



Influence Studies Green HRM Practices, Employee Pro-environmental Behaviour, Corporate Sustainability Culture, and Job Satisfaction – A Conceptual Analysis

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Abstract. This study examines the impact of Green Human Resource Management (Green HRM) practices, EPEB (EPB), CSC, and Job Satisfaction in the context of sustainability-driven organisations. Gen HRM is a vital driver of job satisfaction through the transfer of sustainability features into HR practices. Job satisfaction, in its turn, plays a mediating role for pro-environmental behavioural development in employees and CSC reinforces this effect by incorporating the value of sustainability into organizational operations. This research adopts a conceptual approach to develop a theoretical framework that explains the interrelationships between Green HRM, job satisfaction, sustainability culture, and EPEB. Based on the Theory of Planned Behaviour, the study suggests that organisations effectively adopting Green HRM practices can create a work environment that fosters sustainability, while enhancing employee Wellbeing and engagement. These findings are expected to provide new insights into the development of more effective Green HRM policies that support organisational sustainability and contribute to achieving the Sustainable Development Goals (SDGs).

Keywords: Green HRM, EPEB, CSC, Job Satisfaction, Sustainable Development Goals (SDGs)..

1 Introduction

In the modern organisation, Employee Pro-environmental Behaviour (EPEB) is a highly topical subject. This is stimulated by the increasing worldwide awareness of environmental consequences, such as carbon emission, unsustainable use of resources and waste generation, of business operations [1]. At a time when there is an international concern to meet SDGs, it has been anticipated that the organisations can play a huge role in implementing work culture which would not only help increasing productivity but also saving environment friendly [2]. But it's not necessarily easy to reach them. Many institutions still struggle to promote pro-environmental behavior of employees equivalently through the organisational hierarchy.

Green Human Resource Management (Green HRM) developed as one of the strategic methods to encourage the development of organisational, pro-environmental

behaviours. Green HRM is constituted by sustainable human resource management practices, including training on environmental issues, green recruitment activities, green performance appraisals, and reward systems for sustainability contributions [3]. This idea has been taken up by a number of organizations, but the results have largely depended on how well they are applied. Sometimes, Green HRM has shown to enhance employees' involvement in environmental practices while some sectors consider it as an imposition that has a negative impact on job satisfaction. This implies that more studies are required to improve the utilization of Green HRM in order to effectively motivate pro-environmental behaviors [4].

One important determinant that has received less attention are the relations to job satisfaction as a mediator between Green HRM practices and EPEB. Research has also demonstrated that job satisfaction may enhance employees' commitment to the organization, and its goals which in this case would be on environmental sustainability [5]. When employees are happy with their job, they will usually be more motivated to support the organization in its efforts; whether that help is in environmental conservation or something else. Furthermore, the Corporate Sustainability Culture (CSC) of an organization is thought to have a significant impact on pro-environmental behaviour. Organizational culture that embraces sustainability does not only express the values of the organization, it serves as a structure for which employees adopt environmentally responsible behaviours as part of their daily duties [6].

Although several studies have highlighted the link between Green HRM and pro-environmental behaviour, there is still a gap in research regarding the internal mechanisms linking the two variables. Existing research tends to focus on direct relationships without considering the role of mediating variables such as job satisfaction and sustainability culture. In fact, a deeper understanding of how these two variables mediate the relationship between Green HRM and pro-environmental behaviour can provide more comprehensive insights to improve the effectiveness of Green HRM implementation in organizations.

Theoretical background for analysing this issue is the Theory of Planned Behaviour, created by Ajzen. According to this theory, intentions, attitudes towards the behavior, subjective norms and perceived behavior control play significant roles in determining human behavior. Applied to Green HRM, this theory can be used to understand how green HRM practices lead employees to develop favourable attitudes towards sustainability, which subsequently exert an influence on intentions and action in relation to pro-environmental endeavours [7]. Job satisfaction and sustainability culture can be seen as essential elements that reinforce these attitudes and intentions, thereby encouraging pro-environmental behaviour more effectively.

