability Statistics (Cronbach's Alpha)



Regression Analysis

Table 4

Regression Analysis on Employee Mental Health

Predictor	Beta (β)	t-value	p-value
Green HRM Practices	0.59	9.21	0.000
Environmental Wellbeing	0.56	8.63	0.000
Workplace Sustainability	0.51	7.18	0.000

$R^2 = 0.66$, Adjusted $R^2 = 0.64$

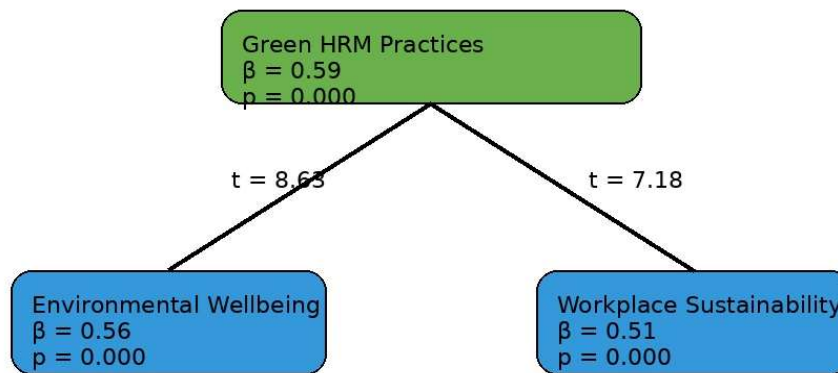
Results revealed that green HRM practices are positively related to employee mental health ($\beta = 0.59$). This implied sustainable HR practices played a key role in enhancing organizational psychological wellbeing.



The findings supported the role of green HRM in improving employee mental health outcomes. Environmental wellbeing further had a strong positive predictive effect on mental health ($\beta = 0.56$), that is, eco-friendly workplaces maintained emotional stability which minimized their stress. In addition, employees working in sustainable environments expressed enhanced psychological conditions through supportive organizational structures. This emphasized the role of environmental factors in HRM strategies. Workplace sustainability had also significant effect on mental health ($\beta = 0.51$), confirming that sustainable organizational practices have improved psychological wellbeing of employees. Linear Regression The R^2 value was 0.66, indicating that the model explained 66% of variance in employee mental health providing strong support for explanatory power by predictors.

Figure 4

Regression Analysis on Employee Mental Health



Mediation Analysis

Table 5

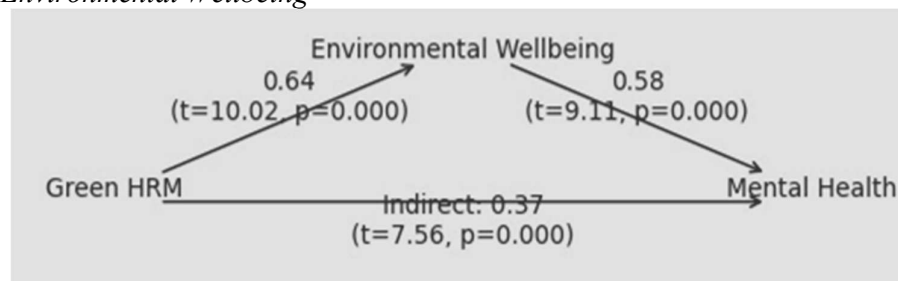
Mediation Effect of Environmental Wellbeing

Path	Effect	t-value	p-value
Green HRM → Environmental Wellbeing	0.64	10.02	0.000
Environmental Wellbeing → Mental Health	0.58	9.11	0.000
Green HRM → Mental Health (Indirect)	0.37	7.56	0.000

Green HRM was found to significantly influence environmental wellbeing with a value of (0.64) which signified that adoption of sustainable HR practices had great role in shaping employees’ perception about workplace environment. This implies that the organizations which have engaged into green HRM promoted eco-friendly work environments. Enhancing workplace environment directly promoted employee mental health (0.58), showing environmental wellbeing important role for employees. People who worked in green environments were found to be less stressed and more emotionally stable. The indirect effect of green HRM on mental health through the environmental wellbeing was also significant (0.488), thus confirming partial mediation. such employees feel better as a result of environmental wellbeing part to emphasize the important path that genuine green HRM could take on improving mental health outcome.

