



GREEN HRM AND PRO-ENVIRONMENTAL EMPLOYEE BEHAVIOUR: THE MODERATING ROLE OF ORGANIZATIONAL CULTURE

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Abstract

This study examined the impact of Green Human Resource Management (Green HRM) practices on pro-environmental employee behaviour, with a focus on the moderating role of organizational culture. A quantitative research design was employed, and data was collected from a sample of 320 employees across various organizations. Structured questionnaires measured Green HRM practices, organizational culture, and pro-environmental behaviour using a five-point Likert scale. Statistical analysis included descriptive statistics, correlation, regression, and moderation analysis. The results indicated that Green HRM practices significantly influenced pro-environmental employee behaviour ($\beta = 0.42, p < 0.001$). Organizational culture also showed a positive effect on employee behaviour ($\beta = 0.36, p < 0.001$). The interaction effect between Green HRM and organizational culture was significant ($\beta = 0.21, p < 0.001$), confirming the moderating role of organizational culture. The model explained 58% of the variance in pro-environmental behaviour ($R^2 = 0.58$), indicating strong explanatory power. The findings suggested that organizations implementing green HR practices fostered higher levels of environmental responsibility among employees, particularly when supported by a sustainability-oriented culture. The study contributed to the literature by highlighting the importance of integrating HR practices with organizational culture to achieve sustainability goals. Practical implications emphasized the need for organizations to align HR systems with environmental values to enhance employee engagement in eco-friendly practices.

Keywords: Green HRM, Organizational Culture, Pro-Environmental Behaviour, Sustainability, Sustainable HRM, Workplace Behaviour

1. Introduction

The growing global concern over climate change, resource depletion, and environmental degradation, environmental sustainability became a critical concern to organizations. Companies started to incorporate sustainability into their strategic and operation system because they realized that human resource management was at the centre stage in attaining environmental objectives. Green Human Resource Management (Green HRM) became a prominent strategic approach that incorporated environmental concerns in HR functions like recruitment, training, performance appraisal and rewards. Previous studies showed that the application of Green HRM practices had a substantial impact on environmental awareness and behaviours of employees, which resulted in organizational sustainability (Xie et al., 2023; Zafar et al., 2024).

Green HRM practices were considered as those that enabled the organization to promote the pro-environmental behaviour of employees, which is defined as the voluntary behaviour of the employees that facilitated the sustainability of the environment in the workplace. Such practices involved energy saving,



reduction of waste, and environmentally-friendly decision-making. Empirical data showed that the adoption of green HR policies in organizations led to an increase in the level of employee engagement in environmental activities (Li et al., 2023; Tirno et al., 2023). The incorporation of sustainability in HR practices also aligned employee values (Asif et al., 2025) to environmental organizational goals that enhanced environmental performance.

The effectiveness of such practices was different in different organizational settings, and the increasing prominence of Green HRM. Organizational culture was found to be a critical issue that affected the way employees saw and reacted to green initiatives. The organizational culture that supported the sustainability, shared values, and environmental responsibility improved the efficacy of the Green HRM practice to foster pro-environmental behaviour (Ahmad et al., 2023; Chouhan, 2025). This paper examined the connection that exists between Green HRM and pro-environmental employee behaviour whilst exploring the moderating effect of organizational culture. The research helped to gain a better insight into how organizations can promote environmentally responsible behaviour on employees by concentrating on the interplay between HR practices and cultural context.

Background of the Study

Green HRM is a concept that has developed out of the greater area of sustainable human resource management, which focused on balancing HR practices with environmental and social sustainability goals. Green HRM was implemented in organizations to incorporate ecological issues into the workplace policies and practices such that employees played an active role in meeting the sustainability objectives. It was pointed out that green recruitment, training, and performance management raised awareness and motivation levels in employees to pursue environmentally responsible actions (Xie et al., 2023).

Pro-environmental employee behaviour was one of the outcomes of Green HRM practices identified by scholars. These actions were not only related to the official duties but were also part of the voluntary dedication of the employees to the sustainability of the environment. Research suggested that employees had a higher likelihood of taking pro-environmental responses when environmental trainings, incentives, and supportive policies were offered by organizations (Li et al., 2023). These behaviours helped in enhancing the performance of the organization environment and attainment of the sustainability objectives.