This research has several significant new contributions (novelty). First, this study will examine the mediating roles of job satisfaction and sustainability culture in the relationship between Green HRM and employees' pro-environmental behaviour. This will provide a deeper understanding of the internal mechanisms underlying the relationship. Second, the study integrates a theory-based empirical approach to identify factors that can strengthen the effectiveness of Green HRM in encouraging pro-environmental behaviour. Third, this research will provide practical recommendations for organizations to create a work culture that not only supports environmental sustainability but also improves employee Wellbeing and job satisfaction.

In terms of practical implications, organizations should realize that the

effectiveness of Green HRM is not only determined by the policies and procedures introduced but also by how these are adopted and internalized by employees. As a result, organizations would have to make an enabling work environment where employees are valued and inspired enough to achieve sustainability goals [8]. In addition, building a strong culture of sustainability also requires the active involvement of all stakeholders, including top management, line managers, and employees. Thus, this research is expected to make a significant contribution not only to the academic literature but also to managerial practice in encouraging pro-environmental behaviour in the workplace.

Using a substantive, theoretical approach this research hopes to study how GHM can be successfully transformed into application to make positive contributions towards the environment, employees and the company. By using job satisfaction and sustainability culture as mediators the current research will not only extend academic boundaries but also meet the needs of organisations willing to pursue sustainability. Hence this study will offer significant contributions through a holistic understanding of environmental sustainability and organisational role towards building green future [9].

2 Literature Review

2.1 Theory of Planned Behaviour

The Theory of Planned Behaviour (TPB) The TPB, developed by Icek Ajzen, is a model that helps us to understand and predict human behaviour [10]. describe how personal actions are influenced by: (i) attitude motivation (ii) subjective norms and (iii) perceived behavioural control.. This theory is a development of the Theory of Reasoned Action (TRA), which emphasises that intention is the main predictor of behaviour.

Attitudes toward behaviour refer to an individual's evaluation of the positive or negative impact of a particular action. If a person believes that an action will bring benefits, then the intention to perform it will increase [11]. Subjective norms are related to social pressure, that is pressures from family, friends or colleagues on personal decisions [12]. In contrast so a perception of behavioral control reflects the degree to which individuals are able to perform specific behaviors, that some obstacle might be in their way and some resources might facilitate [13].

The TPB is used in a multitude of settings, health, where the theory may further our understanding of drivers for compliance with a healthy lifestyle and organizational management within which one finds predictions on employee engagement and loyalty [14]. Similarly, in marketing TPB is employed to explain how people purchase specific products that are influenced by social norms and self-perception control.

Although TPB does a good job of predicting behaviour, it is criticised for not accounting for variables like emotion and habit, which can sometimes play a bigger part than an individual's intention to act [15]. However, the SDGs are still a powerful framework for us to conceive how people come to do and be things in their everyday lives.

2.2 Green HRM Practices

GHRM functions as a strategic antecedent that integrates employees' pro-environmental behaviour with sustainable organization performance through HRM

approaches, as articulated by the AMO model underlining GHRM's involvement in enhancing employees' capability, motivation and opportunity towards such behaviour; empirical evidence confirms the positive direct and indirect impacts of GHRM practices on employees' green behaviours elucidating sustenance in organisation, while this linkage is mediated by organisational green culture and employee pro-environmental behaviour [16].

The introduction of GHRM practices results in improved firms' green innovation, and the culture of green innovation moderates the relationship between GHRM practices and a firm's green competitive advantage; thus manufacturing firms that combine GHRM initiatives with a green innovation culture have stronger competitive benefits than those who only adopt GHRM practices [17].

In addition, green employee empowerment and individual-level Green values play a mediating role between GHRM practices and environmentally friendly service behaviors of employees, as empowerment affects the behavior positively whereas individual Green value as significant moderator on the relationship between both constructs [18].

2.3 EPEB

EPEB refers to the voluntary behaviours of individuals at the organization level, which exceed the requirements of formal work and reflect personal awareness and commitment to environmental conservation [19]. EPB passes through several actions which include both energy and post-consumer recycling, rational use of resources as well as participation in sustainability programs by the organizations. This phenomenon is even more significant for the globalisation, which requires sustainable practices and social responsibility.

