

GREEN HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL CITIZENSHIP FOR THE ENVIRONMENT

KAMALESH RAVESANGAR^{1*}, SIVACHANDRAN NARAYANAN², CHONG RONG PIN³

^{1, 3}Tunku Abdul Rahman University of Management and Technology, Pulau Pinang, Malaysia.

²Faculty of Business and Accountancy, University of Selangor, Malaysia.

*Corresponding Author: anjalikha25@gmail.com

Abstract: This paper explores the influence of human resource management (HRM) practices in fostering environmentally sustainable workplaces, with particular emphasis on organisational citizenship behaviour (OCB). Utilising the Ability-Motivation-Opportunity (AMO) framework, the review examines HRM initiatives aligned with green objectives such as eco-friendly training programmes, environmentally focused performance evaluations, and the cultivation of a sustainability-driven culture. These practices are found to enhance employees' environmental knowledge, awareness, and access to resources, thereby encouraging voluntary eco-conscious behaviours in the workplace. Adopting a literature review methodology, the paper investigates the link between HRM practices and OCB within the context of environmental sustainability. The findings suggest that strategically implemented HRM practices can cultivate a more environmentally responsible workforce, improve organisational environmental performance, and reinforce the broader sustainability agenda. The review also contributes to the growing body of literature on green HRM (GHRM) by identifying future research directions to empirically examine these relationships and assess how environmental and organisational factors may influence the effectiveness of HRM interventions in promoting OCB.

Keywords: Green Workplace, Sustainability, HRM Practices, Organisational Citizenship Behaviour, Green human resource management

1. Introduction

The gradual increase in the Earth's atmospheric temperature is commonly referred to as global warming. Over the past century, this issue has escalated considerably and has become a major global environmental concern (Shafaei et al., 2020). As the impacts of global warming worsen, organisations are facing numerous challenges in implementing their sustainability initiatives. Societal pressure is mounting, urging these organisations to enhance their environmental performance and address ecological challenges directly. The root causes of many environmental problems are often linked to human and industrial activities, making it essential for organisations to develop effective strategies that integrate solutions to these challenges within their decision-making processes. Consequently, industry leaders are

increasingly monitoring their environmental impact through initiatives related to product design, operations, and other measures, demonstrating their commitment to green practices.

Some organisations have gone a step further by adopting formal environmental management frameworks, such as the ISO 14001 standard, which specifically addresses ecological concerns. However, the implementation of ISO 14001 can be costly, and some firms argue that its benefits may not be entirely environmentally friendly and fail to fully resolve the potential tensions between ecological and economic priorities (Salama et al., 2022). Over the past decade and a half, the field of business research has evolved within a global environment increasingly driven by purpose-oriented values (Ehnert et al., 2020). This shift has led to a redefinition of organisational success, extending beyond financial performance to include broader objectives such as the Triple Bottom Line and Quadruple Bottom Line, as well as outcomes that serve the common good (O'Higgins & Zsolnai, 2017). A successful sustainability strategy is heavily dependent on people within organisations who are among the most vital stakeholders influencing a company's effectiveness and long-term success.

Sustainable Human Resource Management (HRM), a concept introduced nearly two decades ago, incorporates the principles of sustainable development into HR practices (Ehnert et al., 2020). Since then, the body of literature on this subject has grown substantially (De Stefano et al., 2018). Scholars investigating the role of HR in environmental performance underscore the importance of green employee behaviour as a critical factor in effectively implementing eco-friendly initiatives. Employee environmental citizenship behaviours are becoming increasingly vital across sectors, particularly in higher education institutions (Rayner & Morgan, 2018). In line with the theory of HR attributions, employee perceptions of HRM practices and the perceived motives behind them play a crucial role in shaping behavioural outcomes (Hewett et al., 2018).

Organisations today face mounting pressure to adopt environmentally sustainable practices in response to the global climate crisis (Elmagrhi et al., 2019). One prominent strategy is GHRM, which integrates environmental considerations into HR functions such as recruitment, selection, and training (Islam et al., 2020). This approach is believed to significantly enhance an organisation's environmental performance. As such, GHRM has recently attracted substantial scholarly attention (Yusmani Mohd Yusoff et al., 2020).

Furthermore, the rapid pace of modernisation and increasing business competition have driven organisations to adopt strategic policies and best practices that confer a competitive edge. However, this drive has also intensified industrial activities, prompting researchers to examine their environmental impacts and call for corporate-level reforms (Shafaei et al. 2020). In response to ecological degradation, organisations are fostering environmental consciousness, with GHRM practices playing a pivotal role. Recent studies suggest that rising environmental concerns are prompting employees to extend their responsibilities beyond formal job requirements demonstrating green OCB (Lai et al., 2022). Such behaviour has been highlighted as essential to motivating individuals to act in the interest of future generations, beyond the limits of traditional incentives.

