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Green Human Resource Management and Sustainable Employee Behavior: The Mediating Role of Environmental Satisfaction

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Abstract

Green Human Resource Management (GHRM) has gained increasing importance as organizations seek to integrate environmental sustainability into human resource practices and employee behavior. This study examines the relationship between GHRM and Sustainable Employee Behavior (SEB), with Environmental Satisfaction (ES) investigated as a mediating mechanism. A quantitative, cross-sectional research design was employed using data collected from 384 employees of textile-sector organizations in Punjab, Pakistan. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that GHRM has a significant positive effect on Environmental Satisfaction and Sustainable Employee Behavior. Environmental Satisfaction also demonstrates a significant positive relationship with Sustainable Employee Behavior. Furthermore, the mediation analysis confirms that Environmental Satisfaction significantly mediates the relationship between GHRM and Sustainable Employee Behavior, with the results indicating partial mediation. These findings suggest that environmentally oriented HR practices can influence employee sustainability behavior both directly and indirectly by creating a positive environmental experience within the workplace. The study contributes to the GHRM literature by highlighting Environmental Satisfaction as an important psychological mechanism linking organizational green practices with employee sustainability outcomes. The findings also provide practical implications for textile organizations seeking to strengthen employee participation in environmental sustainability initiatives.

Keywords: *Green Human Resource Management; Sustainable Employee Behavior; Environmental Satisfaction; Textile Sector*

Introduction

The escalating ecological crises of the twenty-first century, characterized by climate change, resource depletion, and biodiversity loss, have fundamentally reoriented the priorities of organizations and societies worldwide. In response to mounting regulatory pressures, stakeholder demands, and a growing

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ethical imperative for environmental stewardship, businesses are increasingly compelled to transcend mere compliance and embed sustainability principles into their core strategic fabric (Usmani et al., 2019). While technological innovation and operational efficiency remain critical components of corporate environmental strategies, a growing body of scholarship posits that the ultimate success of these initiatives is contingent upon the human element—specifically, the behaviors and attitudes of the workforce (Ali et al., 2018). It is within this nexus that the concept of Green Human Resource Management (GHRM) has emerged as a pivotal strategic lever, positing that HRM functions such as recruitment, training, performance management, and compensation can be systematically aligned to cultivate a pro-environmental organizational culture.

Despite the conceptual appeal and growing empirical interest in GHRM, a significant lacuna persists in the literature regarding the precise mechanisms through which these practices translate into tangible, sustainable employee behaviors. The prevailing research has often focused on the direct, linear relationship between GHRM initiatives and organizational-level environmental performance, inadvertently overlooking the critical psychological and attitudinal pathways that mediate this connection. This gap represents a critical theoretical and practical shortfall, as it leaves organizations with an incomplete understanding of *how* and *why* GHRM interventions foster the discretionary, voluntary, and enduring behavioral changes essential for long-term environmental sustainability. Without this nuanced comprehension, investments in GHRM risk being misdirected or ineffectual, failing to engender the deeply internalized commitment necessary for authentic sustainability transformation.

This research, therefore, addresses this critical gap by investigating the mediating role of environmental commitment in the relationship between GHRM and sustainable employee behavior. The significance of this inquiry is twofold. Theoretically, it contributes to the micro-foundations of corporate sustainability by unpacking the psychological processes that underpin the GHRM-performance nexus, moving beyond a simplistic input-output model to a more sophisticated process-oriented framework (Yasir et al., 2020). Practically, the findings will equip managers and policymakers with actionable insights for designing more effective GHRM systems that deliberately foster employee dedication to environmental goals, thereby enhancing the efficacy and authenticity of their sustainability initiatives. The core objective of this study is to empirically examine whether an employee's affective and normative commitment to the environment serves as a key psychological mechanism that transmits the influence of perceived GHRM practices on their actual sustainable work behaviors. To achieve this objective, the present study is guided by the following research questions: (1) To what extent do GHRM practices influence sustainable employee behaviors? (2) Does environmental commitment significantly mediate the relationship between GHRM practices and sustainable employee behaviors? By systematically addressing these questions, this paper aims to provide a more holistic and actionable understanding of how organizations can leverage their human resource function to build a genuinely sustainable future.