In principle, EPB can be explained by different theories such as the social identity theory, the planned behaviour theory and norm activation models. According to social identity theory individuals are motivated to behave in a manner that is consistent with their group's social identity, and if an organisation promotes environmental values then it is likely that its employees will be more pro-environmentally motivated [20]. The theory of planned behaviour emphasises the importance of intentions, attitudes, subjective norms and perceptions of behavioural control to predict an individual's behaviour- including EPB. According to the norm activation model personal norms and outcome expectancies for ethical behavior are promoted based on one's standard of conduct, knowledge about consequences, as well as confidence in predicting the outcomes of their behaviors. Such standard is important when it comes to environmentally friendly behavior. A range of organisational and individual factors affect EPB according to empirical studies. Environmental transformational leadership is a mechanism that has been verified to evoke EPB by setting examples and stimulating motivation for employees to act in an ecologically responsible way [21]. In addition, GHRM practices, such as environmental training, value-based environmental recruitment, and reward systems for pro-environmental behaviour, also contribute significantly to improving EPB.

2.4 CSC

CSC is a foundation of values, norms, and practices that are internalised in organisations, which encourage collective behaviour towards environmental, social, and economic sustainability [23]. This idea is not just about complying with the regulation, but symbolizes how much the company believes in sustainability and incorporating sustainability into everything the company does. From a green innovation perspective, sustainable culture have been the catalyst that not only enables companies to maintain reputation but also extract long- term value for all stakeholder. Corporate sustainability culture may be theoretically analyzed with the NRBV approach and organizational ambidexterity theory. NRBV compels internal resources to be a competitive advantage that is hard to imitate an organization pro-environmental culture [24]. Meanwhile, organisational ambidexterity refers to a company's ability to explore innovations while exploiting existing capabilities, both of which are driven by a culture that supports sustainability. Research by [25] demonstrates that an organisation's green culture significantly influences corporate sustainability through the mediation of green innovation.

2.5 Sustainability Culture

Sustainability culture is the foundation of values, norms, and practices internalised within the organisation that encourage collective behaviour towards environmental, social, and economic sustainability [26]. This principle not only indicates compliance with regulatory requirements. It also reflects the inherent commitment of the company to incorporate sustainability considerations in all its activities and overall strategy. Strong sustainability culture paves the way for green innovation that positively impacts corporate reputation and value to all stakeholders.

Theoretically, sustainability culture can be analysed through the Natural Resource-Based View (NRBV) approach and the theory of organisational ambidexterity. NRBV emphasises that internal resources, such as the organisation's pro-environmental culture, are a competitive advantage that is difficult to replicate. Meanwhile, organisational ambidexterity refers to a company's ability to explore innovations while exploiting existing capabilities, both of which are driven by a culture that supports sustainability [27]. Research by [25] demonstrates that an organisation's green culture significantly influences corporate sustainability through the mediation of green innovation.

2.6 Job Satisfaction

Job satisfaction is a multidimensional phenomenon representing an employee's cognitive, affective and behavioural judgment of work [28]. In theory, job satisfaction is affected by several factors such as job content, work environment and individual variants. The Hackman and Oldham job characteristics model delineates five core dimensions—skill variety, task identity, task significance, autonomy, and feedback—that significantly affect intrinsic motivation and job satisfaction, with high autonomy fostering a sense of control that enhances job satisfaction.

And furthermore, Herzberg's two-factor theory differentiates between motivating factors (achievement and recognition) and hygienic factors (salary and work conditions). The motivating factor is job satisfaction, while the hygienic factor is job dissatisfaction. In other words, the presence of motivating factors can increase job satisfaction, while the absence of sanitary factors can lead to dissatisfaction.

Affective Events Theory emphasises that workplace events can trigger emotional responses that affect employees' work attitudes and behaviours [29]. For example, positive interactions with coworkers or recognition of achievements can improve mood and job satisfaction. Conversely, conflict or unconstructive criticism can lower job satisfaction.

Research by [30] reported that salary, promotion, benefit, relationship with coworkers communication processes and job characteristic had a significant positive influence on employee's affective commitment. Moreover, they are positively related to normative expectations. But sustainable commitments are driven by more than just promotions, benefits, and operational policies.