In developing economies, the emergence of GHRM has become a pressing concern, particularly in highly polluting industries such as tanning (Moktadir et al., 2020). For these industries, adopting GHRM practices is crucial in building a more environmentally conscious workforce (Moktadir et al., 2020). Across all nations, the overarching goal is to improve social welfare through macroeconomic sustainability requiring environmental advancements without compromising economic progress (Rakesh D. Raut et al., 2020). Green human resource management practices, also known as the “HRM components of Environmental Management”, reflect an organisation’s commitment to sustainable and environmentally friendly practices (Freire & Pieta, 2022). This emerging field emphasises ecological responsibility and sustainable resource use, underpinned by employee engagement and alignment with organisational objectives.

Furthermore, research indicates that GHRM practices generate benefits not only for employees and organisations but also for the environment and wider society (Afshar et al., 2021). These practices can inspire employees to go beyond their assigned duties in support of environmental initiatives i.e. a behaviour defined as OCB (Organ, 1988). In the context of this study, OCB refers to the additional voluntary efforts made by employees to support and enhance the organisation’s sustainability objectives (Rao Arif Mahmood Khan & Shakeel Sarwar, 2023).

As a result, independent variables such as green compensation, performance appraisal, training, recruitment, and employee relations represent core elements of GHRM. These mechanisms are vital as they directly influence employee behaviour and their contribution to environmental sustainability within an organisation. Organisations can effectively embed environmental considerations into their HRM strategies by adopting practices such as incentivising green behaviour, evaluating environmental performance, providing sustainability-focused training, recruiting environmentally conscious candidates, and promoting employee involvement in green initiatives.

Specifically, green compensation and rewards refer to both financial and non-financial incentives offered to employees, such as recycling bonuses, complimentary bicycles, pollution-free vehicles, or linking promotion prospects to environmental performance (Nosheen Anwar et al., 2020). Green performance appraisal involves clearly communicating organisational expectations regarding environmental responsibilities and providing regular feedback on employees’ environmental performance. Such feedback enhances employees’ knowledge, skills, and competencies in addressing environmental challenges (Nosheen Anwar et al., 2020).

In addition, green training and development are designed to increase employees’ environmental awareness by equipping them with green mindsets and skills, thereby motivating a stronger commitment to sustainability (Nhat et al., 2019). Green recruitment and selection, meanwhile, involve hiring individuals who are familiar with green values and demonstrate a positive attitude towards environmental issues (Kakar & Mrestyal Khan, 2022). Malaysia’s economy depends significantly on industries such as shipping, oil and gas, and palm oil. However, these industrial activities have contributed to environmental degradation and exacerbated climate change (Koons, 2024). To address this pressing issue, Malaysia must reassess its business practices and adopt sustainable, community-level adaptation strategies

(Koons, 2024). Human Resources therefore plays a crucial role in developing and supporting such strategies for long-term environmental resilience.

Green human resource management can be strengthened by focusing on areas including eco-friendly compensation and rewards, environmental performance assessments, sustainability-oriented training and development, green recruitment practices, and positive employee relations—all of which contribute to achieving environmental objectives (Usman & Norsiah Mat, 2021). These components work synergistically to enhance organisational environmental performance, as highlighted by Usman and Norsiah Mat (2021).

Although the current literature highlights the importance of GHRM in improving environmental performance (Alaa & Khalifa, 2024), there remains a lack of comprehensive understanding regarding its effect on employee behaviour. This study aims to bridge that gap by examining the relationship between various GHRM practices—namely green compensation and reward, green performance appraisal, green training and development, green recruitment and selection, and green employee relations—and organisational citizenship behaviour for the environment (OCBE).

2. Literature Review

In the past, an organisation's economic success was considered sufficient to ensure its overall success and shareholder value. However, this is no longer the case. Economic and financial achievements must now be complemented by efforts to reduce environmental impact and address social and environmental concerns (Waheed et al., 2020). This shift has given rise to a strategic concept known as corporate environmentalism, or green management, which gained global prominence in the 2000s after emerging in the 1990s (Ki-Hoon, 2009). Green management refers to the process by which companies address environmental challenges by formulating strategies for environmental management. It involves balancing industrial growth with environmental conservation, thus safeguarding resources for future generations (Daily & Su-chun, 2001). This represents a significant challenge, particularly for large multinational corporations (Banerjee, 2001).