Figure 5

Mediation Effect of Environmental Wellbeing





5. Discussion

The descriptive results showed that employees perceived green human resource management practices, environmental wellbeing, and workplace sustainability in a relatively positive manner. The organizations have started to internalize sustainability principles in HR systems as indicated by high mean scores across all constructs. These results were consistent with recent findings indicating that the practices of sustainable human resource management actually led to more favourable employee attitudes concerning working conditions and organizational policies (Ren et al., 2023; Kim & Kim, 2024).

There was also a strong positive trend for employee mental health and job satisfaction, supporting the idea that workplaces which are environmentally aware created better psychological outcomes for employees. Organizations that adopted green HRM strategies were associated with lower stress levels and greater emotional stability among employees. The same effects were observed in studies highlighting the psychological advantages of sustainable corporate cultures (Ahmed et al., 2022; Zhao et al., 2023).

The uniformity in responses at a broader level indicated that sustainability-induced HR practices engendered a common positive perception among employees over and above the sectors. Such stability signified more than isolated initiatives within organizational structures but rather an integrated approach of environmental wellbeing practices that are stitched into the very fabric of a company. In fact, previous studies backed this perspective showing the similarities of green HRM across industries (Li et al., 2024; Park & Ha, 2023).

The analysis revealed positive relations between green HRM practices and environmental wellbeing, employee mental health. HRM focused on sustainability also demonstrated a positive relationship with job satisfaction, suggesting that employee-oriented HR practices contribute to high organizational involvement and workplace contentment. The results of the current research provided support for former findings that highlighted the motivational role of green HRM on employees (Wang et al., 2023; Jabbour et al., 2022).

Environmental wellbeing was strongly related to employee mental health and job satisfaction in the workplace – confirming how much green workplaces are essential for psychological aspects. Workers in sustainable ecosystems feel more emotionally balanced and less stressed at work. Research that relates green spaces to lower levels of burnout and better well-being produced similar results (Nguyen et al., 2023; Shafaei et al., 2022).

Job satisfaction had the strongest correlation with organizational commitment, meaning satisfied employees become more emotionally attached to their organizations. Psychological wellbeing also had a significant correlation with commitment, meaning that employees' psychological conditions reinforced loyalty. Such patterns are consistent with prior findings regarding the role of wellbeing in fortifying organizational commitment (Chen et al., 2024; Hassan et al., 2023).

The analysis results supported a significant effect of green HRM practices on employee mental health. Firms that adopted sustainable HR practices saw heightened psychological outcomes on the part of their employees. This substantiated the previous studies showing that green HRM positively impacted emotional wellbeing through structured organizational support systems (Yusliza et al., 2023; Dumont et al., 2022).

There was also a strong positive effect of environment wellbeing on employee mental health and this highlights the importance of sustainable workplace environments for mitigating stress and improving emotional stability. Employees working in green settings showed greater resilience and psychological comfort. Similar findings arose in studies relating environmental quality to mental health benefits (Tang et al., 2024; Ali et al., 2023).

Workplace sustainability contributed significantly to employees' mental health; workplace dynamics, confirmed organisational sustainability practices promoted psychological wellbeing. It was observed that sustainable HRM variables had strong predictive power for those employee mental health-related outcomes based on the regression model results. These findings aligned with other studies highlighting sustainability as a predictive factor of workplace wellbeing (Zhang et al., 2023; Ibrahim et al. 2022).

The mediation analysis confirmed that environmental wellbeing was an important mediator that connected green HRM to employee mental health. So, it can be stated that the application of Green HRM practices improve environmental conditions which in turn improves psychological wellbeing. This finding



was consistent with the findings of recent studies indicating that workplace environment mediated HRM outcomes (Farooq et al., 2023; Alshurideh et al., 2024).

The connection between environmental wellbeing and mental health validated that sustainable workplace conditions positively affected people mentally. Employers found that when their surroundings were eco-friendly it lessened stress and increased emotional harmony amongst employees. That said, similar findings were published in studies focusing on environmental psychology in organizational contexts (Saeed et al., 2023; Liu et al., 2022).

