

# Green Human Resource Management Practices and Employee Behaviour: The Mediating Role of Green Engagement and Organizational Commitment

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**Abstract** - By highlighting the corporate commitment to promoting environmental sustainability in the workplace and the elements that influence green participation, the article explores how the practices of Green Human Resource Management (GHRM) can impact the green behaviour of the employees. With the growing adoption of sustainable HR practices to respond to environmental challenges, it has become important to comprehend the way in which sustainable HR practices determine environmental performance among employees. The research is based on methodical empirical research, which is postulated by the means of survey-based data gathering among the employees of the organizations that put into practice GHRM initiatives, and the correlations between the variables are evaluated with the help of Structural Equation Modeling (SEM) in order to estimate both direct and indirect impacts. The findings show that GHRM policies have a beneficial impact on employees' green behaviour, and that commitment to the organization and green engagement are important mediating factors in strengthening the link. The more engaged employees are in sustainability-related endeavours, and the greater their emotional attachment towards their organization, the more they are likely to have responsible workplace environmental behaviour. These results highlight the significance of behavioral and psychological aspects of employees that have a significant impact on policy implementation in addition to GHRM efficacy. Practically, the study has significant implications for HR managers and policymakers as it highlights the necessity to ensure that employees follow green methods and that organizational commitment is established through sustainable HR practices. The research paper, by complementing the GHRM-employee behaviour relationship with regulating psychological principles, forms part of a body of literature regarding the management of human resources that is sustainable and offers a deeper insight into how HR practices can eventually result in the sustainability of the environment at the organizational level.

**Keywords:** Green Human Resource Management, Employee Green Behaviour, Green Engagement, Organizational Commitment, Environmental Sustainability, Sustainable HR Practices, Employee Environmental Performance

## I. INTRODUCTION

Over the past years, there has been mounting pressure on organizations to incorporate environmental sustainability in their fundamental human resource practices, with the increasing ecological issues and stakeholder demands. GHRM has evolved into a strategic management tool with a focus on aligning HR activities to environmental objectives by applying the notion of sustainability in recruitment, education, performance management, and incentives (Al-Swidi et al., 2021). This change is in line with the acknowledgment that employees are key in realizing environmental objectives by their attitudes and behaviors at the workplace (Darvishmotevali & Altinay, 2022; Ali et al., 2024).

Green behaviour of employees, known as environmentally responsible behaviors that employees engage in organizational contexts, has emerged as a very important predictor of the environmental performance in organizations (Khan et al., 2025). Nevertheless, these behaviors are not only motivated by the formal HR policies, but psychological and motivational factors are also involved. The notion of green engagement and organizational commitment in this context can be regarded as significant processes that help to transform GHRM practices into real employee environmental behaviour (Khan et al., 2022). Workers with emotional and cognitive involvement in green programs will tend to exhibit proactive environmental behaviour, and good organizational commitment strengthens adherence to sustainability objectives (Aboramadan, 2022; Arslan et al., 2026).

Although there has been increased interest in GHRM, the available studies have been predominantly preoccupied with the direct GHRM's effect on employees' performance, with little knowledge of the mediating variables that describe how and why these practices result in employee behaviour (Alshahrani & Iqbal, 2024). Research suggests that green engagement enhances the connection between green

behaviour and GHRM by increasing the willingness of employees to be involved in green projects (Veerasamy et al., 2024).

On the same note, organizational commitment was found to be a significant psychological motivator that promotes environmentally responsible behaviour through the enhancement of organizational sustainability values identification by employees (Ametorwo et al., 2026). According to recent research, sustainable HR practices can improve environmental performance greatly when combined with effective employee engagement and commitment systems, only adding to the fact that a combination of GHRM with employee psychological constructs is essential (Zhang et al., 2025). However, there are relatively few empirical studies that provide both organizational commitment and green participation as mediating variables, particularly when it comes to young firms.

