



Exploring the Association Among Green Human Resource Management Practices and Green Organizational Citizenship Behavior

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Abstract

Environmental sustainability has become a priority, and this has pushed organizations to incorporate green principles in human resource management systems. Green human resource management (GHRM) practices have become a strategic instrument to encourage the voluntary pro-environmental behaviors of employees, often called green organizational citizenship behavior (GOCB). This paper examines the relationship between GHRM practices and GOCB in terms of the way environmentally oriented HR activities determine the discretionary behaviors of employees to the protection of the environment. By applying the quantitative research design, data was gathered via a structured questionnaire among workers in environmentally sensitive firms. To test the proposed relationships, structural equation model was used. The results indicate that GHRM practices (green practices, especially green recruitment and selection, green training and development, green performance management, and green reward systems) have a crucial and beneficial effect on GOCB. The findings imply that the higher the rate at which the organizations incorporate environmental values in their HR policies, the higher the chances of employees embracing voluntary activities like resource conservation, environmental activities, and motivating their colleagues to embrace environmentally friendly activities. The paper is part of the green management literature since it presents empirical data on the contribution of HR systems towards pro-environmental citizenship behaviors. In practice, the results indicate that managers and policy makers should establish and adopt integrated GHRM strategies in a bid to improve the environmental commitment of employees and the outcomes of the sustainability objectives of their organizations.

Keywords: Green HRM practices; green organizational citizenship behavior; green lifestyle; green innovation; green shared values; AMO theory

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Introduction

Nations face challenges from climate change, which reduces food supply and raises global temperatures. Every sector of the economy has environmental protection strategies and policies, but their implementation is uncertain. Previous study suggests businesses are becoming more ecologically friendly (Szabo & Webster, 2021). This trend is encouraging companies to use green HR practices, which could boost environmental performance (Mamun, 2026). Green human resource management solutions have been studied recently. Technology boosts business competition. To compete, companies want to quickly design, implement, and adopt strategic practices and policies. This curiosity stems from corporate competition. The industrial population has expanded due to organizational competitiveness. Although these implications may ruin the ecosystem, academics are examining environmental challenges and implementing business-level improvements (Ansori & Yusuf, 2023). Thus, groups are crucial in promoting green awareness to combat these risks and environmental damage. Sustainable human resource management has long been presumed (Charles et al., 2025). Recent research shows workers should practise green organisational citizenship due to environmental concerns (Nagori & Lawton, 2024). Both findings are concerning. Studies show that green organizational citizenship can motivate employees to contribute for future generations without incentives.

Green human resource management links and implements green activities with environmental management to encourage green practices in the organisation (Luwe et al., 2022). Green life promotes eco-friendliness. The environment and morality benefit from green human resource management, which attempts to generate eco-conscious, self-aware, and environmentally dedicated individuals (Alshahrani & Iqbal, 2024). Research shows that environmentally conscious personnel who promote environmentally favourable individual actions and behaviours help sustain the environment (Elshaer & Sobaih, 2022). Green HRM includes performance assessment, learning and development, incentives and remuneration, and recruitment (Mamun, 2026). Green HRM adapts and implements these practices to ensure the organization satisfies eco-friendly requirements and benefits the environment.

Green lives include eco-friendly behavior (Din et al., 2024). It helps workers use resources properly and make eco-friendly products. Greening the workplace helps employees balance work and life. Green innovation is essential for firm stability and competitiveness. Business and human resource professionals agree greening products and processes reduces environmental impacts on businesses and the environment.

This study contributes these perspectives to the literature. First, this study explores how green HRM approaches effect hotel employees' green organizational behavior and lifestyles. Second, a green lifestyle, innovation, and shared values may change this relationship (Meng et al., 2023). This study analyses how these variables mediate green HRM practices and organizational citizenship. Third, it promotes AMO theory. Motivate, empower, and allow employees to develop, implement, and enhance HRM practices (Ulatowska et al., 2023). Modern top management handles external obstacles, adopts new methods, and promotes innovative environmental policies (Meng et al., 2023). Top management and their supervisors have attended seminars, workshops, and training to bridge the social and environmental gap and achieve goals [24]. Fourth, green HRM methods alter organizational traits, which can explain issues (Alireza Afshani & Satarzadeh, 2023). Green HRM practices and green organizational citizenship behavior explored utilizing green innovation, shared values, and green lifestyle as moderators.

