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FOSTERING EMPLOYEES' ENVIRONMENTAL COMMITMENT THROUGH GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

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ABSTRACT

Green Human Resource Management (GHRM) integrates sustainability principles into core HR practices, including recruitment, training, development, engagement, and retention, to strengthen employees' environmental commitment within organizations. Employees' environmental commitment refers to the psychological attachment and sense of responsibility individuals feel toward organizational environmental goals, motivating them to support eco-friendly practices in the workplace. GHRM promotes the incorporation of sustainable practices into organizational systems and operations, such as energy and water conservation, waste reduction, and environmentally conscious workplace design. The framework of GHRM is effectively explained through the Ability–Motivation–Opportunity (AMO) theory, which posits that employees demonstrate pro-environmental behavior when organizations enhance their abilities (e.g., environmental knowledge and self-efficacy), motivation (intrinsic and extrinsic incentives), and opportunities (organizational support, leadership encouragement, and participatory initiatives). The findings of this conceptual study indicate that GHRM is positively associated with employees' pro-environmental behavior, increased environmental knowledge and awareness, a supportive psychological green climate, higher employee engagement and commitment, and improved sustainable organizational performance.

KEYWORDS: Green Human Resource Management; Environmental Commitment; Pro-Environmental Behavior; Psychological Green Climate; Sustainable Performance.

INTRODUCTION

Green Human Resource Management (GHRM) refers to the strategic design and implementation of human resource policies that encourage employees to adopt environmentally responsible behaviours while maintaining organizational productivity and quality standards. Organizations that integrate



GHRM practices often experience improvements in environmental performance as well as broader sustainability outcomes such as resource efficiency, operational effectiveness, and service quality (Dr. Sangeetha Natarajan et al., 2025). These practices typically include green recruitment, environmental training, eco-friendly reward systems, and employee participation in sustainability initiatives. By embedding environmental values into HR systems, organizations motivate employees to engage in pro-environmental behaviours such as conserving energy, minimizing waste, and using sustainable materials. As a result, GHRM contributes simultaneously to ecological responsibility, employee satisfaction, and organizational efficiency. It also supports long-term business sustainability by strengthening employees' environmental competencies through training, performance evaluation, recruitment, and incentive systems that promote environmentally responsible conduct (Philip Adu Sarfo et al., 2024).

Human resources are widely regarded as the most valuable asset of any organization, and employees' job satisfaction is increasingly influenced by sustainable workplace practices. In this context, GHRM can be understood as a framework of values, systems, and practices that shape how employees interact within the organization and derive meaning from their work (Sudhanshu Maheshwari et al., 2024). Through GHRM initiatives, employees are encouraged to adopt environmentally responsible actions such as reducing paper consumption, switching off unused electrical equipment, utilizing recyclable materials, and conserving water (Jawaria Ahmad et al., 2023). These practices foster pro-environmental attitudes by aligning individual behaviour with organizational sustainability goals. An organization may be considered environmentally responsible when its employees actively support sustainability objectives that extend beyond profit maximization and contribute positively to society and the environment (S. Roscoe et al., 2019).

A supportive psychological climate plays a critical role in promoting such behaviors. A green psychological environment is reflected in organizational policies, procedures, and practices that communicate strong environmental values (J. Dumont et al., 2017). Employees' awareness and understanding of corporate sustainability policies are closely linked to their willingness to engage in environmentally responsible actions, highlighting the psychological dimension of green organizational culture (Norton et al., 2014). Consequently, GHRM practices not only reduce environmental impacts but also contribute to sustainable development at local, national, and global levels (Tanveer et al., 2025).

Employee environmental commitment is a key mechanism through which GHRM translates policy into practice. When employees internalize sustainability values, they help embed environmental responsibility into organizational culture, decision-making, and daily operations. Such commitment strengthens alignment between HR practices and sustainability goals, leading to increased



organizational citizenship behaviours that support environmental initiatives. Organizations that successfully integrate employee environmental commitment within GHRM frameworks often benefit from higher levels of innovation, improved talent attraction, stronger employee engagement, and measurable reductions in carbon emissions and waste generation. These outcomes indicate that committed employees can transform environmental intentions into concrete organizational results. However, the relationship between employees' environmental attitudes and their work performance requires deeper examination, particularly regarding the psychological mechanisms through which GHRM enhances confidence, motivation, and green commitment (Muhammad Adib Taufiqul Hakim et al., 2026).