In general, job satisfaction is affected by both intrinsic and extrinsic factors. Organisations that seek to improve employee job satisfaction need to look at multiple dimensions, from job redesign and working environment through to supporting the development of employees' emotional skills [31]. Taking employee expectations and needs into account holistically can lead to a happier, more engaged, and ultimately more productive workforce.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations grounded in the existing literature [32]. According to [33], a conceptual examination suggests an illustrative review assists in uncovering research lacunae and frames prospects for future empirical research. Relevant literature is synthesized primarily for the research purposes, enabling holistic connections among key concepts. The result is a theory that can be tested experimentally in the future. The motivation of this framework, therefore, is to answer key questions: (1) Do Green HRM Practices have a significant positive effect on Job Satisfaction? (2) Do Green HRM Practices have a significant positive effect on CSC? (3) Do Green HRM Practices have a significant positive effect on EPEB? (4) Does Job Satisfaction have a significant positive effect on EPEB? (5) Does CSC have a significant positive effect on EPEB? (6) Does Job Satisfaction mediate the relationship between Green HRM Practices and EPEB? (7) Does CSC mediate the relationship between Green HRM Practices and EPEB?

4. Results & Discussion

4.1 The Influence of Green HRM Practices on Job Satisfaction

Green Human Resource Management The concept of Green HRM is a vital issue in current human resource practices, it also helps to boost employees Job satisfaction. Green HRM consists of incorporating principles of environmental sustainability into

different aspects of HR activities, such as recruitment, training, performance appraisal and compensation. Organisations that adopt environmentally friendly practices not only show a commitment to sustainability, but also provide an opportunity to make the working environment conducive to employee Wellbeing. The study of [34] indicates that adopting Green HRM practice has a strong direct positive impact on employee job satisfaction where an individual's sense of meaning in their work mediates this relationship. Workers who find purpose in their jobs are generally happier and more engaged, studies show.

Additionally, the Green HRM's orientation leads to enhanced workplace happiness which has a positive influence on employee resilience and proactive behaviour (feedback seeking). The study by [35] further discovered that Green HRM practices do have a positive effect on workplace happiness which in turn mediates relationships between Green HRM and employee resilience and feedback-seeking behaviour. This is an indication that the practice of Green HRM has both environmental as well as psychosocial and behavioural effects on employees..

In addition, in the context of higher education, Green HRM practices have been shown to increase employee green work engagement, which, in turn, encourages innovative and pro-environmental behaviour. Research by [36] reveals that Green HRM significantly predicts green work behaviour in roles, outside of roles, and green innovative work behaviours of employees. Green work engagement serves as an essential mediating mechanism in this relationship, suggesting that when employees feel engaged in an organisation's green initiatives, they are more likely to exhibit positive and innovative work behaviours.

4.2 Green HRM Practices terhadap CSC

The implementation of Green HRM is crucial for enhancing a company's CSC by fostering sustainability values through environmentally focused policies such as green recruitment, sustainable training, and eco-centric reward systems, ultimately influencing employee behavior and improving sustainability performance via a robust green organizational culture. Furthermore, the adoption of Green HRM enhances organizational performance through the cultivation of an environmentally conscious culture. Research by [37] research indicates that Green HRM practices significantly affect green organisational culture, which mediates the link between these practices and environmental performance, thereby highlighting the crucial role of green management and culture in enhancing environmental outcomes via Green HRM initiatives.

Further, a strong CSC can enhance an organisation's green competitive advantage. A study by [17] green HRM practices foster a green culture via leadership emphasis, message credibility, peer engagement, and employee empowerment, which subsequently mediates the link between these practices and the organization's green competitive advantage, underscoring the necessity of cultivating a robust green culture for sustainable competitive advantage.

4.3 Green HRM Practices terhadap EPEB

Green HRM significantly influences corporate sustainability culture by integrating sustainability principles into HR practices, thereby fostering a green

organizational ethos and enhancing company performance through improved employee behavior. And the research conducted by [38] the research demonstrates that Green HRM practices enhance corporate sustainability performance through the mediating roles of green innovation, culture, and employee behavior, emphasizing that a robust green organizational culture is essential for maximizing the beneficial effects of Green HRM on sustainability, while also fostering greater employee engagement in sustainability efforts. Research by [39] developed a framework of eco-centric competitive values illustrating how Green HRM practices can cultivate four cultural paradigms: green clans, green adhocracy, green markets, and green hierarchies, each contributing to the promotion of employees' environmentally responsible behaviors while advancing organizational sustainability objectives; therefore, the implementation of robust Green HRM practices can engender a culture conducive to sustainability and bolster overall corporate performance.