Literature Review and Hypothesis Development

Underpinning Theory

The AMO theory, which stands for ability, motivation, and opportunity, was utilised in this study (Bos-Nehles et al., 2013). According to this hypothesis, the most essential determinants of employee performance are employees' abilities, motivation, and opportunities (Meng et al., 2023). Companies that accomplish their strategic objectives effectively are more likely to see an increase in employee performance. A previous study highlighted three different dimensions that affect the alignment between employees and organizations. Staff members should be encouraged to embrace, generate, and develop new ideas, and organizations should demonstrate how to do so. The performance of the employees will improve, which will be beneficial to the success of the firm. Individuals should be encouraged to work without fear of punishment from their organization (Meng et al., 2023).

Literature Review

GHRM

"Green human resource management" is a relatively new field of study that aims to investigate the protection of the environment within organizations through the application of human resource management (Molina-Azorin et al., 2021). The phrase "green human resource management" refers to this research topic. The phrase "green human resource management" (HRM) refers to initiatives within the realm of human resource management that are aimed at enhancing particular environmental outcomes and enhancing the stability of the environment (Farrukh et al., 2022). The approaches of green human resource management are complementary to the methods of human resource management (Molina-Azorin et al., 2021). The Global Human Resource Management (GHRM) initiative, on the other hand, has as its primary objective the implementation of human resource management methods that are both ecologically responsible and sustainable. Recruitment, learning and development, staff development, performance assessments, and remuneration are all processes that fall under this category. The objective is to cultivate a workforce that is environmentally conscious and plays a significant part in the preservation of environmental equilibrium (Noor et al., 2023). They are internally driven and responsible for engaging in activities and procedures that are ecologically sensitive as a result of this eco-friendly attitude and behaviour on the part of employees (Tran, 2023).

According to the information that is supplied in, employees and management are able to keep their alignment by introducing and developing new ideas and practices in a manner that is distinctive and can be useful to environmental performance. This allows for the maintenance of their alignment. In addition to being unique and possessing a perspective on the behavior of organizational citizenship, these green human resource management strategies are carried out with such fervor that they constitute a green lifestyle for the company (Noor et al., 2023). This is due to the fact that both the management of the organization and the personnel share a single objective and a strong desire to accomplish that objective. There is a conversation taking place regarding GHRM practices since the organization can benefit from them in terms of the architecture of the organization as a whole.

Green Recruitment

The term "green recruitment" refers to selecting workers with knowledge, abilities, and talents that match the firm's management system and the environment (Jamil et al., 2023). Green recruiting and selecting companies seek out and hire people who are knowledgeable about green activities and concerned about the environment (Septiawati et al., 2022). These workers are passionate about solving environmental issues and enhancing environmental well-being.

Recruitment is the most fundamental and vital technique that determines results. When recruiting candidates, those that care about environmental activities and stability in the short and long term will eagerly participate in green activities, knowledge, and practices. Green recruiting is crucial to attracting environmentally conscious individuals by boosting the company's green image. Environmentally conscious activities are promoted, creating a green learning environment that encourages employees and management to solve environmental issues. Empowering employees to make environmentally responsible decisions fosters ownership, which means workers understand and are aware of the channels, concerns, habits, and barriers to progress (Zavyalova et al., 2022) . Employee empowerment has increased environmental efficiency.

Green Learning and Development

Green learning and development involve teaching employees and members of an organization in environmental skills and capacities to improve environmental performance (Dimitrov, 2021). Learning is a lifelong process of self-development. Today's corporation's priorities employee intellectual and professional development (Septiawati et al., 2022) . Continuous growth and self-learning of green attitudes, behaviours, and skills that produce unique capabilities and contribute to the individual's green mentality should be adopted. Through corporate eco-friendly efforts, organizations educate employees on environmental stability (Ewaldo et al., 2023) . Green human resource management teaches employees about environmental and organizational stability and their interconnectedness. Organizations must educate managerial and non-managerial staff on recycling, waste management, reducing long-distance business travel, and resource efficiency. Companies can increase eco-friendly awareness by hosting seminars and workshops and introducing a variety of activities that encourage green workplace behavior (Dimitrov, 2021) . Effective green learning and growth will result. These trainings are organized and provided to all department employees. Previous study has shown that firms perceive green learning and development as a formality they must meet to avoid penalties (Septiawati et al., 2022) . This was observed. Few companies have made green learning and development a mandate. Despite prior research showing that green learning and development improves employee skills and green behaviors, these activities also help the business meet its green goals (Ewaldo et al., 2023).