Despite its advantages, implementing GHRM can present several challenges. Organizations may face financial constraints due to the initial costs of adopting eco-friendly technologies and sustainability programs that may not yield immediate returns. Limited incentives, inadequate planning, and insufficient resource allocation for recruitment, training, and employee engagement can also hinder adoption. In addition, regulatory gaps, weak enforcement mechanisms, and lack of institutional support may complicate policy integration. Overcoming these barriers requires strategic planning, leadership commitment, and long-term investment in sustainable human resource systems that balance economic feasibility with environmental responsibility.

OBJECTIVES:

1. To examine the core concept of Green Human Resource Management (GHRM) implementation and its relationship with employees' environmental commitment.
2. To analyze how GHRM implementation influences employees' pro-environmental behaviours, environmental knowledge and awareness, green psychological climate, employee engagement and commitment, and overall sustainable organizational performance.

RESEARCH METHODOLOGY

This study adopts a conceptual review design based exclusively on secondary data sources. Relevant literature was systematically collected from peer-reviewed journal articles, scholarly books, conference proceedings, and reputable academic databases focusing on Green Human Resource Management (GHRM), employee environmental commitment, and organizational sustainability. The purpose of using secondary sources is to synthesize existing theoretical and empirical evidence and develop an integrated understanding of the relationships among GHRM practices, employee attitudes, and sustainability outcomes.

The review findings indicate that GHRM practices play a significant role in strengthening employees' environmental commitment, which in turn enhances environmental performance indicators such as



reduced carbon emissions, improved resource efficiency, and responsible workplace behavior. However, prior studies also identify several barriers that hinder effective implementation, including insufficient top management support, financial limitations, employee resistance to change, and inadequate environmental awareness or training programs.

Overall, this conceptual analysis contributes to the literature by clarifying how GHRM positively influences employees' pro-environmental behavior, environmental knowledge, green psychological climate, engagement, and organizational commitment, thereby promoting sustainable organizational performance.

SIGNIFICANCE OF STUDY

Green Human Resource Management (GHRM) plays a crucial role in promoting environmentally responsible behavior among employees by integrating sustainability into organizational policies, training programs, and incentive systems. Through structured green training and reward mechanisms, employees are encouraged to adopt eco-friendly practices such as minimizing waste, conserving resources, and improving overall environmental performance. These initiatives contribute to the development of a positive green psychological climate, in which employees feel a sense of pride in their organization's sustainability efforts, thereby strengthening organizational identification, motivation, and long-term commitment.

Furthermore, effective implementation of GHRM ensures alignment between human resource strategies and environmental objectives, fostering innovation, operational efficiency, and responsible resource utilization. Such alignment enhances organizational performance, particularly in areas such as energy efficiency and cost optimization. Organizations that adopt sustainable HR practices are also better positioned to attract environmentally conscious talent and enhance their corporate reputation in competitive markets.

This study is significant because it highlights the strategic importance of integrating GHRM into organizational systems. It provides insights for HR managers and decision-makers on how sustainability-oriented HR practices can increase employee involvement, reduce operational costs, and support long-term organizational success while addressing contemporary environmental and climate-related challenges.

REVIEW OF LITERATURE

Green Human Resource Management (GHRM) has emerged as a significant strategic approach that integrates environmental sustainability into organizational human resource policies and practices. Studies indicate that GHRM implementation contributes positively to employees' job satisfaction and environmental responsibility, while green recruitment and selection practices particularly enhance



employees' pro-environmental behavior (Xie et al., 2023). This suggests that environmentally oriented HR strategies can influence not only organizational outcomes but also individual attitudes and workplace conduct.

Scholars conceptualize GHRM as a transformative progression of traditional HRM frameworks. It has been described as a green paradigm shift that embeds sustainability principles into organizational culture, managerial philosophy, and operational processes (Darvazeh et al., 2022). Such integration strengthens environmental consciousness within institutions and promotes sustainable workplace practices that improve both organizational performance and ecological outcomes.