Therefore, the current study closes this gap by examining how GHRM policies affect employees' green behaviour while managing the ideas of corporate commitment and green engagement. The article also depends on the recent findings that underscore the significance of the psychological processes of employees in ensuring environmental sustainability in businesses (Hawela et al., 2025).

The following are the study's objectives:

- To investigate how GHRM practices affect green behavior among employees.
- To examine how GHRM practices affect workers' green participation.
- To look into how employee green behavior is affected by green engagement.
- To evaluate how organizational commitment is affected by GHRM methods.
- To investigate how employee green behavior is impacted by organizational commitment.
- To ascertain how organizational commitment and green engagement mediate the association between GHRM methods and green employee behavior.

On the basis of these objectives, the following hypotheses are proposed:

**H1:** GHRM practices have a significant positive impact on employees' green behavior.

**H2:** Green actions among employees are greatly enhanced by GHRM programs.

**H3:** Employee green behavior is positively impacted by green engagement.

**H4:** GHRM techniques have a favorable effect on organizational commitment.

**H5:** Organizational commitment has a favorable effect on green behavior among employees.

**H6:** The relationship between employee green behavior and GHRM practices is mediated by green engagement with business commitment.

### *Key Contributions*

- The study shows that green behaviour among employees in companies can be greatly enhanced by GHRM policies.
- It associates green engagement as a pivoting facilitator that improves the association between the environmental behaviour of employees and the GHRM processes.
- It establishes organizational commitment as a crucial psychological parameter influencing employees' sustainable workplace approach.
- It constructs and tests a two-mediation model that incorporates both green engagement and organizational commitment in the description of GHRM outcomes.

There are five sections to the paper. The introduction, which includes the problem, history, and goals, is contained in Section I. Section II is a review of literature and specifies the research gap. Section III discusses the methodology, which involves a framework, sampling, data collection, and the SEM approach. Section IV is the results and discussion section, which includes the hypothesis testing, model analysis, and findings. Section V summarizes the main results and research perspectives.

## **II. LITERATURE REVIEW**

In recent years, GHRM has gained a lot of attention as the sustainable development of HR practices has become more and more integrated into organizations. As previous research has shown, incentives, performance management, training, and green hiring are all practices of the GHRM, which positively influence the environmental attitudes and behaviors of workers in businesses (Ismail & Imran, 2024). Such processes can help to establish a favourable corporate culture that will motivate employees to embrace environmentally friendly practices.

Employee Green Behaviour (EGB) is an important outcome of GHRM that is identified in a growing body of literature. Studies indicate that GHRM can greatly improve employee green behaviour by influencing psychological and motivational processes, including engagement and commitment (Balaji & Benny, 2025). This relationship is often explained by the Ability Motivation chance (AMO) paradigm, this suggests that HR procedures improve employees' capacity, motivation, and opportunity to behave in an ecologically responsible manner.

Green engagement has proven to be an important psychological process that connects GHRM with employee performance. According to research, employees who are more involved in green work environments are more likely to follow sustainability objectives and adopt eco-friendly

workplace practices (Halder & Vijaykarthigeyan, 2026). Such involvement serves as an intermediary between organizational sustainability efforts and the real behavioral results, supporting environmentally responsible behaviour. Employee green behaviour is also greatly influenced by organizational commitment.

Research indicates that workers who have a greater sense of emotional connection with their company are more inclined to act in an ecologically conscious manner (Gomes et al., 2023). GHRM practices enhance this commitment by aligning organizational values with sustainability goals, thereby strengthening employees' sense of responsibility toward environmental performance.

Furthermore, green HRM practices increase employee environmental engagement, which enhances the company's effectiveness in an environmental context, according to current research (AlKetbi & Rice, 2024). This implies that commitment is a major mediator in the conversion of HR practices to sustainability.