Environmental management entails overseeing a company's interactions with and impact on the environment (Ki-Hoon & Ball, 2003). It extends beyond compliance and now demands strategic actions such as pollution prevention, product stewardship, and corporate social responsibility (Pullman et al., 2009). Businesses, being closely integrated with society, play a central role in addressing environmental challenges, having historically contributed significantly to carbon emissions (Liu, 2010). Technological advancements can help reduce environmental damage through the development of biotech products and alternative energy sources, thereby reducing reliance on finite natural resources. Businesses must therefore prioritise innovation in eco-friendly technologies and low-pollution products to mitigate their environmental impact (Liu, 2010).

2.1 Green HRM Practices

Employee engagement with organisational objectives can foster a positive climate of corporate involvement and collective enthusiasm. Human resource management practices are often perceived by employees as personal investments from the organisation, reciprocated through favourable attitudes and behaviours. Green human resource management practices comprise environmentally oriented HR activities that improve efficiency, reduce costs, and enhance environmental performance (Kavitha Haldorai et al., 2022). These practices also help to cultivate environmental awareness (Fawehinmi et al., 2020), foster environmental citizenship (Pham et al., 2019), and develop green values, skills, and knowledge (Amrutha & Geetha, 2020; Fawehinmi et al., 2020).

Green human resource management is increasingly recognised for its strategic role in enhancing environmental performance (EP) and sustainability (Gill et al., 2021). Its practices aim to strengthen employees' environmental competencies through recruitment, training, performance management, and incentives. These approaches are shown to significantly impact employee behaviour, attitude, and skill development in line with sustainable business goals. Yiqiong and Sheldon (2010) observed that GHRM can reduce costs while maintaining workforce flexibility and effectiveness. Meena and Girija (2022) define GHRM as a strategic and innovative approach designed to minimise environmental harm and maximise positive impact.

Green human resource management has also been linked to resource efficiency, organisational performance (Suharti & Sugiarto, 2020), corporate image (Saeed et al., 2021), environmental contributions, and long-term competitive advantage (Macke & Genari, 2019). Moreover, Rawashdeh (2018) underscores the environmental and productivity impacts of business operations. Firms with effective environmental management systems gain notable benefits (Wenqing et al., 2020). Green human resource management not only boosts employee capability and discipline but also enhances engagement and attractiveness to talent (Saeed et al., 2021). Ali et al. (2021) further highlight the growing relevance of GHRM in today's environmentally conscious business landscape. It contributes to improved environmental performance, fosters innovation, and encourages employee participation in sustainability efforts.

Amid increasing global awareness of environmental issues, companies are aligning their HR and environmental objectives to promote eco-friendly practices (Jing et al., 2020). This integration has led to the concept of GHRM practices that align with an organisation's environmental strategy and promote sustainable employee behaviour (Sanjay Kumar Singh et al., 2020). Green human resource management encompasses the application of HR policies and procedures to enhance sustainable business operations and resource management (Malik et al., 2021). It serves as a bridge between HR functions and environmental management (Masri & Jaaron, 2017), encouraging workplace behaviours that reduce pollution and align with broader sustainability goals (Sanjay Kumar Singh et al., 2020).

While GHRM practices have been widely studied, there remains debate over how best to measure them. Past research often focused on individual practices such as green training

or green rewards (Jabbour, 2011; Zibarras & Coan, 2015; Dumont et al., 2017; Nosheen Anwar et al., 2020). However, HRM literature suggests that HR practices are more effective when implemented as an integrated system. For example, hiring top talent without providing training limits organisational gains. Guiyao et al. (2018) argue that GHRM practices should be considered as a multidimensional construct, which allows for a more comprehensive understanding. To date, no study has validated the full model developed by Guiyao et al. (2018); hence, this study treats GHRM practices as a higher-order multidimensional construct.

2.2 Organisational Citizenship Behaviour for the Environment (OCBE)

Organisational Citizenship Behaviour for the Environment (OCBE) refers to voluntary employee actions aimed at environmental improvement, without direct reward or formal obligation (Robertson & Barling, 2017). Although conceptually related to OCB, OCBE focuses specifically on environmentally conscious behaviours that fall outside of job descriptions. While OCB supports organisational performance broadly, e.g., punctuality or teamwork—OCBE includes actions such as conserving energy or advocating for sustainability. These behaviours significantly enhance an organisation's environmental efforts (Boiral & Paillé, 2012).