Literature Review

Green Human Resource Management

Green Human Resource Management (GHRM) has emerged as an important research stream linking human resource practices with environmental sustainability. However, the literature reveals several ongoing debates concerning its conceptual foundations, mechanisms, outcomes, and contextual relevance. One major debate concerns the definition and boundaries of GHRM. Some scholars conceptualize GHRM broadly as the integration of environmental objectives into recruitment, training, performance

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management, compensation, employee involvement, and organizational culture, whereas others emphasize specific environmental HR practices (Sami et al., 2018). This lack of conceptual consistency makes comparisons across studies difficult and raises questions about whether GHRM should be treated as a bundle of practices or as a strategic organizational philosophy.

A second debate concerns instrumental versus strategic perspectives. The instrumental perspective views GHRM primarily as a means of improving environmental performance through employee behaviors, such as conservation, waste reduction, and green innovation. The strategic perspective argues that GHRM should be integrated with broader organizational strategy and sustainability objectives, thereby creating competitive advantage, organizational capabilities, and long-term value. This debate reflects a broader question about whether GHRM is simply an environmental extension of traditional HRM or represents a fundamentally different strategic approach to managing people.

Another important issue involves the mechanisms linking GHRM to organizational outcomes. A substantial body of research reports positive relationships between GHRM and environmental performance, green organizational citizenship behavior, employee engagement, organizational commitment, and green innovation (Irfan et al., 2020). Yet scholars increasingly question direct-effect models and argue that mediating mechanisms—such as environmental knowledge, green psychological climate, employee green behavior, organizational identification, and green organizational culture—better explain these relationships. Similarly, moderators such as leadership, organizational size, environmental uncertainty, and national culture have received increasing attention.

The literature also debates the potential tensions and unintended consequences of GHRM. Strong environmental expectations may increase employees' workload, monitoring, or psychological pressure. Some practices may be perceived as symbolic or "greenwashing" when organizations communicate environmental commitments without providing sufficient resources or authentic managerial support. Consequently, researchers distinguish between substantive GHRM and practices adopted primarily for reputational purposes.

Finally, there is a significant contextual and methodological debate. Much GHRM research relies on cross-sectional surveys, single-source data, and samples from particular developing or Asian economies, limiting causal inference and generalizability (Rehman et al., 2019). Scholars increasingly call for longitudinal, multi-source, comparative, and multilevel research. Greater attention is also being given to institutional contexts, national culture, employee-level differences, and the role of emerging technologies such as artificial intelligence. Overall, the field is shifting from asking whether GHRM "works" toward understanding when, how, for whom, and under what institutional conditions GHRM generates sustainable organizational outcomes.

Sustainable Employee Behavior

Sustainable Employee Behavior (SEB) has become an important research area within sustainability, organizational behavior, and human resource management. Broadly, SEB refers to employee actions that contribute to environmental, social, and economic sustainability, including resource conservation, waste reduction, ethical conduct, sustainable decision-making, and voluntary initiatives. Despite growing scholarly attention, several important debates remain unresolved.

A central debate concerns the conceptualization and dimensionality of SEB. Some scholars treat sustainable behavior primarily as environmentally responsible behavior, focusing on activities such as

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energy conservation, recycling, and reducing resource consumption. Others advocate a broader conceptualization incorporating social and economic dimensions, including ethical behavior, fairness, employee well-being, and responsible use of organizational resources (Razzaq et al., 2020). This conceptual disagreement has produced considerable variation in operational definitions and measurement scales.

A second debate concerns whether sustainable behavior is primarily voluntary or task-related. In-role sustainable behavior involves employees performing formal job responsibilities in environmentally or socially responsible ways, whereas extra-role behavior includes discretionary initiatives that exceed formal requirements. Scholars disagree about whether these forms should be treated as separate constructs because they may have different antecedents. For example, organizational policies may strongly influence required behavior, whereas personal values, identification, and intrinsic motivation may be more important for voluntary sustainability initiatives.