In addition, combined research shows that GHRM can influence personal behaviour; furthermore, it can lead to the overall organizational sustainability outcomes when integrated with employee engagement and commitment systems (Bhattacharya et al., 2026). The interplay of these psychological constructs enhances the general effectiveness of green HRM systems.

Moreover, the literature also highlights the fact that both organizational and individual psychological variables determine employee green behaviour and that their impacts are multi-level in nature (Fatima & Laheri, 2025). This supports the need to take into account mediating variables like engagement and commitment in the GHRM behaviour relationship.

Lastly, it has been suggested by more recent research that sustainable HR systems are most effective when they can simultaneously promote employee engagement, commitment, and environmental awareness, improving both individual and organizational environmental performance outcomes (Gkikas & Salmon, 2026).

The literature suggests that GHRM practices can greatly determine the employee green behaviour, although such association is highly enhanced by the psychological aspects of green engagement and organizational commitment. Nonetheless, these mediators have largely been analyzed individually in previous studies, and little is done in terms of an integrated analysis. This brings out a research gap that the current study fills by integrating the two factors in a unitary framework.

### III. METHODOLOGY

As seen in fig. 1, the theoretical framework of the study illustrates the relationship between GHRM policies and employees' green behaviour, with company commitment as well as green engagement acting as mediating elements.

Examples of GHRM practices are green selection and hiring processes, environmental development, training, and environmentally friendly management of performance and reward systems. Through psychological processes, these activities should have a direct and indirect impact on employees' green behaviour.

The degree of cognitive, emotional, and behavioral employee participation in environmental programs is captured by green engagement. Employees' emotional attachment to, identification with, and dedication to organizational sustainability goals is known as organizational commitment. Both mediators reinforce the linkage between GHRM practices and employee green behaviour through the increase of motivation and alignment with environmental goals.



Fig. 1 Conceptual Research Model of GHRM, Green Engagement, Organizational Commitment, and Employee Green Behaviour

### 3.1 Study Area

The study is being conducted in Bengaluru, Karnataka, India, which is regarded as one of the biggest hubs for service-oriented companies and information technology.

The area of study in Bengaluru is chosen based on the rising trend in the use of sustainability and GHRM practices by organizations based in the area. The availability of various organizations that are actively pursuing environmental sustainability strategies renders this place most relevant to analyze employee-level green behaviour and organizational sustainability performance.

### 3.2 Sampling Design

The research uses a purposive sampling method to come up with pertinent respondents who are directly or indirectly involved with GHRM practices. The sample will be comprised of the employees of the IT companies, service organizations, and the chosen medium- and large-scale businesses that have incorporated the HR practices focused on sustainability.

The respondents consist of employees in diverse functional departments like human resources, operations, and technical departments. The inclusion criteria will make sure that the participants are well-aware or experienced in the initiatives of the organizational environment. This method adds credibility to green engagement, organizational commitment, and the green behaviour of employees.

### 3.3 Data Collection Method

The data is collected through an investigation based on primary data and a structured questionnaire. The questionnaire is constructed based on the validated scales of previous research and is aimed at assessing four big constructs: green employee behaviour, organizational commitment, green engagement, and GHRM practices.

All answers are taken in a five-point Likert scale with the options of 1 (Strongly Disagree) to 5 (Strongly Agree). Both online surveys will be sent in order to collect the data and will be directly administered to guarantee a wider coverage and a better response rate. Also, published reports and journal papers are other sources that support the theory of the research.

### 3.4 Model Specification and Analytical Approach

In order to calculate both direct and indirect associations between variables, the suggested study design is examined in terms of SEM. The reason why SEM is selected is that it can be applied to examine intricate causal relationships and mediation impacts within the framework of a study.

The structural model assesses the mediating effects of the two variables, organizational commitment and green engagement, as well as how GHRM practices impact employee green behaviour. It is also in the model that the

strength and the overall importance of all the hypothesized relationships between constructs are assessed.

Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) are used to determine the validity and reliability of the measuring model. The overall model is evaluated using standardized fit measures such as Chi-square ( $X^2$ ), Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI), which all ensure the validity and strength of the proposed framework.