Green Compensation

"Green compensation and rewards" recognize and reward employees to encourage them to improve green organizational citizenship behavior and environmental performance. Since the beginning, motivation has helped people. Reward and recompense motivate. Both types of motivation drive completion for money or other benefits. Employee motivation might be intrinsic or extrinsic, or monetary or non-monetary. Motivation encourages eco-friendly behaviour among employees (Ewaldo et al., 2023) . Extrinsic rewards are called monetary compensation. Paid vacations, green certificates, and promotions are extrinsic rewards. Note that intrinsic rewards include non-monetary incentives. Green taxes, accolades, and travel benefits are examples (Dimitrov, 2021) . Observations show that monetary or non-monetary pay motivates employees to adopt and implement green practices in their daily work. No matter the remuneration, this is true. A prior study (Faisal, 2023) shown that pay is critical to green HRM and environmental performance. Organizations and employees are committing to environmentally friendly actions and practices and obtaining rewards after meeting defined goals. Companies that rewarded senior managers were more likely to enhance environmental performance than those that paid fixed salaries. This was discovered in organizations where senior managers received prizes for environmental stability and meeting targets. Green pay

encourages green practices, according to researchers (Gadomska-Lila et al., 2025). This is what researchers found. Employees are motivated and encouraged when they are recognized for their work. Eco-friendly reward and remuneration schemes boost environmental management in businesses (Ardansyah, 2023)

Green Empowerment

Green empowerment is a key green HRM strategy that satisfies environmental and organizational goals. One concept of green empowerment is helping people make decisions and get active in the organization. Green empowerment requires removing barriers between top management and staff to build trust, excitement, and decision-making. Green human resource management is the most important part in promoting green behaviors (Yang et al., 2022). Green empowerment also improves employee skills, habits, and capacities. A similar conclusion was reached. Employees' green practices and autonomy let them make decisions, which benefits the firm and the environment (Zavyalova et al., 2022). Greenly empowered people are inwardly driven and contribute to job accomplishments. Employees who feel empowered at work and can make decisions have more self-confidence. "Green-empowered employees are more likely to fulfil green goals, Empowering workers leads to self-motivation, improved work performance, dedication, intrinsic motivation, and, most importantly, self-driven goals (Faisal, 2023). Empowering employees to make environmental decisions creates a green workforce. Thus, they are motivated to solve issues and overcome challenges (Septiawati et al., 2022). Green empowerment has been shown to improve environmental efforts. Green empowerment is achieved when a company's hierarchical structure is dissolved, and top management, managerial, and non-managerial staff are decentralized. The decentralized business structure allows employees to be self-motivated. They take responsibility for their acts and behaviors as well as their desired consequences. Employees' cognitive performance improves with green empowerment. Since it helps people make better decisions and come up with new ideas, it improves environmental performance (Tran, 2023). Green empowerment promotes employee performance and environmental sustainability, creating a positive learning competition.

Hypotheses Development

Green HRM Practices and Green Organizational Citizenship Behavior

Green organizational citizenship behavior involves discretionary acts that improve organizational management and environmental well-being. These activities promote environmental well-being without compensation. Previous research suggests that ecologically responsible human resource management improves employee performance (Ardansyah, 2023; Tran, 2023). Employee actions and talents boost organizational effectiveness, according to studies. Green organizational citizenship behavior is individualistic because it is the employee's intrinsically driven behavior. Employees are motivated to participate in ecologically friendly activities by adopting green practices and promoting green organizational citizenship. For green organizational citizenship, individualism is crucial (Prasetyo & Kistanti, 2020). As per the AMO concept, businesses should encourage learning and skill development. Management fosters employee self-awareness and encourages them to incorporate environmentally conscious practices into their daily work lives (Mentzas et al., 2024). Organizations motivate employees to implement and enhance their knowledge by giving them particular opportunities to participate in behaviors and skills that promote environmental and organizational performance. To boost company performance. Workers offer their skills and knowledge to their employers. When employees are considered to have experienced responsibility autonomy motivates and commits them (Faisal, 2023). By believing they are a

value to their employer, employees and the company create organizational citizenship behavior. Employees receive green training, information, and abilities and talents, and are authorized to change and introduce green plans, tasks, and behaviors. Green employment opportunities are available. The organization also encourages proactive behavior by allowing them to promote and contribute green practices, information, and skills to creatively solve environmental concerns and improve environmental and organizational stability (Gadomska-Lila et al., 2025). These changes will come from open windows. Considering the above, the first hypothesis is:

H1: Green human resource management techniques have a beneficial influence on green company citizenship behavior.