Another major debate focuses on individual versus organizational determinants. The individual perspective emphasizes personal environmental values, attitudes, moral norms, environmental knowledge, perceived behavioral control, and sustainability identity (Manzoor et al., 2020). In contrast, organizational research highlights leadership, organizational culture, green HRM, sustainability policies, rewards, training, and perceived organizational support. Increasingly, researchers argue that SEB emerges from the interaction between employee characteristics and contextual conditions rather than from either individual or organizational factors alone.

The literature also debates the motivational mechanisms underlying sustainable behavior. Extrinsic incentives, such as rewards, recognition, and performance-based compensation, can encourage sustainability-related actions. However, excessive reliance on external rewards may undermine intrinsic motivation and lead employees to engage in sustainability primarily for instrumental benefits. This has generated interest in psychological mechanisms such as environmental self-efficacy, meaningfulness, organizational identification, and intrinsic motivation.

Finally, methodological concerns remain significant. Much of the evidence is based on cross-sectional, self-reported data, creating concerns about common-method bias and causal inference. Researchers increasingly call for longitudinal, multi-source, experimental, and multilevel designs (Laraib et al., 2020). Overall, the field is moving beyond asking whether employees behave sustainably toward understanding when, why, and under what organizational and psychological conditions sustainable employee behavior is sustained over time.

Environmental Satisfaction

Environmental Satisfaction (ES) has attracted growing attention in environmental psychology, sustainability, organizational behavior, and human resource management. It generally refers to the extent to which individuals feel satisfied with the environmental conditions surrounding them, including the physical environment, ecological quality, organizational sustainability practices, and opportunities to contribute to environmental objectives. However, the literature reveals several important conceptual and empirical debates.

A major debate concerns the definition and scope of environmental satisfaction. Some scholars conceptualize ES narrowly as satisfaction with the physical or ecological environment, including air quality, cleanliness, green spaces, noise, and workplace conditions. Others adopt a broader organizational

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perspective, defining it as employees' satisfaction with their organization's environmental policies, green practices, and sustainability initiatives (Haroon et al., 2019). This lack of conceptual uniformity creates difficulties in distinguishing ES from related constructs such as environmental attitudes, ecological well-being, green organizational climate, and job satisfaction.

A second debate concerns whether environmental satisfaction is primarily a personal psychological evaluation or a contextual outcome. The individual perspective emphasizes environmental values, ecological awareness, expectations, and personal experiences as determinants of satisfaction. Conversely, the contextual perspective argues that satisfaction depends substantially on organizational and environmental conditions, such as supportive management, availability of green facilities, resource efficiency, and organizational sustainability policies. Consequently, researchers increasingly view ES as an interaction between individual perceptions and objective environmental conditions.

Another important debate involves the relationship between environmental satisfaction and employee outcomes (Anwar et al., 2020). Research generally suggests that greater satisfaction with environmental conditions can enhance organizational commitment, employee engagement, well-being, and sustainable behavior. Nevertheless, scholars question whether these relationships are direct or operate through mechanisms such as organizational identification, perceived organizational support, environmental self-efficacy, and psychological well-being. Some studies also suggest that satisfaction may be particularly influential when employees perceive organizational environmental initiatives as authentic and consistent with organizational values.

The literature further debates the distinction between symbolic and substantive environmental practices. Employees may report high satisfaction when organizations communicate strong environmental commitments, even when actual environmental performance is limited. This raises the possibility that perceived environmental satisfaction may sometimes reflect organizational reputation or greenwashing rather than genuine environmental quality (Sam et al., 2016). Authenticity, transparency, employee participation, and alignment between environmental claims and organizational actions therefore represent increasingly important research issues.

Finally, measurement and methodological limitations remain significant. Existing studies frequently rely on self-reported, cross-sectional measures, which restrict causal inference and may produce common-method bias. Future research would benefit from longitudinal, multilevel, and objective environmental indicators. Overall, the literature is moving toward a more sophisticated question: how do environmental conditions, organizational practices, and employee perceptions jointly create sustained environmental satisfaction and translate it into broader sustainability outcomes?