## IV. RESULTS AND DISCUSSION

### 4.1 Sample Details

The research is founded on primary data gathered by conducting a survey among 220 workers in IT and service-based companies that are located in Bengaluru, Karnataka. The respondents will represent the organization's various functional areas, such as the operations, technical, and human resources departments; hence, the view of GHRM procedures will be widely dispersed.

As shown in table I, there is even representation of both genders, with 55.5% of respondents being males and 44.5% of the respondents being females. Most of the respondents are between the 31 and 40-years bracket, and then the 20 to 30 years bracket, which suggests a relatively young and middle-aged workforce. Experience-wise, a majority of respondents are between 5 and 10 years of professional exposure, which implies that they are well-versed in organizational sustainability efforts.

TABLE I SAMPLE PROFILE OF RESPONDENTS

Category	Classification	Frequency	Percentage
Gender	Male	122	55.5%
	Female	98	44.5%
Age	20–30 years	88	40.0%
	31–40 years	96	43.6%
	Above 40 years	36	16.4%
Experience	<5 years	74	33.6%
	5–10 years	102	46.4%
	>10 years	44	20.0%

The sample distribution ensures that there is sufficient coverage of the major demographic variables, and this is how the empirical analysis can be deemed to be reliable.

### 4.2 Hypothesis-Based Analysis

SEM was used to test the structural model and provide an insight into the direct and mediating relationships between the variables.

Based on the investigation, green behaviour among employees and GHRM are positively correlated with a standardized coefficient of  $\beta = 0.42$  with statistical significance of  $p = 0.001$ , supporting H1.

The results show that there is a strong positive relationship ( $\beta = 0.55, p < 0.001$ ) between sustainability-based HR practices, and this means that the psychological engagement of employees in environmental activities is greater, supporting H2.

The results indicate that there is a strong correlation ( $\beta = 0.38, p = 0.01$ ), which proves that engaged workers tend to express environmentally responsible practices more frequently, supporting H3.

The findings suggest that there is a significant positive impact ( $\beta = 0.47, p < 0.001$ ), meaning GHRM enhances the emotional commitment of employees to the sustainability objectives of the organization, supporting H4.

The analysis establishes a strong relationship ( $\beta = 0.41, p = 0.01$ ), which means that committed employees have higher chances of practicing green workplace behaviour, supporting H5.

The mediation study validates the significance of partial mediation and shows that psychological processes amplify the impact of GHRM on workers' green behaviour and supports H6.

### 4.3 Model Evaluation

The structural model's good fit to the data points observed demonstrates the quality of the suggested framework. The appropriate chi-square degrees of freedom ratio suggests that the model fits the data well. Both Comparative Fit Index (CFI) and Tucker Lewis Index (TLI) are above the recommended value of 0.90, which is a good fit of the model.

The Root Mean Square Error of Approximation (RMSEA) value is below 0.06, and this is an indicator of a very good model fit. The Standardized Root Mean Square Residual (SRMR) value is an indicator of low residual error and high predictive validity. The findings confirm the validity of the structural and measurement model as well as the statistical integrity of the proposed conceptual framework.

### 4.4 Structural Path Analysis

As shown in the structural path analysis in fig. 2, it is possible to note the degree to which the key variables in the model are related to one another, especially how GHRM practices affect employees' green behaviour as conveyed by the notions.