Green HRM Practices and Green Lifestyle

A lifestyle that considers the negative effects of daily activities on the environment and the meaningful narrative that guides it is called ecologically conscious (Rajiani et al., 2016). The EPA defines a green lifestyle as this Individuals with a green lifestyle engage in environmentally friendly activities and consumption. Due to their unique experiences, tastes, and work attitudes, corporate personnel come from many backgrounds. Employees who are passionate about environmental stability programs and actively participate in them are more likely to promote those practices (Yang et al., 2022). The ability-motivation-opportunity framework recognizes that ecologically friendly human resource management boosts worker engagement. This theory states that management has a sense of obligation to take employees to environmental works, thereby developing abilities that promote environmental stability; the organization develops specific training and development programs, thereby helping employees adopt a green lifestyle; and with the stabilization of environmental practices and structures (Naqvi & Siddiqui, 2019). The personal lives of employees are directly related to their professional life. Employees may be able to incorporate environmentally friendly activities into their personal lives after adopting and implementing these practices at work (Yang et al., 2022). Exposure to GHRM practices at work increases the possibility that employees will adopt it and incorporate it into their lifestyle, which greens their brains. Environmentally responsible people not only help the organization stay afloat, but they also inspire and motivate others. Based on the early findings, the following hypothesis is proposed:

H2: Green HRM Practices Positively Influence Green Lifestyle.

Green Lifestyle and Green Organizational Citizenship Behavior

In terms of green organizational citizenship behavior, it has been shown that a green lifestyle plays a key role. Both the managerial and non-managerial workers of the organization are eager to learn, practice, and embrace environmentally friendly methods and employ them in their work. Additionally, they are more likely to adopt a green lifestyle (Ismykabhani Nuraji, 2020). It has been stated by previous academics that adopting a green lifestyle cannot be done all at once and without any delay. The employees are instead taught it in a step-by-step manner, beginning with the introduction of the concept (Mishra & Rath, 2025). Lifestyles that are more environmentally friendly are being adopted by businesses, which in turn influences the green habits of their personnel. Developing and combining the green corporate citizenship behavior with the green lifestyle of the organization is something that employees do. They create and motivate themselves to display their green behaviors, and they are attracted to green practices. Concerns regarding the green organizational citizenship behaviors of employees have been reported to be present in firms that are enthusiastic about environmentally conscious lives (Hadinata, 2021). In accordance with the AMO principle, businesses have the potential to play an effective role in the development of their employees' capabilities for leading a more environmentally conscious lifestyle. They can motivate and encourage people for their

environmentally conscious acts by extending appreciation, providing rewards, and facilitating empowerment that leads to the development of environmentally conscious organizational citizenship behavior (Aiswarya & Manivel, 2025). The belief that their employer takes into account and pays attention to their activities, as well as the fact that they play a crucial role in maintaining environmental and organizational stability, gives employees the feeling of being empowered to inspire themselves. Most essential, firms establish green cultures and guide their employees in the proper direction in order to provide them with opportunities and the appropriate set of circumstances. This allows employees to take advantage of the chances and experience a sense of success (Noor et al., 2023). The green organizational citizenship behaviors of employees collectively play a vital role in the creation of green cultures and the direction of people toward the green lifestyle. This causes employees to feel that it is their obligation and duty to adopt, implement, and practice a green lifestyle, while also minimizing activities and behaviors that create environmental issues (Mishra & Rath, 2025). The third hypothesis comes about as a consequence of the arguments that came before it:

H₃: Green lifestyle positively influences green organizational citizenship behavior.

Green HRM Practices, Green Organizational Citizenship Behavior and Green Lifestyle