Organisational Citizenship Behaviour for the Environment (OCBE) encompasses voluntary, proactive actions related to environmental care, alongside individual work performance (Boiral et al., 2013; Li-Yun et al., 2007). Such environmentally responsible behaviours include activities such as recycling paper or cans, using electronic devices properly, and conserving energy. Additionally, Daily et al. (2009) identified four key dimensions of OCBE: environmental concern, organisational allegiance, perceived support from supervisors for environmental initiatives, and perceived corporate social responsibility.

Meanwhile, Boiral and Paillé (2012) proposed that OCBE comprises three main types: eco-initiatives, eco-civic engagement, and eco-helping. Eco-initiatives refer to employees' proactive environmental actions that contribute to the organisation's environmental activities and can enhance its overall environmental performance. Achieving ecological objectives also requires eco-civic engagement, which involves supporting environmental initiatives within the organisation. Developing an inclusive environmental strategy and raising awareness of environmental issues—such as through the establishment of voluntary employee committees—benefits from strong organisational support. The third type of OCBE, eco-helping, as identified by Perez et al. (2009), focuses on mutual assistance among employees, whereby individuals voluntarily help their colleagues integrate environmental considerations into their work, thus supporting the organisation in achieving improved environmental outcomes.

Numerous studies have highlighted a significant relationship between environmental performance, management practices, and OCBE. Researchers such as Boiral et al. (2013), Daily et al. (2009), and Paillé et al. (2014) have explored these connections. Their findings emphasise the value of voluntary, informal individual efforts in the workplace. Such efforts can complement formal organisational strategies for embedding environmental considerations into management practices, including environmental management systems like ISO 14001, environmental reporting, and eco-friendly technologies (Paillé et al., 2014).

Lamm et al. (2013) confirmed the distinction between OCB and OCBE and stressed the need to evaluate them separately. Organisational Citizenship Behaviour for the Environment plays a critical role in organisational sustainability, prompting increased scholarly attention (Dumont et al., 2017). Studies have explored OCBE in various settings, including healthcare in Canada, business students in France, undergraduates in Switzerland and public servants in the U.S. Despite this breadth, researchers note a lack of cross-sectoral comparisons, which could yield valuable insights into cultural and industry-specific drivers of OCBE.

Malik et al. (2021) found a strong link between GHRM and OCBE, suggesting that a supportive organisational culture enhances pro-environmental behaviour. Furthermore, OCBE includes collective actions where team members collaborate on sustainability goals (Yong et al., 2019). Boiral and Paillé (2012) categorised OCBE into three dimensions: eco-initiatives (e.g., recycling), eco-civic engagement (e.g., participation in environmental events), and eco-helping (e.g., assisting colleagues in green practices). While most research has focused on eco-initiatives, the other dimensions are equally important. Future research should address this imbalance by exploring eco-civic and eco-helping behaviours to better understand how employees promote environmental values at work.

3. Conceptual Framework

Green human resource management practices aim to develop employee competencies, promote motivation, and align HR strategies with environmental goals. These practices include green recruitment, training, rewards, employee involvement, and performance appraisals (Kavitha Haldorai et al., 2022; Fawehinmi et al., 2020). Green employee acquisition refers to hiring individuals with environmental values and a passion for sustainability (Bowen et al., 2018; Guiyao et al., 2018). Green recruitment and selection (GRS) ensures that candidates with a strong environmental consciousness are attracted to and retained by organisations. Guiyao et al. (2018) argue that such employees can create a culture of environmental responsibility within organisations.

Training in sustainable practices strengthens employee knowledge and commitment to eco-friendly behaviours, thereby promoting OCBE (Saputro & Nawangsari, 2021). Arulrajah et al. (2015) demonstrated that such training plays a key role in cultivating pro-environmental mindsets and equipping employees to contribute effectively to environmental goals. Green compensation and rewards, monetary or non-monetary, acknowledge eco-friendly behaviours and encourage sustained engagement. Monetary incentives may include bonuses, promotions, and green certificates (Ali et al., 2021), while non-monetary incentives could involve green tax exemptions, travel benefits, and recognition schemes (Qureshi et al., 2020). Research has shown these mechanisms improve both employee motivation and environmental performance (Ardiza et al., 2021; Mandago, 2018; Saka et al., 2021).

Green performance appraisals evaluate employee efforts in areas such as carbon reduction, eco-responsibility, and participation in green events (Delmonico et al., 2018; Guiyao et al., 2018). Managerial involvement is critical in providing feedback and reinforcing environmental standards (Ababneh, 2021; Adubor et al., 2022). These activities foster a culture of accountability and innovation that enhances the organisation's overall

sustainability. Thus, this study explores how GHRM practices influence employees' OCBE, as depicted in Figure 1.