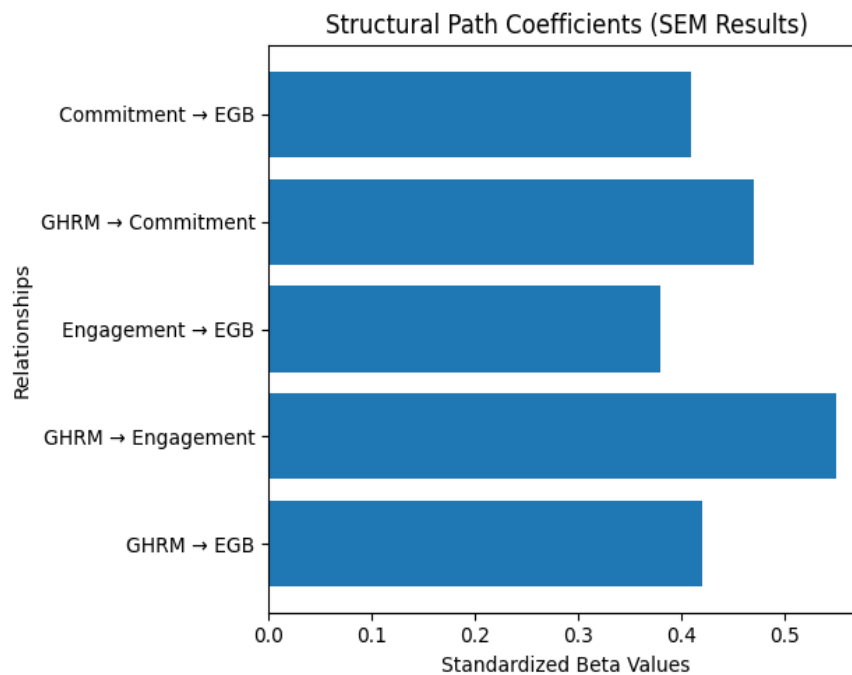


Fig. 2 Mediation Effects of GHRM on Employee Green Behaviour

The graph shows that there is the greatest correlation between green engagement and the GHRM practices, which emphasizes the significance of psychological activation in the HR systems that aim to facilitate sustainability.

### 4.5 Mediation Effect Analysis

Fig. 3 illustrates the mediation analysis that compares both direct and indirect impacts of GHRM practices on green behaviour among employees, with an emphasis on psychological factors.