Employee motivation and engagement are widely recognized as mediating mechanisms in the relationship between GHRM practices and organizational performance. Research shows that employees who demonstrate high levels of motivation and engagement exhibit stronger commitment, higher productivity, and greater willingness to participate in environmental initiatives (Umair et al., 2024). In addition, environmentally responsible employee behavior has been linked to enhanced leadership effectiveness, job satisfaction, and organizational commitment, thereby reinforcing institutional effectiveness and sustainability performance (Ayaz et al., 2023).

From a strategic perspective, GHRM practices contribute to competitive advantage and corporate reputation. Organizations implementing green HRM gain strategic benefits through improved employer branding, stronger stakeholder trust, and the ability to attract environmentally conscious talent (Aggarwal et al., 2023). Furthermore, performance management systems aligned with environmental objectives reinforce employees' pro-environmental behavior and motivation, particularly when incentives and rewards are tied to environmental standards and certifications such as ISO 14001 (Efranto et al., 2025).

Overall, the literature consistently establishes that GHRM functions as a multidimensional organizational framework that enhances employee attitudes, engagement, environmental awareness, and sustainable performance. Existing studies collectively emphasize that integrating environmental principles into HR practices is not merely a compliance mechanism but a strategic tool for long-term organizational sustainability and effectiveness.

GREEN HUMAN RESOURCE MANAGEMENT

Green Human Resource Management (GHRM) is defined as a strategic set of employee-oriented practices designed to develop and sustain workforce motivation, competencies, and opportunities to support organizational environmental sustainability. It enables organizations to create a sustainable workplace climate that encourages employees to adopt eco-friendly habits in their daily activities, thereby strengthening an overall green organizational culture (Yasin et al., 2025). Employees serve as ambassadors of their organizations, and their active participation is essential for successful



sustainability implementation. GHRM involves the systematic execution of environmentally responsible HR policies that foster high levels of employee engagement and align individual behavior with organizational environmental goals. Such practices enhance employees' environmental awareness and reinforce the connection between leadership support and pro-environmental psychological attitudes (Alghamdi et al., 2021). Moreover, organizations adopting GHRM can attract environmentally conscious talent by projecting a strong green employer image, which also strengthens corporate reputation as a strategic positioning tool (Zaid et al., 2018). Green training and development programs further motivate employees to acquire knowledge about environmental protection and sustainability issues (Hameed et al., 2022). The effectiveness of GHRM implementation depends on both contextual and individual factors that influence employees' willingness to participate in environmental initiatives (Ababneh et al., 2021). In addition, incorporating environmental criteria into performance appraisal, rewards, compensation, and promotion systems encourages employees to engage in environmentally responsible behaviors, demonstrating that GHRM functions as a comprehensive framework for integrating sustainability into organizational practices (Mustafa et al., 2023).

Perceived green recruitment practices significantly influence employees' intention to engage in environmentally responsible behavior, particularly when such practices are linked to promotion and career advancement opportunities (Song et al., 2023). Green training programs further support employees in adopting environmental values and developing competencies that encourage green innovative behavior, especially when accompanied by appropriate incentives and compensation systems. Empowerment and collaborative team practices also enhance individuals' participation in pro-environmental activities. When employees feel supported and empowered in sustainability initiatives, their motivation and commitment toward green practices increase, thereby strengthening overall green commitment within the organization (Hakim et al., 2026). Moreover, GHRM contributes to the creation of a supportive green organizational climate that encourages employees to exceed formal job expectations in their environmental efforts (Dumont et al., 2016). Human Resource Management operates at the intersection between the organization and its workforce, demonstrating the organization's commitment to sustainability and responsible management practices. The success of sustainability initiatives largely depends on human values and employees' environmental perceptions (Gomes et al., 2023), and HRM systems must effectively communicate and align with the organization's strategic vision to achieve desired outcomes (Huirong Xie et al., 2023). HR managers therefore play a critical role in attracting, developing, and retaining environmentally conscious employees by incorporating sustainability considerations into recruitment processes (Gazi et al., 2024). Additionally, green leadership positively influences employees' pro-environmental behavior by addressing psychological barriers and embedding sustainability into daily work routines (Zhong et al., 2026). Overall, GHRM integrates green competencies into recruitment, training, performance



appraisal, rewards, and employee involvement, thereby fostering an environmentally responsible organizational culture and supporting long-term sustainable performance (Prasad et al., 2025).