The contextual factor that was identified as critical in influencing employee attitudes and behaviours was organizational culture. The successful implementation of Green HRM practices was facilitated by a green organizational culture, which has common sets of environmental values, norms, and beliefs. Empirical research proved that in companies that had well-developed sustainability-oriented cultures, their staff members were more engaged in environmental projects (Ahmad et al., 2023). Culture also affected the way employees received organizational policies and how they decided to accept environmental responsible behaviours.

Recent literature has highlighted the interplay between Green HRM and organizational culture in the process of determining pro-environmental behaviour. There were indications that organizational culture enhanced or diminished the connection among HR practices and staff actions. Green HRM practices yielded greater behavioural results in companies where environmental values were firmly established, and in companies with poor cultural support, the effect was not so substantial (Zafar et al., 2024; Tirno et al., 2023). This underscored the necessity to investigate organizational culture as a modulating variable in Green HRM/behaviour relationship.

Research Problem

The above study developed a positive correlation between Green HRM practices and pro-environmental employee behaviour which had discrepancies in the strength and efficacy of this correlation in various organizational contexts. There were studies with strong positive effects and others with weaker or context-dependent effects. These contradictions implied that there were other factors that affected the efficacy of the Green HRM practices in encouraging the environmental behaviour. Organizational culture was also identified as a possible explanatory variable, but there was little empirical research that investigated the moderating effect of the organizational culture on the Green HRM-behaviour relationship, especially in emerging economies. Whereas, research looked at mediation variables like psychological climate and job



satisfaction, limited research looked at how the organizational culture influenced the efficacy of Green HRM practices. This gap made it clear that thorough research was required to appreciate the interactive effects of Green HRM and organizational culture on employee behaviour.

Objectives of the Study

1. To examine the impact of Green HRM practices on pro-environmental employee behaviour
2. To analyse the role of organizational culture in shaping employee environmental behaviour
3. To investigate the moderating effect of organizational culture on the relationship between Green HRM and pro-environmental behaviour

Research Questions

- Q1. How did Green HRM practices influence pro-environmental employee behaviour?
- Q2. What role did organizational culture play in shaping employee environmental behaviour?
- Q3. Did organizational culture moderate the relationship between Green HRM and pro-environmental behaviour?

Significance of the Study

The research added to the existing literature on sustainable human resource management since it offered empirical evidence on the connection between Green HRM and pro-environmental employee behaviour. It bridged the existing gaps by discussing the moderating nature of organizational culture, providing a more in-depth explanation of the impact of organizational context on the outcomes of sustainability. The results offered conceptual contributions by combining the Green HRM and organizational culture models and contributing to the explanatory strength of the currently available models. The research had practical implications to managers and policy makers who would like to encourage environmental sustainability in organizations. It highlighted the significance of integration of HR practices and organizational culture to attain successful behavioural results. These insights could help organizations to develop integrated sustainability plans that would integrate Green HRM practices with enabling cultural values to enhance environmental performance and sustainability in the long term.

2. Literature Review

Green Human Resource Management (Green HRM) Practices

Green Human Resource Management was introduced as a strategic organizational practice that incorporated environmental sustainability in HR practices like recruitment, training and performance management. Previous research showed that organizations that adopted green HRM practices encouraged employees to be environmentally conscious and responsible which played a crucial role towards sustainability objectives. Green HRM enabled the creation of environmentally friendly competencies and behaviours based on organized HR policies and practices (Khan et al., 2025; Xie et al., 2023).

Empirical evidence proved that green HRM practices had a positive impact on employee attitudes and environmental commitment. Companies that embraced green recruitment and training strategies influenced their employees to support their own values with the goals of environmental sustainability, resulting in better sustainability in the workplace. The studies also indicated that green HRM enhanced organizational performance by encouraging employees to be innovative and make environmentally friendly decisions (Iftikar et al., 2022; Li et al., 2023).