Green Human Resource Management (GHRM) practices represent strategic HR initiatives that integrate environmental sustainability into organizational systems through green recruitment and selection (hiring environmentally conscious candidates who possess knowledge and passion for ecological issues), green training and development (educating employees on recycling, waste management, resource efficiency, and environmental stability through seminars and workshops), green performance management (evaluating employees' environmental behaviors as part of their job performance), green compensation systems (rewarding pro-environmental actions through monetary incentives like paid vacations and promotions or non-monetary recognition such as green certificates and accolades), and green empowerment (decentralizing hierarchical structures to enable employees to make environmentally responsible decisions autonomously) (Jamil et al., 2023; Dimitrov, 2021; Faisal, 2023; Zavyalova et al., 2022). These practices cultivate employees' abilities, motivation, and opportunities—consistent with AMO theory—to engage voluntarily in Green Organizational Citizenship Behavior (GOCB), which encompasses discretionary, intrinsically motivated actions that benefit environmental sustainability without formal job requirements or direct compensation, such as conserving resources, participating in environmental initiatives, and encouraging colleagues to adopt eco-friendly practices (Liu et al., 2022; Prasetyo & Kistanti, 2020). Critically, a green lifestyle—defined as individuals' conscious adoption of environmentally friendly behaviors in daily life while considering the ecological impacts of their consumption patterns and personal activities—serves as a significant mediating mechanism between GHRM practices and GOCB (Rajiani et al., 2016; Yang et al., 2022). When organizations implement GHRM practices, employees gradually internalize environmental values through step-by-step learning processes, transferring workplace eco-consciousness into their personal lives and developing a green lifestyle characterized by sustainable consumption and resource conservation (Mishra & Rath, 2025; Naqvi & Siddiqui, 2019). This internalized green identity subsequently reinforces voluntary pro-environmental behaviors at work, creating a reciprocal relationship where professional and personal environmental conduct mutually reinforce each other (Noor et al., 2023). Empirical evidence from hospitality sector research confirms this mediating pathway, demonstrating that GHRM practices positively influence both green lifestyle ($\beta = 0.159$, $p = 0.003$) and GOCB directly ($\beta = 0.192$, $p = 0.002$), while green lifestyle itself significantly affects GOCB ($\beta = 0.193$, $p = 0.001$) and mediates the

GHRM-GOCB relationship (indirect effect $\beta = 0.031$, $t = 2.184$, $p = 0.029$) (Noor et al., 2023). Consequently, organizations seeking to maximize environmental citizenship must recognize that GHRM's effectiveness extends beyond workplace policies to transform employees' entire lifestyle orientation toward sustainability, thereby creating a holistic culture where environmental responsibility permeates both professional conduct and personal identity.

H4: Green HRM Practices and Green Organizational Citizenship Behavior with the Mediating Effect of a Green Lifestyle
Conceptual Framework

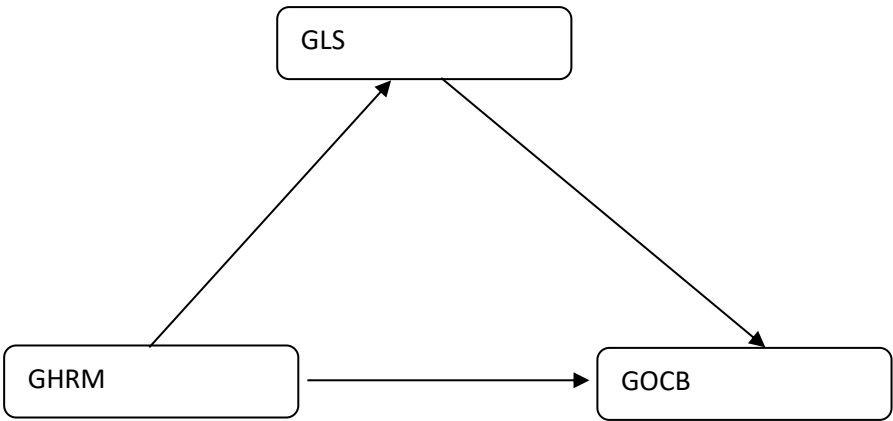


Figure 1. Conceptual model

Research Context and Data Collection

Because of this, this study focused on human resource HR heads, HR business partners, and HR managers in Pakistan's hospitality industry. Around 15 hotels in different cities were used to collect data. The researchers chose a demographic frame to aid the investigation. Data was collected from 347 people using purposive and random selection. The cross-sectional data were collected in one site using a questionnaire survey. After then, the study population received the questionnaires. To protect respondents' privacy, a closed-ended questionnaire was used for data collection. According to ethics, participants' confidentiality was ensured. The first of two questionnaire components stated the study's purpose. In the introduction, respondents were given broad instructions. The second part featured variable items.

Demographics

Managers were categorized by gender, age, education, and experience. 59% of questionnaire respondents were men and 41% women. 29% of responses were between 20 and 30, 54% were between 31 and 40, and 17% were between 41 and 50. 67% of administrators and staff had master's degrees, while 33% had bachelor's. Most respondents had 1–5 years of experience, whereas 23% had 1–5, 20% had 5–10, and 41% had more than 21. In all, 16% of employees had 5–10 years of experience, while 24% had 11–15 years. In conclusion, 97% of respondents were from private accommodations.