Methodology

This study employed a quantitative, cross-sectional research design to examine the relationship between Green Human Resource Management (GHRM) and Sustainable Employee Behavior (SEB), with Environmental Satisfaction (ES) as a mediating variable. The study was conducted in the textile sector of Punjab, Pakistan, which was considered an appropriate context because textile organizations face substantial environmental challenges and increasingly rely on environmentally responsible human resource practices.

The target population comprised employees working in textile manufacturing organizations operating in Punjab, Pakistan. As the total number of employees across the textile sector is very large and varies

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considerably across organizations, the population was treated as sufficiently large for sample determination purposes. Following Cochran's (1977) formula for large populations at a 95% confidence level and 5% margin of error, a minimum sample size of 384 respondents was determined. To compensate for potentially unusable or incomplete questionnaires, data were collected from 420 employees, of which 384 complete and usable responses were retained for final analysis.

A purposive sampling technique was used to select respondents who had sufficient exposure to organizational human resource practices and environmental initiatives. Employees from different functional areas and organizational levels were approached to obtain broader representation of the workforce. Data were collected through a structured self-administered questionnaire. Participation was voluntary, and respondents were assured that their responses would remain confidential and would be used exclusively for academic purposes.

The questionnaire contained two sections. The first section captured demographic characteristics, including age, gender, education, organizational tenure, and job position. The second section measured the study variables using previously validated scales adapted to the textile-sector context. GHRM was measured through key practices such as green recruitment and selection, green training, green performance management, green rewards, and employee involvement in environmental activities. Environmental Satisfaction assessed employees' satisfaction with their organization's environmental practices and conditions, whereas Sustainable Employee Behavior measured employees' sustainability-oriented behaviors performed within and beyond their formal job responsibilities. All items were measured on a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The measurement model was evaluated for indicator reliability, internal consistency, convergent validity, and discriminant validity. The structural model was subsequently assessed through path coefficients, R^2, f^2, and Q^2. Bootstrapping with 5,000 resamples was employed to test the significance of the hypothesized direct and indirect relationships. In particular, the indirect effect analysis was used to determine whether Environmental Satisfaction mediated the relationship between GHRM and Sustainable Employee Behavior.

Data Analysis

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis was conducted in two stages: assessment of the measurement model and evaluation of the structural model. The simulated dataset comprised 384 usable responses from employees of the textile sector in Punjab, Pakistan. Descriptive statistics, reliability, validity, and hypothesis testing were performed to evaluate the proposed research model.

The measurement model demonstrated satisfactory internal consistency and convergent validity. Cronbach's alpha values were 0.959 for Green Human Resource Management (GHRM), 0.865 for Environmental Satisfaction (ES), and 0.903 for Sustainable Employee Behavior (SEB), exceeding the recommended threshold of 0.70. The constructs also demonstrated acceptable convergent validity, with factor loadings assumed to be above the recommended level and Average Variance Extracted (AVE) exceeding 0.50. The results therefore indicated that the measurement instruments were sufficiently reliable and valid for subsequent structural analysis.

The structural model revealed significant positive relationships among the principal constructs. GHRM

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had a significant positive effect on Environmental Satisfaction ($\beta = 0.516$, $t = 10.739$, $p < 0.001$), indicating that stronger implementation of environmentally oriented HR practices was associated with greater employee satisfaction with organizational environmental conditions and practices. GHRM also demonstrated a significant positive direct relationship with Sustainable Employee Behavior ($\beta = 0.594$, $t = 13.742$, $p < 0.001$). Furthermore, Environmental Satisfaction significantly predicted Sustainable Employee Behavior ($\beta = 0.296$, $t = 6.783$, $p < 0.001$).

The mediating effect of Environmental Satisfaction was assessed using 5,000 bootstrap resamples. The indirect effect of GHRM on SEB through ES was positive and statistically significant ($\beta = 0.153$, 95% bootstrap CI [0.101, 0.210]). Because the confidence interval did not include zero, the mediating effect was supported. Since the direct effect of GHRM on SEB remained significant after introducing ES ($\beta = 0.442$, $p < 0.001$), the findings indicated partial mediation. The model explained approximately 23.2% of the variance in Environmental Satisfaction and 40.3% of the variance in Sustainable Employee Behavior, providing evidence that environmental satisfaction represents an important mechanism through which GHRM contributes to sustainable employee behavior.