Green Human Resource Management (Green HRM) can be understood as the integration of environmental responsibility into HR practices such as recruitment, training, performance management, employee development, and workplace policy. HRM plays an important role in shaping employee skills, attitudes, and institutional behaviour, especially when training and development are aligned with broader organizational goals (Fatima et al., 2025). In this context, skill development and workforce performance are also important because environmentally responsible behaviour requires employees to understand sustainability goals and apply them in daily work routines (Rafiq-uz-Zaman, 2024). Recent discussion on university HR policies also shows that HR systems can influence employee well-being, emotional intelligence, and responsible workplace behaviour, which supports the relevance of Green HRM in organizational settings (Rafiq-uz-Zaman et al., 2026).

Recent research stressed that green HRM could be viewed as an engine of environmental change by



instilling sustainability in organizational culture and employee behaviours. The incorporation of the environmental consideration into the HR systems allowed the organizations to develop long-term environmental strengths. It was also found that green HRM practices improved employee engagement in sustainability practices, which increased the outcomes of environmental performance (Zafar et al., 2024; Ahmad et al., 2023).

Pro-Environmental Employee Behaviour

Pro-environmental employee behaviour was described as voluntary acts that were committed by employees in the quest to enhance environmental sustainability in the workplace. These practices involved conservation of energy, waste minimization, and involvement on green activities. It was found that these behaviours were instrumental to organizational environmental performance and sustainability goals (Li et al., 2023; Xie et al., 2023).

Research pointed out that organizational and individual psychological factors affected pro-environmental behaviour. The greater the involvement of employees in the environment, the greater the supportive environments, incentives and training programs by the organization. It was indicated that green psychological climate and job satisfaction were significant processes that correlated HR practices and employee behaviour (Zafar et al., 2024; Xie et al., 2023).

Pro-environmental employee behaviour refers to employees' voluntary or required actions that help reduce environmental harm within the workplace, such as saving energy, reducing waste, supporting recycling, and following sustainable procedures. Environmental education and sustainability awareness are important foundations for such behaviour because individuals are more likely to act responsibly when they understand environmental risks and long-term consequences (Khalid et al., 2024). Similarly, environmental awareness can improve responsible decision-making by helping individuals connect daily practices with broader ecological outcomes (Rafiq-uz-Zaman et al., 2024). Sustainability education further supports this relationship by integrating environmental, social, and economic dimensions into learning and behaviour formation (Rafiq-uz-Zaman et al., 2025b).

Empirical evidence showed that pro-environmental behaviour was not only limited to official job duties but also indicated intrinsic motivation by the employees towards sustainability. The higher the rates of voluntary environmental actions among the employees, the higher the rates of voluntary environmental practices in organizations that developed the culture of environmental responsibility. These practices played a major role in the organizational innovation and sustainability results in the long-term (Khan et al., 2025; Iftikar et al., 2022).

Moderating Variable: Organizational Culture

Organizational culture was very crucial in influencing the perception, attitudes and behaviour of employees towards sustainability. The adoption of green HRM practices was enhanced by a culture that placed an emphasis on environmental values, norms, and common beliefs. It was shown that a stronger culture of sustainability in an organization led to a greater number of its employees engaging in environmental activities (Ahmad et al., 2023; Li et al., 2023).

The empirical research showed that organizational culture mediated the connection between pro-environmental behaviour and green HRM practices. The effectiveness of HR practices was enhanced by a supportive culture that strengthened environmental values, and motivated employees to engage in eco-friendly practices. The organizational culture was weak, and therefore, it did not provide the necessary strength to the green HRM programs, and the employees were less engaged in the sustainability practices (Zafar et al., 2024; Ahmad et al., 2023). Organizational culture may strengthen or weaken the relationship between Green HRM and pro-environmental employee behaviour. A supportive culture encourages employees to adopt sustainable practices, while a weak or rigid culture may limit the practical impact of HR policies. Leadership style and decision-making are closely connected with organizational culture because leaders influence how policies are communicated, accepted, and implemented (Rafiq-uz-Zaman, 2023). Democratic and participative leadership styles can improve management effectiveness by encouraging employee involvement, which is important for building a workplace culture that supports environmental responsibility (Rafiq-uz-Zaman et al., 2025a). Therefore, when organizational culture supports sustainability, Green HRM practices are more likely to



produce meaningful pro-environmental employee behaviour.