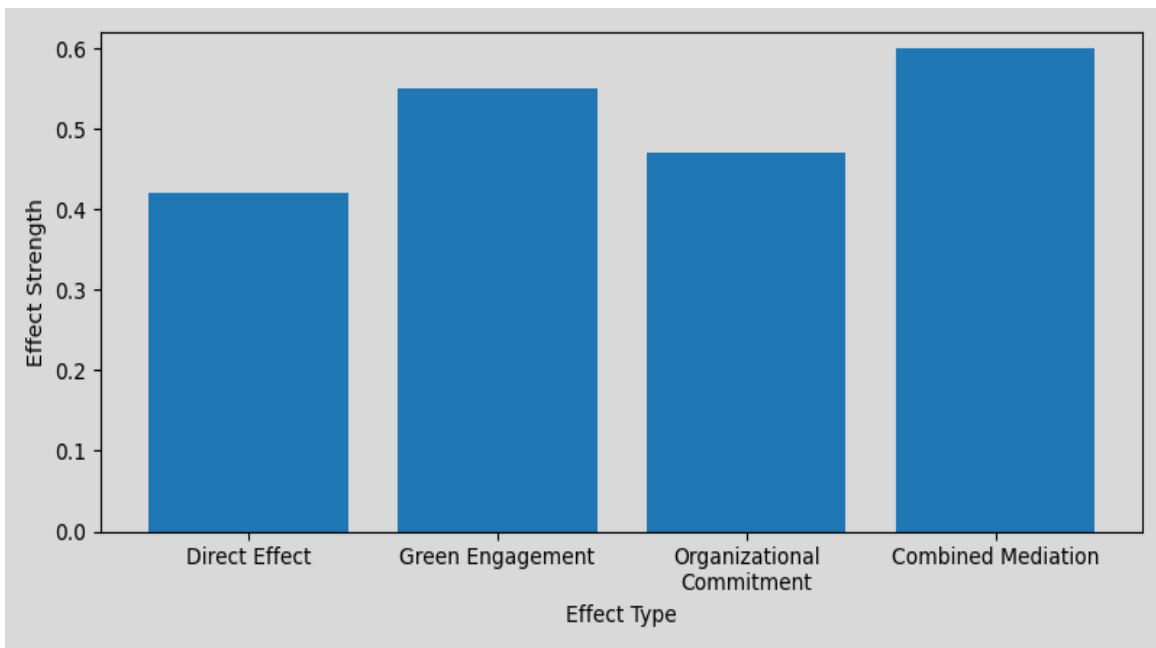


Fig. 3 Mediation Effects of GHRM on Employee Green Behaviour

The findings unequivocally demonstrate that mediation increases the overall impact of GHRM activities and that the psychological constructs are significant to strengthen employee environmental behaviour.

#### 4.6 Discussion of Findings

The findings confirm that GHRM practices significantly influence employees' green behaviour, both directly and indirectly. The effect is, however, enhanced by a large margin when it is mediated by green engagement and organizational commitment. Active employees who have been engaged in sustainability initiatives are more environmentally responsible in their everyday work behaviour. On the same note, employees with high organizational commitment are likely to identify their own values with organizational sustainability objectives, resulting in uniform green behaviour. In the study, it is pointed out that HR policies do not merely contribute to environmental sustainability in organizations, but rather, the psychological and behavioral mechanisms of employees have a strong impact on environmental sustainability.

#### 4.7 Recommendations and Implications

To guarantee long-term environmental impact, organizations should apply sustainability principles in the fundamental HR procedures, such as hiring, training, and performance evaluation, and the system of rewards. The HR departments are to aim not only at policy implementation, but also at encouraging the employees to be involved in green initiatives.

Green participation in the form of awareness campaigns, workshops, and participation in environmental initiatives could also greatly enhance the participation of the employees in the sustainability initiatives. Leadership support and value

alignment to strengthen organizational commitment are also critical aspects of achieving sustained environmental performance. GHRM structures must be institutionalized in organizations, so that they can have uniformity in exercising sustainability-oriented HR practices.

#### 4.8 Suggestions for Future Research

This study could be expanded upon by additional research that looks at organizational or psychological aspects, such as leadership philosophies, environmental awareness, or organizational culture. Generalizability would also be improved with comparative studies across time and across industries and geographic areas.

To examine how employee green behaviour changes with time, longitudinal research designs are suggested. Additional research can be done to examine how digital transformation can improve GHRM's efficacy.

### V. CONCLUSION AND FUTURE WORK

This study examined how organizational commitment and green activation function as mediators among GHRM procedures and employees' green behaviour. The results indicate that GHRM practices have a great impact on employee green behaviour directly and indirectly. The highest direct correlation was observed between employee green behaviour and GHRM practices, indicating that HR practices that are environmentally conscious, including green recruitment and environmental training, additionally, the development of sustainable workplace behaviour is greatly impacted by environmentally friendly performance management. Moreover, the findings advocate the significance of green involvement in the process of transforming GHRM strategies into employee behaviour that is psychologically engaged and motivated to environmental

activities. This relationship is also strengthened by organizational commitment in the introduction of emotional attachment and the correspondence with the organizational sustainability goals. The mediation analysis shows that green engagement and organizational commitment are also intermediate mediators of the relationship between GHRM practices and green behaviour of employees, which implies the relevance of psychological factors to turn the HR sustainability policies into reality. In general, the paper highlights the fact that sustainable HR practices in themselves are not enough without effective employee engagement and commitment frameworks.

Other facilitating or limiting factors could be added to the study in the future, such as leadership styles, organizational culture, and environmental knowledge. The long-term effects of GHRM practices can be better understood by conducting longitudinal research to determine how time affects employees' green behaviour. Also, the comparative research in various industries and geographical locations would make the results more generalized and would provide more general implications on the sustainable implementation of HRM in various organizational settings.

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