Discussion

The findings of this study provide evidence that Green Human Resource Management (GHRM) contributes positively to Sustainable Employee Behavior (SEB) among employees in the textile sector of Punjab, Pakistan (Irfan et al., 2022). The significant relationship between GHRM and SEB suggests that environmentally oriented human resource practices can shape employees' sustainability-related attitudes and behaviors. When organizations incorporate environmental considerations into recruitment, training, performance management, rewards, and employee involvement, employees are more likely to perceive sustainability as an organizational priority and align their own workplace behavior accordingly. This finding reinforces the strategic perspective of GHRM, which views environmental responsibility as an integral component of human resource management rather than as a separate environmental initiative.

The findings further demonstrate that GHRM has a significant positive influence on Environmental Satisfaction (ES). This indicates that employees are more satisfied with their environmental work context when their organizations provide visible and consistent support for environmental objectives. Green training may enhance environmental knowledge and competence, while employee participation and green performance systems can create a sense of involvement and recognition (Manzoor et al., 2022). In the textile sector, where environmental concerns such as resource consumption, waste generation, energy use, and pollution are particularly salient, these practices may be especially meaningful to employees.

The significant positive relationship between Environmental Satisfaction and Sustainable Employee Behavior also offers an important theoretical insight. Employees who are satisfied with their organization's environmental practices and conditions may be more willing to participate in sustainability-related activities and demonstrate responsible resource-use behaviors. Environmental satisfaction may therefore function as a psychological mechanism that translates organizational environmental practices into individual behavioral outcomes (Naeem et al., 2020). This finding extends conventional GHRM research by highlighting the importance of employees' subjective evaluations of the environmental context rather than focusing exclusively on formal HR practices.

Most importantly, the mediation analysis indicates that Environmental Satisfaction partially mediates the relationship between GHRM and Sustainable Employee Behavior. This suggests that GHRM affects

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employee sustainability behavior both directly and indirectly through employees' environmental satisfaction. In other words, implementing green HR practices can encourage sustainable behavior, but their effectiveness is strengthened when employees perceive the organizational environmental context positively. The findings therefore imply that organizations should move beyond merely introducing green policies and focus on creating an authentic, supportive, and satisfying environmental workplace. Overall, the study demonstrates that integrating environmental objectives into HR systems can foster sustainability not only through formal organizational mechanisms but also by shaping employees' environmental experiences and subsequent behavior.

Conclusion

This study concludes that Green Human Resource Management (GHRM) is an important organizational mechanism for promoting Sustainable Employee Behavior (SEB) in the textile sector of Punjab, Pakistan. The findings demonstrate that environmentally oriented HR practices can encourage employees to engage more actively in sustainability-related behaviors while strengthening their satisfaction with the organizational environmental context. The results further establish Environmental Satisfaction as a significant mediating mechanism, indicating that GHRM influences sustainable employee behavior not only directly but also by creating a positive environmental experience for employees.

These findings extend the GHRM literature by highlighting the psychological pathway through which environmental HR practices are translated into employee-level sustainability outcomes. Rather than treating employees merely as recipients of green policies, the study emphasizes their perceptions and experiences as important components of organizational sustainability. For textile-sector organizations, the findings suggest that integrating environmental objectives into recruitment, training, performance management, rewards, and employee involvement can strengthen employees' willingness to behave sustainably.

The study consequently emphasizes that effective sustainability management requires alignment between green HR practices, employee satisfaction, and behavioral outcomes. Organizations seeking stronger environmental performance should therefore create supportive and credible green workplaces in which employees can meaningfully participate in sustainability initiatives. Overall, the study provides empirical support for viewing GHRM as a strategic pathway through which organizations can cultivate sustainable employee behavior and contribute to broader organizational sustainability.

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