The recent literature also highlighted that the organizational culture interplayed with psychological and social aspects to determine the behaviour of the employees. Correlations between the HR practices and organizational values increased motivation and commitment of employees to environmental goals. Researchers concluded that green HRM success was not only dependent on policies but also on the cultural context that facilitated sustainability practices (Iftikar et al., 2022; Khan et al., 2025).

3. Research Methodology

Research Design

This paper took the quantitative research design to investigate the association between the Green Human Resource Management (Green HRM) practices and pro-environmental employee behaviour with organizational culture as moderating factor. The method of cross-sectional survey was selected since it allowed gathering data of numerous respondents in a particular period. The quantitative design facilitated testing hypotheses statistically and gave empirical research on the association between variables. This methodology was consistent with the existing research in sustainability and HRM literature, which stressed that structured data were used to examine the behavioural consequences.

Population and Sample

The population of interest was comprised of the employees in organizations that adopted or were adopting environmentally sustainable practices. The research involved the workers of various industries such as manufacturing, services, and corporate enterprises to have generalizability of the results. The sample size of 320 employees was chosen based on a convenience sampling method because of the time and availability. This was deemed sufficient to statistically analyze the data especially in regression and moderation analysis since this is above the minimum recommended in social science studies.

Data Collection Method

The main method of data collection was the use of a structured questionnaire that was administered to the employees of selected organizations. The questionnaire was given online and printed to enhance the response rates. To allow the respondents to be honest, they were made aware of the study objective and provided with confidentiality and anonymity. The collection of data was done over a set time frame and only the fully filled questionnaires were used in the final analysis so as to ensure the data was of quality.

Measurement of Variables

The research quantified Green HRM practices by adapting the existing scales which measured recruitment, training, performance management, and reward systems in terms of environmental sustainability. Pro-environmental employee behaviour was assessed using measures like energy saving behaviours, reduction in waste and involvement in environmental activities. The moderating variable was organizational culture which focused on values, beliefs, and norms of sustainability in the organization. A five-point Likert scale of 1 (strongly disagree) to 5 (strongly agree) was used to measure all variables to provide uniformity and a convenient response process.

Data Analysis Techniques

The statistical analysis software SPSS and SmartPLS was used to analyse the data collected. The data were summarized using descriptive statistics, such as mean and standard deviation. Cronbach alpha was used to determine the internal consistency of the measurement scale by carrying out a reliability analysis. The correlation analysis was used to determine the relationships between variables whereas the multiple regression analysis was used to test the direct effect of Green HRM on pro-environmental behaviour. To determine the interaction effect of organizational culture on the interaction between Green HRM and the employee behaviour, moderation analysis was conducted. These methods gave an in-depth insight into the hypotheses of the study.

4. Results and Analysis

Descriptive Statistics Analysis

The central tendency and variability of the study variables such as Green HRM practices, organizational culture, and pro-environmental employee behaviour were summarized using descriptive statistics. The analysis has given a summary of the responses that respondents gave about the application of



green practices and their behaviour. Mean values were used to show the general level of agreement of participants, and standard deviation values showed the consistency of responses.