Green training, green reward systems, and a supportive organizational culture significantly contribute to strengthening employees' environmental commitment and enhancing long-term organizational performance. Green Human Resource Management (GHRM) practices improve employees' abilities through environmentally oriented recruitment, selection, and training initiatives, while motivation is reinforced through compensation and performance management systems that recognize and reward green behavior. Additionally, providing opportunities for employee participation in environmental initiatives further strengthens engagement and commitment (Pandey et al., 2025). Green transformational leadership and managerial support play a crucial role in stimulating employees' pro-environmental behavior and sustaining performance aligned with environmental goals (Chang et al., 2026). Green leadership also facilitates knowledge sharing among team members to promote sustainability objectives within organizations (Nazir et al., 2026). Furthermore, GHRM fosters sustainable practices by aligning employees' values with organizational environmental objectives, encouraging responsible resource allocation and waste reduction (Seethalakshmi et al., 2026). Green performance management systems enhance environmental awareness, knowledge sharing, and innovation, thereby supporting the effective implementation of green practices (Alzuman et al., 2025). By attracting, motivating, and empowering employees to engage in environmentally responsible behaviors, GHRM promotes green product and process innovation and contributes to sustainable organizational outcomes (Salman et al., 2025). Practices such as green promotion, performance evaluation, and reward systems recognize employees' environmental contributions and encourage voluntary green behaviors (Khan et al., 2025). Moreover, green training and development initiatives increase employee engagement in daily work activities and facilitate the sharing of environmental knowledge among employees, further strengthening organizational sustainability (Arsawan et al., 2025).

Green Human Resource Management (GHRM) has been found to positively influence employees' pro-environmental behavior and strengthen environmental commitment within organizations. By incorporating both intrinsic incentives, such as recognition programs like "Green Employee of the Month," and extrinsic rewards, including financial bonuses, organizations encourage employees to actively pursue environmental goals and align their personal values with sustainability objectives (Bangwal et al., 2025). Employee engagement further supports the achievement of environmental goals, as engaged and satisfied employees are more likely to contribute to organizational success and enhance overall firm performance. Participation in sustainability initiatives not only reinforces environmental values but also contributes to improved shareholder value and long-term organizational growth (Noureldin et al., 2024). Additionally, HR managers increasingly integrate environmental



awareness criteria into job descriptions and recruitment processes to attract candidates who share the organization's sustainability vision, thereby strengthening environmental commitment from the outset (Atalla et al., 2025). Green leadership also plays a vital role in motivating employees to adopt environmentally responsible behaviors, ultimately improving green performance and supporting sustainable organizational outcomes (Saleem et al., 2025).

EMPLOYEES' ENVIRONMENTAL COMMITMENT

Employees who are strongly committed to their organizations tend to align organizational sustainability goals with environmental responsibility, thereby contributing to a culture of ecological awareness and accountability. Individuals with high levels of green conscientiousness help cultivate a proactive organizational climate characterized by self-responsibility and environmental sensitivity. Employees generally expect a motivating work environment, and a pro-environmental psychological climate refers to shared perceptions of organizational policies, procedures, and practices that signal and reward environmentally responsible behavior (Hameed et al., 2022). Within such contexts, employees develop positive self-perceptions such as confidence, knowledge, skills, and motivation that support the adoption of green behaviours. Employee involvement is therefore considered an outcome of effective Green Human Resource Management (GHRM) practices, often strengthened through performance-based rewards and compensation systems that reinforce environmental contributions (Mustafa et al., 2023). To enhance retention and reduce turnover intentions, organizations must foster employee engagement and satisfaction by creating supportive, positive, and motivating workplace environments (Rotea et al., 2023). Employees exposed to environmentally responsible workplace practices tend to demonstrate stronger organizational commitment, perceiving the organization as ethical and socially responsible. Furthermore, when employees are given opportunities to participate in sustainability initiatives, they often develop a greater sense of belonging and identification with the organization (Alshahrani et al., 2024). Overall, employee engagement in environmental initiatives strengthens the relationship between GHRM practices and green behavior, and the intensity of this relationship may vary depending on individual personality traits and dispositions.