Table 1: Demographics Analysis

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	217	59
	Female	150	41
Age (years)	20–30	106	29
	31–40	198	54
	41–50	63	17
Education Level	Bachelor's degree	121	33
	Master's degree	246	67

Work Experience (years)	1-5	84	23
	5-10	59	16
	11-15	88	24
	More than 21	150	41
Type of Organization	Private accommodations	356	97
	Public/Other	11	3

Measures

Respondents were assessed using a five-point Likert scale. Participants were asked to answer the necessary question based on their interests and experiences and choose from five categories: 1: strongly disagree, 2: disagree, 3: neutral, 4: concur, 5: strongly agree. The respondents were not coerced during data collection. Out of 400 samples, 347 valid replies were used for statistical analysis. This study evaluated GHRMP using green recruiting, learning and development, pay, and empowerment. Research by Naqvi & Siddiqui (2019) inspired the 13-item measure used to assess GHRM. A questionnaire with eight items from (Liu et al., 2022) was used to assess GOCB, and a questionnaire with three items assessed green lifestyle. Finally, a four-item questionnaire from the study (Ardansyah, 2023) assessed green shared value. Respondents were assessed using a five-point Likert scale. Participants were asked to answer the necessary question based on their interests and experiences and choose from five categories: 1: strongly disagree, 2: disagree, 3: neutral, 4: concur, 5: strongly agree. The respondents were not coerced during data collection. Out of 400 samples, 347 valid replies were used for statistical analysis.

Common Method Biased

The study may be influenced by the common method bias, as the data acquisition was conducted by a single source. The Harman single-factor test was implemented. Common method bias is present if the eigenvalue accounts for the majority of the variance (>50%), as per Harman's (1976) methodology. The initial factor accounted for 32.17% of the total variance (>50%), as indicated by the factor analysis results. Therefore, there is no concern regarding common method bias in this investigation (Kock et al., 2021).

Results

Data Analysis Techniques

The program known as partial least squares structural equation modelling (PLS-SEM) was utilized in order to carry out the statistical data analysis that was required for this inquiry. It has been determined that the PLS-SEM approach is particularly well-suited for samples that range from small to medium in size (Sobaih et al., 2022) . Within the scope of this research investigation, every latent variable was utilised as a reflective variable. There are two stages of analysis that are performed by the PLS-SEM on the conceptual model. These stages are the measurement model assessment and the structural model. Reliability, convergent and discriminant validity, and internal consistency were all discovered during the first step of the examination of the measurement model. The second phase, on the other hand, consisted of analyzing the structural model evaluation coefficients of determination R2, F2, and Q2, in addition to the path coefficients, p-values, and t-values, in order to determine whether either hypothesis should be accepted or rejected.

Measurement Model

Before proceeding with the structural model analysis, it is essential to evaluate the measurement model's validity. We evaluated the measurement model's adequacy by conducting a reliability and validity analysis. The construct reliability was evaluated using composite reliability (CR) and Cronbach's alpha (CA). The Cronbach's alpha and composite



reliability values for green human resource management practices (0.958, 0.963), green organizational citizenship behavior (0.948, 0.957), green innovation (0.907, 0.935), green lifestyle (0.773, 0.869), and green shared value (0.906, 0.934) are presented in Table 1. All of the composite reliability values and Cronbach's alpha values for the construct were satisfactory and exceeded the criterion value of 0.70 recommended by previous researchers [67]. Additionally, convergent validity was assessed using the average variance extracted (AVE). The average variance values derived were as follows: (0.667 to 0.780). As per previous research, the AVE value should exceed 0.50 [68,69]. As a consequence, the average variance extracted in this study was satisfactory. In addition, to evaluate the potential for multicollinearity among all measurement constructs. The values of the inflation factor (VIF) were observed in this study. Table 2, which suggests that there is no issue of multicollinearity in the data. This is because all constructs' VIF values are below the five values recommended by existing researchers.

Table 2: Reliability And Validity

Indicator	Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE	VIF
GHRM Practices		0.958	0.963	0.667	
GHRM1	0.855				4.001
GHRM2	0.821				3.507
GHRM3	0.798				2.899
GHRM4	0.769				3.058
GHRM5	0.833				3.557
GHRM6	0.827				3.719
GHRM7	0.84				3.343
GHRM8	0.823				3.301
GHRM9	0.847				3.407
GHRM10	0.755				3.216
GHRM11	0.825				3.359
GHRM12	0.801				3.19
GHRM13	0.795				3.106
GOCB		0.948	0.957	0.733	
GOCB1	0.833				2.597
GOCB2	0.854				3.009
GOCB3	0.854				3.217
GOCB4	0.842				2.975
GOCB5	0.859				3.139
GOCB6	0.853				2.898
GOCB7	0.872				3.144
GOCB8	0.883				3.758
Green Lifestyle		0.773	0.869	0.69	
GLS1	0.887				2.238
GLS2	0.84				2.105
GLS3	0.759				1.297