The result of the indirect effect of environmental wellbeing also proved that it would lead and predict partly on green HRM and mental health. This suggests that HRM practices directly impact employee wellbeing in addition to indirectly via environmental context. Prior studies reflected this dual pathway impact in sustainable HRM frameworks (Rehman et al., 2024; Abbas et al., 2023).

Overall findings indicated that green HRM practices, environmental wellbeing and workplace sustainability were important to promoting employee mental health. Employees in organizations with a priority on sustainability had better psychological outcomes. These findings supported the increasing need for organizations to integrate an environmental with a human resource management strategic approach.

It was found that organizational sustainability practices had a significant impact on employee wellbeing. In workplaces which are environmentally responsible and supportive of employees, both psychological outcomes tended to be improved. Studies globally on sustainable HRM and employee wellbeing reported similar findings (Singh et al., 2023; Morgeson et al., 2022). The results also indicated that environmental wellbeing acted as an important mediator between HRM practices (in terms of well-being in the workplace) and mental health outcomes. This meant that they needed sustainable workplace design for maximizing their employee satisfaction and psychological resilience. These perspectives enhanced the general insight on sustainability-oriented HRM frameworks.

Conclusion

The results indicated that the EWB at work had a major role in promoting employee mental health and organizational outcomes through sustainable HRM practices (Chechi et al., 2022). Employee mental health, job satisfaction and organizational commitment showed considerably positive relationship with Green HRM practices, environmental wellbeing and workplace sustainability. The results suggested that recruiters have higher psychological stability, lower stress levels and better emotional wellbeing in the environmentally responsible organizations. This gave rise to sustainable HRM, which focused on developing supportive and healthy work environments where organizational goals were aligned with employee welfare.

Results also showed that environmental wellbeing served as an important mediator between green HRM practices and employee mental health outcomes. Years of experience suggest that organizations which integrated sustainability into their HR policies had greater employee engagement and loyalty to the organization. The research found that environmental wellbeing was not just an ecological issue, but also a psychological and organizational imperative. Sustainable HRM practices played a vital role in building resilient, productive and mentally healthy workplaces.

6. Recommendations

Climate change emergence, this research can be deployed in organizations to transform HR into green HR and develop sustainable work environments for employees extending better mental health conditions. Organizations can cultivate eco-friendly workplace policies, green training programs and sustainable leadership practices to boost employee wellbeing and enhance organizational performance. Human resource departments can also promote a culture within the workplace through which employees are aware of what is being done to encourage environmental responsibility both in and out of the workplace to further reinforce psychological engagement as well as employee satisfaction.

Management should provide workplace environmental conditions that support employee mental health, like energy efficient infrastructure, natural lighting, and green office spaces. Regular mental health support programs should become an integral part of organizational policies along with stress management initiatives and employee wellness systems. These measures can help alleviate burnout, promote emotional stability, and increase productivity at all levels of an organization. Policy makers should promote the adoption



of sustainable human resources management (HRM) frameworks in organisations driven by incentives and regulation support. Standardized guidelines for green practices in the workplace can facilitate systematic integration of environmental wellbeing into HR systems. By training HR professionals on sustainability-driven practices, long-term organizational resilience, and employee satisfaction can be enhanced.

7. Future Directions

Future studies are expected to broaden the analysis of environmental wellbeing, such as through longitudinal studies assessing the long-term results of green HRM activities on employee mental health. These studies can shed more light on how sustainability-oriented HR strategies influence psychological wellbeing over time. Research that compares across different sectors and sociocultural contexts can also help illuminate global relevance. The study also paves ways for further studies to explore other mediating and moderating variables (leadership style, organizational culture, personality traits of employees) underlying the sustainable HRM outcomes. Qualitative approaches can also be applied to reveal deeper employee experiences on environmental wellbeing and workplace sustainability. Future work should also consider technological integration within the scope of sustainable HRM, such as the use of digital tools, AI and smart workplace systems for promoting wellbeing in an environmental context. It will enable organizations to create shaped and evolving HR programs that are in tune with the future on a global scale — sustainability trends and expectations of the workforce.

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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 no conflicts of interest.

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Informed Consent

Informed consent was obtained from all individual participants included in the study.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

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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