Environmental commitment reflects employees' sense of connection, responsibility, and obligation toward environmental issues within the workplace, and Human Resource Management plays a central role in strengthening this commitment by positively influencing employee work outcomes and behavioural attitudes (Alshahrani et al., 2024). Employees' green innovative behavior refers to individual actions undertaken in their work roles that contribute to environmental sustainability. Such behaviours are shaped by the organizational psychological climate, which encompasses employees' shared perceptions of policies, procedures, practices, and values developed through social interaction within the workplace. A positive psychological green climate enables employees to translate their pro-

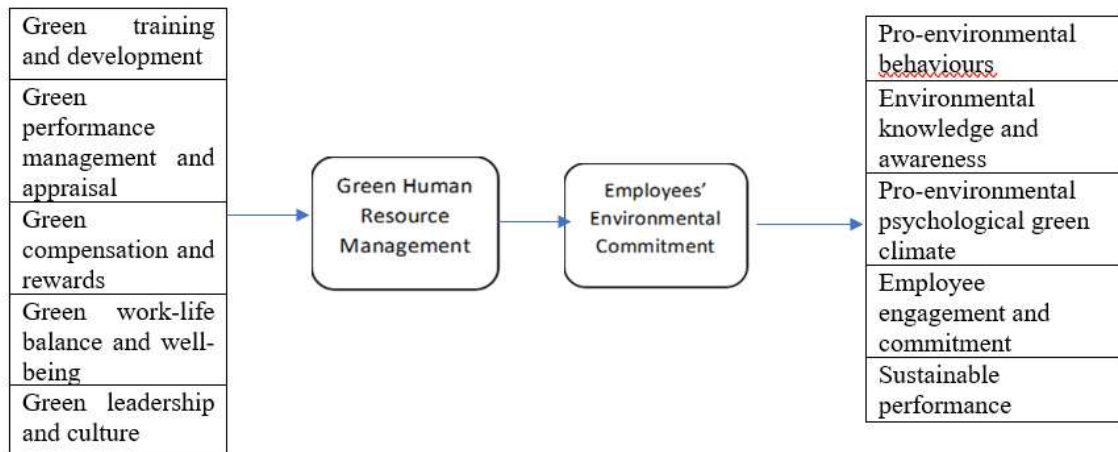


environmental intentions into actual environmentally responsible behavior, as they perceive organizational support for sustainability practices. Consequently, employees are more likely to demonstrate green behavior when they observe that environmental responsibility is embedded in the organizational climate. Organizations also utilize employee engagement as a mechanism to achieve strategic environmental objectives, since satisfied and engaged employees are often associated with stronger organizational performance and indicators of corporate value (Abdelhakim et al., 2024). A supportive green climate further enhances employee well-being and engagement, as workers tend to feel happier and more motivated when they perceive that their organization genuinely values environmental sustainability (Efranto et al., 2025). Moreover, learning within a green organizational climate helps employees transform existing knowledge into deeper environmental awareness and competencies. Employer commitment, defined as the organization's demonstrated willingness to support and value its workforce, also influences employees' attitudes toward sustainability initiatives (García-Cruz et al., 2021). When employees develop positive perceptions of green practices, they are more motivated to act responsibly and exhibit stronger commitment toward organizational sustainability goals.

AMO THEORY

The relationship between Green Human Resource Management (GHRM) and individual green behavior can be effectively explained through the Ability–Motivation–Opportunity (AMO) theory, which posits that employee behavior is shaped by organizational practices that enhance their abilities, motivate them, and provide opportunities to perform (Ababneh et al., 2021). According to this perspective, individual pro-environmental behavior emerges when HRM systems develop employees' environmental competencies through training, strengthen motivation through incentives and rewards, and create opportunities for participation in sustainability initiatives. AMO-based green HRM approaches therefore emphasize that organizations can achieve environmental sustainability by implementing targeted workplace practices that support green performance (Tahir et al., 2019). Many firms adopt sustainability-oriented HRM strategies not only to improve environmental outcomes but also to enhance employee satisfaction and organizational performance (Yuan et al., 2023). By integrating AMO principles into green HR practices such as training programs, recognition systems, and participatory decision-making organizations can cultivate a culture in which employees feel capable, motivated, and empowered to contribute actively to sustainability goals (Alshahrani et al., 2024).