4.4 Job Satisfaction terhadap EPEB

Job satisfaction is considered as a major factor that could impact EPEB among employees. Organizational commitment and pro-environmental behaviors Satisfaction with work leads to more supporting environmental sustainability behavior toward organization and positive attitude Ensuring trust Animate contact with workplace-supervisor UE Employees who are satisfied with their jobs appear to be committed, and they tend to exhibit attitudes for those who want environment friendly co-worker than those who are not COU Attitude is a key variable related to workplace decisions. Research by [40] research indicates that environmentally sustainable construction methods enhance employee job satisfaction, which subsequently fosters pro-environmental behaviors within the workplace; thus, it underscores the necessity of establishing a green work environment to elevate job satisfaction and promote eco-friendly practices, with job satisfaction serving as a mediating factor in the nexus between Green HRM initiatives and employee pro-environmental conduct. A study by [40] research indicates that green HRM practices, such as environmental training and employee engagement in sustainability, significantly improve job satisfaction, subsequently promoting pro-environmental behaviors; however, while psychological contract fulfillment positively affects job satisfaction, greening recruitment and selection lacks a notable impact, suggesting variability in the effectiveness of Green HRM practices.

4.5 CSC terhadap EPEB

CSC has a vital role in encouraging EPEB. An organisational culture that emphasises sustainability values creates a work environment that supports and motivates employees to engage in environmentally friendly actions. Research by [41] indicates that the extent of EGC enhances the association between CSR and employee green behaviour. The research emphasizes the role of a sustainability-supportive organizational culture in stimulating pro-ecological behaviour in the work context. In addition, green organization culture serves as a mediator of the influence of Green HRM practices on employees' pro-environmental behavior. Research by [42] found that a green organisational culture significantly influences pro-environmental behaviour in

the workplace. The study emphasises that an organisational culture that supports sustainability plays a key role in encouraging employees' pro-environmental behaviour.

Additionally, a company's strong sustainability culture can increase employees' intrinsic motivation to engage in pro-environmental behaviour. Research by [43] shows that CSR influences employees' pro-environmental behaviour through organisational pride. The study highlights that an organisational culture that supports sustainability can increase employees' intrinsic motivation to engage in pro-environmental behaviours.

4.6 Job Satisfaction mediates the influence of Green HRM Practices on EPEB

Examines the effect of CSR on employees' pro-environmental behaviour via organizational pride. Findings of the study indicate that an organisational culture supportive of sustainability may amplify employees' internal motivation to perform pro-environmental behaviours. Research by [44] shows that Green HRM practices positively affect employees' ecological behaviour by increasing green commitment. It highlights the importance of integrating sustainability principles in HR functions to encourage pro-environmental behaviour in the workplace. Job- satisfaction mediates the relationship between Green HRM practices and pro-environmental behaviour of employees. Happy staff are more likely to be engaged with their job and have a passion for an organisation's values, such as sustainability programmes. A study by [43] shows that pro-environmental construction practices significantly increase job satisfaction, which, in turn, reinforces eco-friendly behaviour among construction project workers. These findings emphasise that employees' perceptions of organisational support strengthen the relationship between Green HRM practices and pro-environmental behaviours. Such organisations that follow Green HRM not only enhance satisfaction of the employees but also motivate them to be pro-sustainability in their behaviour towards economy. Incorporating sustainability practices through HR operations results in a workplace consistent with ecological principles, consequently enhancing company's concept of sustainability as a whole.. Research by [45] shows that a strong green organisational culture is a key determinant of employees' pro-environmental behaviour, thereby improving the company's sustainability performance.