Discriminant Validity

Discriminant validity was the measuring model's last evaluation. Each indicator's cross-loading was confirmed, and none loaded more heavily on an opposing construct (Henseler et al., 2015). The criterion was also used to evaluate the square root of the AVE's connection with other components. The results showed that all diagonal values were much greater than the rows and columns. This shows that each model construct is unique. All constructs meet discriminant validity criteria, as shown in Table 3.

Table 3: Discriminant validity (Fornell–Larcker criterion)

Indicators	1	2	3
GHRM	0.817		
GOCB	0.550	0.856	
GLS	0.673	0.456	0.831

Structural Model

To evaluate the model's fit and determine how well data points lined up with a line or curve, endogenous construct R2 values were used. R2 levels might be minor (0.02–0.10), medium (0.10–0.26), or significant (0.26). For model fit, endogenous construct R2 values were used (Marcin & Romano, 2007). A green lifestyle and GOCB had middle R2 values of 0.119 and 0.156, respectively.

H1 and H2 show that GHRM affected GOCB and green lifestyle ($\beta = 0.035$ and 0.039). Next, H3 indicates that green lifestyle affected GOCB ($\beta = 0.049$), respectively. Finally, green organizational citizenship behavior was affected by green shared value (0.049). The criteria informed Q2, the cross-validated redundancy metric, which assessed the model's predictive usefulness. As per the criteria, Q2 should be bigger than zero. Q2 for GLS (0.072) and GOCB (0.104) met the structural model's outcome level.

H4 were tested with 5000 sub-samples using bootstrapping. However, H4 shows that GLS indirectly positively affects GHRM and GOCB ($\beta = 0.031$, $t = 2.184$, $p = 0.024$).

Table 5: Hypothesis Testing

	Structural Relationship	β	t	p	Q ²	Result
H1	GHRM → GOCB	0.035	8.078	0.000	0.104	Supported
H2	GHRM → GLS	0.039	8.011	0.000	0.072	Supported
H3	GLS → GOCB	0.049	9.561	0.000	0.104	Supported
H4	GHRM → GLS → GOCB	0.031	2.184	0.024	—	Supported

Discussion

This research was aimed to identify the relation between the practice of Green Human Resource Management (GHRM) and Green Organizational Citizenship Behavior (GOCB) and to address the question of whether green lifestyle plays a mediating role in the context of the AMO theory. First, the findings prove that the GHRM practices influence GOCB significantly and positively, which substantiates Hypothesis 1. This observation aligns with the previous literature indicating that HR practices that are environmentally oriented promote the discretionary pro-environmental behavior of employees (Ardansyah, 2023; Tran, 2023). Employees will tend to internalize the environmental values when the organizations

incorporate them in the employee recruitment, training, performance evaluation, rewards, and empowerment systems, which will make them engage willingly in activities like resource conservation, environmental initiatives, and influence other employees to adopt sustainable behavior. According to the AMO perspective, GHRM increases the capabilities of employees by green training, encourages employees by green rewards, and offers opportunities through empowerment, which subsequently stimulate the green organizational citizenship behavior. Second, the research concludes the GHRM practices have a positive impact on the green lifestyle of employees, therefore, confirming Hypothesis 2. This finding shows that organizational practices are not merely determinants of work-related behaviors of employees but they also spill over to the personal life of employees. Green policies, environmental trainings, and sustainability-related norms at the working places stimulate employees to engage in environmentally responsible behaviors outside of the organization. This observation is consistent with previous studies proposing that workplace sustainability programs may be transferred to employees. Daily consumption habits and lifestyle preferences (Yang et al., 2022; Naqvi and Siddiqui, 2019). It emphasizes how GHRM can be transitional in creating a wider green attitude instead of introducing the entire green attitude through the use of compliance-based environmental behavior. Third, the findings indicate that green lifestyle is a highly significant positive influence of GOCB, which proves Hypothesis 3. The more the employees have environmentally-conscious lifestyle, the more they tend to exhibit voluntary green behaviors at the workplace. This implies that formal organizational systems are not the only motivation behind GOCB which is also intertwined with personal values and habits that are so ingrained. The green lifestyle employees view environmental responsibility as a moral responsibility, and thus, they are motivated to extend their formal job duties in order to conserve the environment. This result supports the thesis that pro-environmental behaviors are value-driven and intrinsically motivated that has already been portrayed in the literature of citizenship behavior and AMO theory. Finally, the mediation analysis proves that green lifestyle mediates the relationship between GHRM practices and GOCB partially, which validates Hypothesis 4. This implies that GHRM practices affect the GOCB directly and indirectly since it determines the lifestyle orientations of employees towards sustainability. That is, the GHRM practices are more efficient in situations when they assist in internalization of environmental values, which are incorporated into personal identity of employees. The mediating process is what happens when organizational-level practices are changed to individual-level discretionary behaviors. The result is most useful since it builds on the existing studies by empirically proving that the effectiveness of GHRM is not limited to compliance in the workplace, but also helps in long-term change in behavior by transforming the lifestyle of the individual. All in all, the findings have served to increase the body of knowledge concerning green management, in the sense that they have empirically proven the AMO theory as it relates to environmental sustainability. The paper shows that effective HR systems and the promotion of green lifestyle in employees are two ways in which green organizational citizenship behavior can be improved by organizations. In doing this, organizations will end up developing a sustainable culture where environmental responsibility is not an obligatory decision, but a voluntary choice and a common value.