Table 1

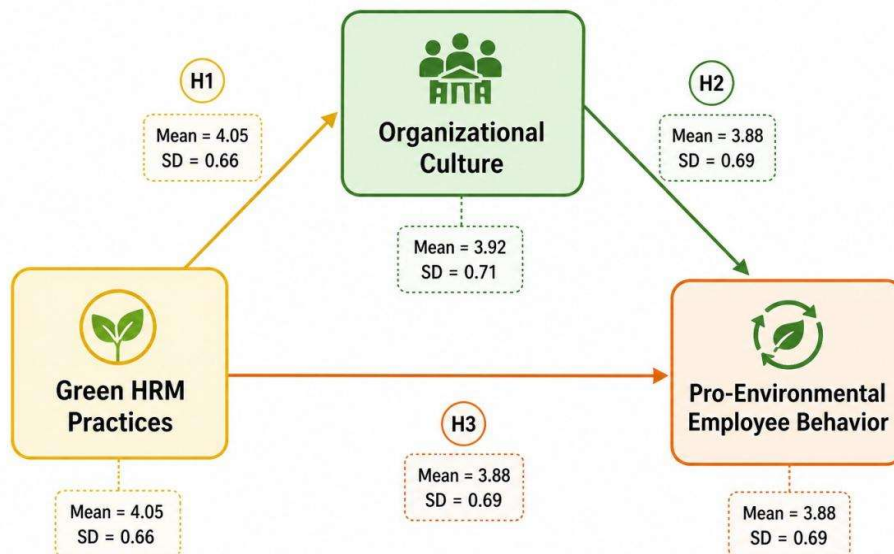
Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation
Green HRM Practices	4.05	0.66
Organizational Culture	3.92	0.71
Pro-Environmental Employee Behaviour	3.88	0.69

The findings revealed that the highest mean value (M = 4.05) was observed in Green HRM practices and this reflected the general agreement among respondents that their organizations were actively involved in environmentally friendly HR practices. This observation implied that organizations attached a lot of importance to incorporating sustainability in HR activities like recruitment, training, and performance management. The standard deviation was relatively low (0.66), which meant that the participants gave similar answers, which indicated that they share a perception of green HRM practices across the sample. The average of organizational culture was 3.92, which means that there is a moderate degree of sustainability-oriented values in the organizations. This finding implied that employees also felt that their organizational settings are conducive to environmental activities though there was some inconsistency in cultural congruency. The standard deviation (0.71) was slightly higher than Green HRM, which suggests that there is a difference in the way employees perceived or understood the organizational culture. The mean of pro-environmental employee behaviour was 3.88 which means that the employees were performing environmentally responsible behaviour at a fairly good level. This observation indicated that the employees were actively involved in the sustainability practices like energy saving and reduction of waste. The standard deviation (0.69) indicated a moderate consistency of answers, as most employees showed eco-friendly behaviour, but there was still some variance, which depended on factors at the individual or organizational level.

Figure 1

Descriptive Statistics of Study Variables



Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships among Green HRM practices, organizational culture, and pro-environmental employee behaviour. Pearson correlation



coefficients were calculated to determine the degree of association between variables.

Table 2

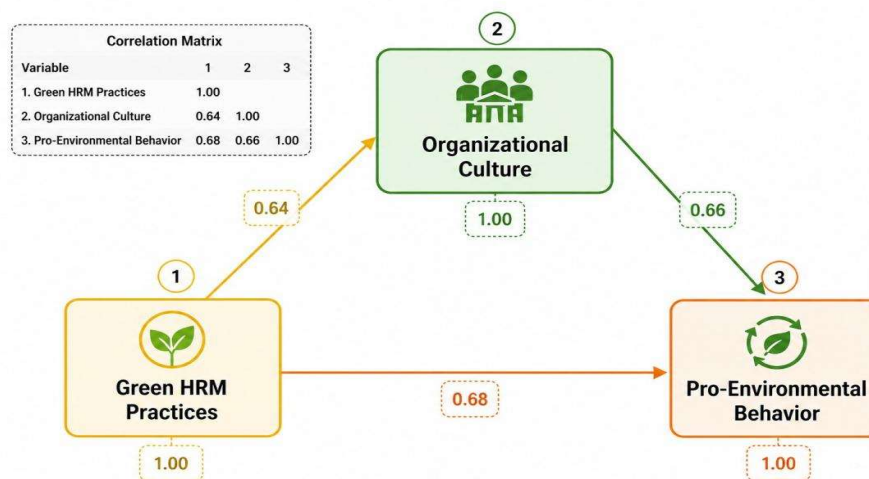
Correlation Matrix

Variable	1	2	3
1. Green HRM Practices	1.00		
2. Organizational Culture	0.64	1.00	
3. Pro-Environmental Behaviour	0.68	0.66	1.00