CONCEPTUAL FRAMEWORK



Research Gap

Although prior studies have established that Green Human Resource Management (GHRM) positively influences environmental performance and employee attitudes, several gaps remain in the existing literature. First, much of the research has focused on direct relationships between GHRM practices and organizational sustainability outcomes, while limited attention has been given to the underlying psychological mechanisms—such as environmental commitment, green self-efficacy, and value alignment—that explain how and why these practices shape employee behavior. Second, empirical evidence integrating the Ability–Motivation–Opportunity (AMO) framework with GHRM and employee environmental commitment is still insufficient, particularly in developing economy contexts where organizational resources, awareness, and regulatory pressures differ significantly from those in developed regions. Third, many studies rely on cross-sectional designs, which restrict understanding of causal relationships and long-term impacts of GHRM initiatives on employee engagement and sustainable performance. Fourth, there is a lack of sector-specific research examining how GHRM operates in different industries, where environmental priorities, operational structures, and workforce characteristics vary. Finally, limited research has examined the combined role of leadership support, organizational climate, and HR practices in shaping employees’ voluntary green behaviors. Addressing these gaps through longitudinal, multi-sector, and theory-driven empirical studies would provide a more comprehensive understanding of how GHRM fosters environmental commitment and sustainable organizational outcomes.

PRACTICAL IMPLICATIONS:

Employees’ green behavior is reflected in everyday workplace actions that contribute to



environmental sustainability, such as turning off lights when leaving offices to conserve energy, using teleconferencing instead of traveling to meetings to optimize resource use, organizing documents digitally rather than printing to reduce paper consumption, printing drafts on recycled paper, and promptly reporting water leaks to prevent wastage (Uslu et al., 2023). These routine practices demonstrate how individual behavioural choices can collectively support organizational sustainability objectives. Accordingly, many organizations have incorporated environmental programs across different operational areas, recognizing green innovation as a critical driver of sustainable development and a source of competitive advantage.

FUTURE DIRECTIONS

The present study is conceptual in nature; therefore, future research may extend this work through empirical investigation using structured survey instruments. A quantitative research design employing a five-point Likert scale (ranging from strongly agree to strongly disagree) can be utilized to measure employees' perceptions of Green Human Resource Management (GHRM), environmental commitment, and pro-environmental behavior. Empirical validation would enable researchers to test the strength and direction of relationships among GHRM practices, psychological green climate, employee engagement, and sustainable organizational performance.

Future studies may include survey items assessing whether employees perceive environmental problems faced by the organization as their own responsibility, whether they value their organization's environmental efforts, and whether managers prioritize environmental protection alongside productivity goals. Additional measures may evaluate employees' adoption of green practices, such as minimizing waste, conserving electricity and water, engaging in pro-environmental travel behavior, and initiating recycling activities. Researchers can also examine whether employees receive recognition, appraisal, and rewards for environmental contributions, and whether managerial support reinforces environmental protection in day-to-day operations.

Furthermore, empirical research may explore employees' willingness to adopt new environmental initiatives, the influence of GHRM practices on employee engagement and retention, and the psychological mechanisms such as environmental knowledge, attitudes, and sensitivity that mediate these relationships. Future investigations may also assess how organizations embed sustainability within their vision, mission, and core values, and how aligning individual pro-environmental behavior with organizational sustainability objectives strengthens environmental commitment and minimizes ecological harm. Such empirical studies would provide robust statistical evidence to support the theoretical relationships proposed in the current conceptual framework.

CONCLUSION

Organizations are increasingly adopting environmentally friendly practices, prompting a shift in



traditional Human Resource Management toward the design and implementation of Green Human Resource Management (GHRM) systems (Maheshwari et al., 2024). Providing incentives and rewards for employees' environmental performance serves as a powerful motivational mechanism that encourages the adoption of sustainable practices. In addition, green initiatives contribute to building a positive corporate brand image and support long-term business sustainability (Pandey et al., 2025). GHRM influences employees' pro-environmental behavior by enhancing their environmental knowledge, awareness, and perceptions of a supportive psychological green climate, which in turn strengthens employee engagement and organizational commitment. These outcomes ultimately lead to improved sustainable performance. Furthermore, GHRM enhances corporate reputation, attracts environmentally conscious talent and customers, and aligns organizational values with employee beliefs, thereby promoting higher morale, satisfaction, and overall organizational effectiveness.

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