Theoretical Implications

To begin with, the research is an extension of using AMO theory into the green management setting, as it shows that the abilities, motivation and opportunities of the employees (via GHRM practices) are important factors that contribute to the voluntary pro-environmental behavior (GOCB). Secondly, it has empirical findings regarding the mediating role of green

lifestyle, whereby the environmentally oriented HR practices can change individual habits and lifestyles which in turn has a positive influence on workplace green behaviors. Thirdly, the research adds value to the green HRM body by empirically confirming the positive association between GHRM practices and GOCB in the hospitality sector, which is turning out to be a key challenge of sustainability. Fourthly, it highlights the significance of intrinsic motivation and compatibility of personal values to green behaviors by positing that organizational programs tend to be the most effective ones when they are consistent with the personal environmental values of employees. Fifthly, this study provides a holistic view of sustainability, which emphasizes the interdependent nature between workplace and personal environmental behaviors, hence contributing to the theoretical literature on the relationship between HRM and organizational citizenship behavior and lifestyle decisions.

Practical Implications

To encourage voluntary pro-environmental behaviors in the employees, firstly managers ought to institute combined GHRM practices such as green recruitment, training, performance management, rewards and empowerment. Secondly, organizations are expected to create green training programs that do not only aim at the workplace practices but also motivate the employees to implement green practices in their personal lives, which would support a green lifestyle. Thirdly, green rewards and recognition systems, monetary and non-monetary, can be used by the HR practitioners to encourage the employees to perform sustainable activities that will improve the environmental performance of the organization. Fourthly, businesses must enable staff to make environmental choices, and this will cut down the level of hierarchy and encourage independence in green efforts, which will encourage a sense of ownership and commitment to sustainability in the long run. Fifthly, policymakers and managers are expected to establish a culture of sustainability where environmental responsibility forms part of a value system, which employees would be encouraged to give with regard to environmental objectives including those that are not mandatory in their jobs.

Limitation and Future Direction

This study has a number of limitations despite the significant findings which provide future research opportunities. To begin with, the research design used was a cross-sectional study, which does not allow determining the causal relationships between GHRM practices, green lifestyle, and GOCB. Longitudinal designs should also be taken into account in future research studies that would investigate the evolution of these relationships with time. Second, only the hospitality industry in Pakistan which mainly consists of privately-owned hotels was sampled. This restricts the ability of the findings to be generalized to other industries, sectors, or countries. It might be possible to investigate various organizational settings and cultures in the future studies to increase external validity of the findings. Thirdly, the research depended on self-reports of the GHRM practices, green lifestyle, and GOCB, which can be biased towards social desirability. The inclusion of multi-source data (e.g., supervisor ratings or objective metrics of environmental performance) would help eliminate bias in future studies. Fourthly, although this paper investigated green lifestyle as a mediator, other possible moderating or mediating variables like green innovation, organizational culture, leadership style and employee environmental awareness were not analyzed. These variables can be the focus of future studies to create a more comprehensive green organizational behavior concept. Fifthly, the research concentrated on quantitative research and did not delve into the psychological mechanisms. Future studies may use either qualitative or mixed methods to develop a better understanding of how employees internalize the values of the environment and how they convert them into discretionary behavior.

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