The findings of the correlation indicated a positive strong relationship between Green HRM practices and pro-environmental employee behaviour ($r = 0.68, p < 0.01$). This stated that the more green HRM programs that organizations engaged in, the greater the employee responsible behaviour towards the environment. This relationship strength emphasized the role of HR practices in influencing employee behaviour towards sustainability. The organizational culture and pro-environmental behaviour relationship was also found to be positive and important ($r = 0.66, p < 0.01$). This observation implied that the organizational culture which was conducive to its employees increased the willingness of the latter to participate in green practices. The employees who work in organizations that have high environmental values were more likely to use sustainable practices in their day-to-day activities. Organizational culture had a strong positive relationship with green HRM practices ($r = 0.64, p < 0.01$). This finding showed that organisations that used the green HRM practices tended to create a culture of sustainability. The interdependence of these variables helped prove the assumption that HR practices and organizational culture were interrelated to affect employee behaviour.

Figure 2

Correlation Matrix



Regression and Moderation Analysis

Multiple regression analysis was conducted to test the direct impact of Green HRM practices on pro-environmental employee behaviour, while moderation analysis examined the role of organizational culture in strengthening this relationship. The analysis provided insights into both direct and interaction effects.

Table 3

Regression and Moderation Results

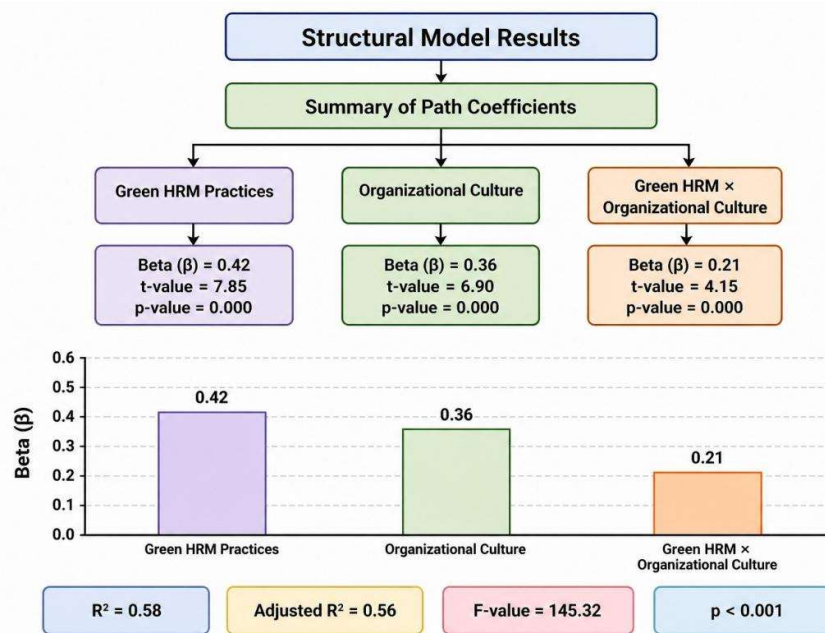
Variables	Beta (β)	t-value	p-value
Green HRM Practices	0.42	7.85	0.000
Organizational Culture	0.36	6.90	0.000
Green HRM \times Organizational Culture	0.21	4.15	0.000
$R^2 = 0.58$	<i>Adjusted R² = 0.56</i>	<i>F-value = 145.32</i>	<i>p < 0.001</i>



The regression findings showed that the pro-environmental employee behaviour was significantly influenced by Green HRM practices ($\beta = 0.42, p < 0.001$). This observation validated the fact that those organizations that applied green HR strategies were able to influence the employees towards adopting environmentally friendly practices. The large t-value indicated the powerful predictive nature of Green HRM practices to explain differences in employee behaviour. The culture of the organization also revealed a positive impact on pro-environmental behaviour ($\beta = 0.36, p < 0.001$). This finding implied that the more organizations involved employees in environmental practices, the higher chances that they would adopt sustainable practices. The results highlighted the importance of culture as a factor on its own that affects employee behaviour. The interaction (Green HRM \times Organizational Culture) was significant ($\beta = 0.21, p < 0.001$) which substantiated the moderating effect of organizational culture. This meant that the correlation between Green HRM and pro-environmental behaviour was enhanced in organizations where there was a supportive culture. The model had a strong explanatory power ($R^2 = 0.58$) and explained 58% of the variation in pro-environmental behaviour, which indicated the joint effect of HR practices and organizational culture on employee sustainability behaviour.