4.7 CSC mediates the relationship between Green HRM Practices and EPEB

GHRM has been proven effective in encouraging EPEB . By adopting an approach that includes environmental training, green performance management, and employee empowerment, organisations can instil sustainability values in their work culture. A study by [16] shows that GHRM practices significantly improve the company's sustainability performance through the mediating roles of green organisational culture and employee green behaviour. These findings highlight the importance of building an organisational culture that supports sustainability to achieve sustainable company performance.

Furthermore, CSC plays a vital mediating role in the relationship between GHRM practices and employees' pro-environmental behaviour. Research by [16] found that a green organisational culture significantly influences pro-environmental behaviour in the workplace. The study emphasises that an organisational culture that

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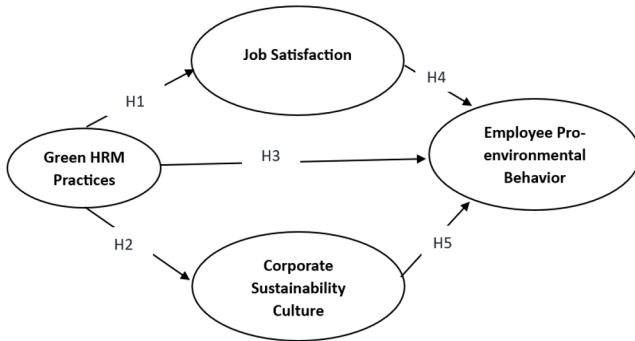


Fig. 1. Conceptual framework

Green HRM is a strategic approach that integrates environmental considerations into human resource practices, including recruitment, training, performance appraisals, and compensation. The implementation of Green HRM has been proven to increase job satisfaction by creating greater work meaning and enhancing employees' positive perception of the organisation. A study by [47] shows that the practice of Green HRM has a positive and significant relationship with work performance, with job satisfaction as a partial mediator in the relationship. In addition, research by [48] highlights that employees' perceptions of Green HRM practices implemented by their employers have a positive effect on employee job satisfaction and affective commitment. Furthermore, Green HRM also influences the formation of a CSC. Environmentally friendly practices that are systematically managed encourage organisations to build sustainability values internally, which ultimately becomes the culture of the organisation. [16] found that the practice of Green HRM directly and indirectly shapes employees' green behaviour, thereby enhancing the company's sustainability performance by cultivating and strengthening the green organisational culture. In addition, Green HRM also contributes directly to the improvement of EPEB. Green-oriented HR practices increase environmental awareness and employees' commitment to behave more environmentally friendly in their daily work. Research by Ogiemwonyi et al. (2023) shows that Green HRM practices, such as green hiring, green training and development, and green discipline management, directly predict green human capital, which, in turn, influences employees' pro-environmental behaviour in the hospitality sector. Similarly, a study by [49] emphasises the importance of managers in the hospitality sector as role models in implementing Green HRM practices to encourage pro-environmental behaviour among employees. Furthermore, job satisfaction is also an essential factor that encourages employees to engage in pro-environmental behaviour. Satisfied employees tend to

exhibit extra-role behaviours, including concern for the work environment and behaviours that support sustainability. A study by [47] indicates that job satisfaction mediates the relationship between Green HRM practices and work performance, including pro-environmental behaviours as part of extra-role performance. Finally, an organisation's sustainability culture has a significant influence on employee behaviour. When sustainability becomes a top value in an organisation, employees will be encouraged to conform to those norms and expectations through tangible actions, such as saving energy, managing waste, and using resources wisely.

5 Conclusion

Green HRM practices have a significant impact on both job satisfaction and pro-environmental employee behaviour. Job satisfaction serves as a crucial mediator, strengthening the link between Green HRM practices and pro-environmental behaviour. Furthermore, CSC plays an essential role in promoting pro-environmental employee behaviour by fostering sustainability values within the organisation. Organisations that effectively implement Green HRM practices can foster a strong sustainability culture, which not only improves environmental performance but also enhances employee Wellbeing, engagement, and commitment to long-term sustainability goals. By aligning HR strategies with sustainability objectives, such organisations can drive a positive impact on both the workforce and the broader organisational goals, facilitating the achievement of sustainable development targets. This integrated approach not only supports environmental initiatives but also contributes to a more motivated, satisfied, and environmentally conscious workforce.

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