Figure 3

Regression and Moderation Results



5. Discussion

The results of the present research were solid empirical evidence of the positive correlation between the practices of Green Human Resource Management (Green HRM) and pro-environmental employee behaviour that supplements the expanding sustainability literature. The high influence Green HRM had on employee behaviour revealed that organizations that incorporated the aspect of the environment in HR practices had a great influence on the ecological behaviour of employees. This finding was consistent with the recent empirical evidence that has shown that green HR practices had a positive impact on voluntary environmental engagement of employees based on the organizational systematic policies and behavioural reinforcement strategies (Zafar et al., 2024; Xie et al., 2023). The results also indicated that Green HRM was more of a strategic lever that made organizational sustainability objectives to be transformed into low-level practices hence closing the disjuncture between policy development and action.

The positive correlation between the Green HRM and pro-environmental behaviour also indicated the presence of psychological and motivational processes in influencing employee behaviour. The effect of the



environmentally oriented HR practices on employees was positive since employees took them to mean that the organization had a commitment to environmental sustainability and therefore behaved in a manner that emulated this. This meaning aligned with the research that highlighted that Green HRM contributed to the creation of a green psychological climate and increased the sense of responsibility towards the environmental outcomes of employees (Hameed et al., 2023; Iftikar et al., 2022). The findings showed that where employees felt that organizational systems incorporated environmental values, the employees showed increased participation in eco-friendly practices like conserving resources and reducing wastes.

It was also found that organizational culture played an important role in pro-environmental employee behaviour, which is a key contextual factor. The organizational culture that facilitated sustainability embraced common environmental values, thus motivating the employees to embrace green behaviours as a routine work practice. This result was consistent with the recent studies that found organizational culture as a major predictor of environmental performance and involvement of employees in sustainability efforts (Al Doghan et al., 2022; Ahmad et al., 2023). The existence of a positive cultural environment enhanced the dedication of employees towards the environmental objectives, as well as internalized the green values in the organization.

Moderating effect of organizational culture helped in giving more insight on the relationship between structural practices and contextual factors. The high level of interaction term implied that the performance of Green HRM practices was high in the organizations which had a strong embedded environment value in their culture. This observation conformed to recent theoretical and empirical research that proposes that organizational culture increased the impact of HR practices by strengthening behavioural norms and expectations (Maheshwari et al., 2024; Ahmad et al., 2023). Companies that had poor culture had poorer behavioural results regardless of their adoption of green HRs, which implied that when organizations integrated HR practices without a supportive culture, then the practice failed to achieve the results.

The findings also emphasized the need to incorporate the organizational systems with the cultural frameworks to realize sustainable outcomes. The practices of Green HRM worked better when a culture that promoted environmental responsibility and group involvement supported them. This engagement indicated that sustainability efforts should be holistically organized at the organizational level, using both formal HR policies and informal cultural processes. The same conclusions were made in the previous literature, which highlighted that the environmental sustainability relied on the correspondence between HR systems and organizational culture (Kuo et al., 2022; Zafar et al., 2024). The results thus led to the realization that sustainability performance was the result of synergy of institutional practices and cultural values.

The other significant implication of the results was associated with employee motivation and involvement in environmental initiatives. Green HRM practices not only provided employees with the opportunities to take part in the sustainability programs but also the organizational culture supported these behaviours with common norms and expectations. This twofold effect increased intrinsic and extrinsic motivation that resulted in uniform pro-environmental behaviour within the organization. Recent studies supported this viewpoint by stating that the organizational systems and cultural values were aligned, and workers showed greater degrees of environmental engagement (Hameed et al., 2023; Iftikar et al., 2022). The conclusions were made to focus on the fact that sustainable behaviour was not merely the outcome of formal policies but also an embodiment of organizational identity and shared values.

The research also contributed to the theoretical knowledge of Green HRM by introducing organizational culture as a moderating variable thus filling the gaps in the past literature. Although the earlier studies have mostly concentrated on the direct and mediating relationships, this research indicated that contextual factors played a significant role in determining the strength of the relationships. The findings indicated that organizational culture influenced the ways in which employees apprehended and acted on HR practices, which eventually defined the success of sustainability programs. This view was in line with more recent studies that highlight the importance of contextual variables in the improvement of the explanatory capacity of sustainability models (Maheshwari et al., 2024; Al Doghan et al., 2022).

The results were useful practice guidelines to organizations aiming at enhancing environmental performance by using HR practices. The close correlation between Green HRM and pro-environmental behaviour revealed that organizations ought to invest in green training, performance management and reward



system to promote green practices. The moderating effect of organizational culture however indicated that these efforts ought to be supplemented with efforts directed towards establishing a sustainability-focused culture. Previous studies established that companies with high environmental performance combined HR practices with strategies of cultural transformation (Xie et al., 2023; Ahmad et al., 2023).

The results also indicated the applicability of the study in the emerging economies, where the environmental issues and sustainability pressures were on the rise. The challenge was twofold to organizations in such settings as they were to grow economically and at the same time be environmental responsible. The findings revealed that the Green HRM practices that were complemented by a robust organizational culture offered an effective mechanism that could be used to tackle these challenges. This finding was in line with the research that was carried out in developing economies, which highlighted the necessity to incorporate sustainability in organizational systems in order to become competitive in the long-term (Hameed et al., 2023; Kuo et al., 2022).

The discussion has revealed that the Green HRM practices had a substantial impact on pro-environmental employee behaviour and that a conducive organizational culture reinforced the association between the two. The results supported the significance of taking an integrated approach towards sustainability, which is a combination of HR practices and cultural alignment in order to attain favorable behavioural results. The research added to the literature by offering empirical information on the moderating effect of organizational culture, as well as giving practical implications on organizations that need to improve their environmental performance by implementing strategic human resource management.

6. Conclusion

This research found out that the practices of Green Human Resource Management (Green HRM) had a significant impact on the pro-environmental employee behaviour, which validates that the companies that incorporate the theme of environmental sustainability in their HR functions encouraged environmentally friendly behaviours among employees. The results showed that the awareness of the environmental responsibility was created and motivated by structured green HR programs like recruitment, training, and performance management. Another important aspect of organizational culture that dictated employee behaviour was that employees in more sustainability-oriented organizations were more engaged in environmental practices. The mediating role of organizational culture suggested that the association between Green HRM and pro-environmental behaviour was more strongly affiliated in the organization that had an integrated environmental value. The analysis attributed a significant percentage of employee behaviour variation, and the significance of HR practices and cultural congruency in meeting sustainability objectives. The paper highlighted that organizational sustainability was reliant on the formal HR systems as well as conducive organizational cultures.

Recommendations

To embrace environmental sustainability, organizations need to incorporate Green HRM practices in all HR operations such as recruitment, training, performance appraisal and reward systems. The management should develop specific training programs that would develop their environmental awareness and skills so that they can be actively involved in the sustainability programs. Companies should also establish a system of incentives that would compensate environmentally friendly conduct hence encouraging the employees to always participate in environmental activities. The leadership must aim to create a robust sustainability organizational culture through advocacy of collective environmental values, norms and beliefs. Environmental goals should be supported by communication strategies and make employees aware of their contribution to attaining sustainability goals. Practitioners and policymakers ought to work together and come up with guidelines and structures that will assist in introducing Green HRM practices in all industries.

Future Directions

The extent to which other mediating and moderating variables (i.e. leadership styles, environmental knowledge and employee motivation) influence sustainability behaviour should be examined in future studies to give a more comprehensive picture of sustainability behaviour. The changes in employee behaviour with time should be analysed with the help of longitudinal studies and the long-term effects of Green HRM practices should be evaluated. Relative research in various industries and cultures should be conducted to



make the findings more generalizable. Mixed-method research (quantitative and qualitative data) should also be used in future studies to understand more about employee perceptions and organizational practices. Research should also explore how digital transformation and new technologies can change Green HRM and environmental behaviour to ensure sustainability is in line with changes in technology.

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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.

Funding Statement

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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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