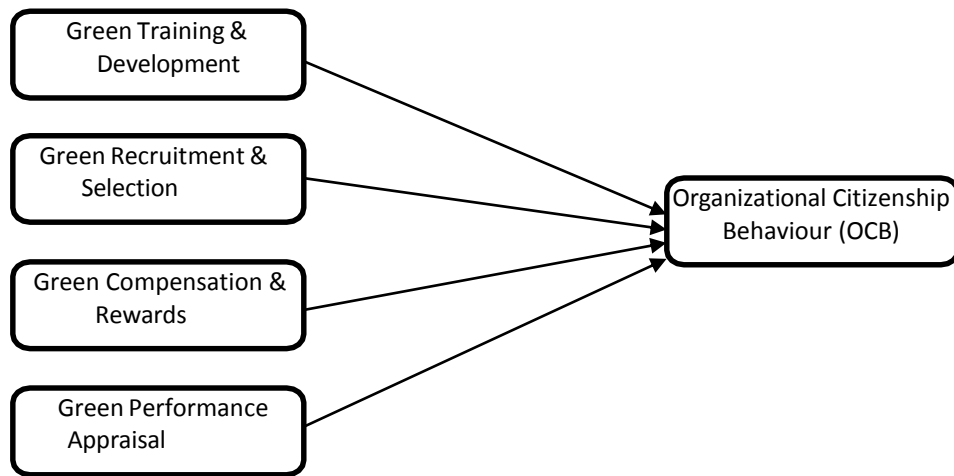


Figure 1. Conceptual Framework on Influence of HRM Practices Towards Organizational Citizenship Behaviour

3.1 Ability-Motivation-Opportunity (AMO) Theory

The Ability-Motivation-Opportunity (AMO) theory, as highlighted by Akhtar et al. (2022), offers a robust framework for understanding the factors that influence individual behaviour and how organisations can effectively encourage desired actions. The concept was initially introduced by Pfeffer and Sutton in their publication *The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action*. The AMO theory serves as a strong theoretical underpinning for examining the relationship between GHRM practices and employees' OCB, particularly within the context of environmental sustainability. It posits that GHRM practices develop employees' environmental capabilities, strengthen their motivation to act sustainably, and provide the opportunities necessary for engagement in environmentally responsible behaviour.

Green Human Resource Management practices namely green training and development, green recruitment and selection, green compensation and rewards, and green performance appraisal can be aligned with the three components of the AMO model. According to the theory, behaviour is shaped by an individual's ability, motivation, and opportunity. Abilities are critical in determining an employee's role and effectiveness within an organisation and are typically assessed through knowledge, skills, and competencies. As noted by Silvester et al. (2019) and Neeta Jayabalan et al. (2020), green recruitment and selection practices help organisations identify and hire individuals with strong environmental awareness and competencies. Furthermore, green training initiatives are instrumental in enhancing employees' environmental knowledge and abilities, which in turn support pro-environmental behaviours such as OCB.

Regarding motivation, Hameed et al. (2021) and Rezaei-Moghaddam (2016) argue that green compensation systems, rewards, and performance appraisal mechanisms act as incentives for employees to internalise environmental values and actively participate in sustainable behaviours. Employees are more inclined to engage in environmentally friendly activities when their efforts are recognised and rewarded. Organisations implementing green initiatives such as waste reduction or carbon footprint mitigation should incorporate reward and recognition schemes to reinforce employee engagement in these practices. This aligns with Social Exchange Theory, which posits that individuals exhibit positive behaviours when they perceive a reciprocal benefit or gain from those behaviours (Yang & Youngtae, 2015).

In terms of opportunity, the AMO framework suggests that when organisations provide appropriate resources and support structures, employees are more likely to apply their abilities and motivation towards environmentally beneficial actions (Jabbour et al., 2013). Notably, job satisfaction has also been linked to OCB. According to Su-Fen et al. (2005), satisfied employees are more likely to perform discretionary behaviours that benefit the organisation. This link is further supported by Social Exchange Theory, which argues that when employees are content with their roles, compensation, and relationships with peers and supervisors, they are more likely to reciprocate through positive behaviours such as OCB (Zeinabadi, 2010; Ocampo et al., 2018). Therefore, satisfied employees tend to act responsibly and contribute positively towards the overall health and sustainability of their organisation.

This proposed framework (refer to Figure 1) is grounded in the AMO Theory. Green training and recruitment develop employees' capabilities by equipping them with the necessary environmental knowledge and skills. Green compensation and performance appraisal systems act as motivational levers by recognising and rewarding pro-environmental efforts. Green employee relations, meanwhile, create the necessary opportunities for employees to translate their capabilities and motivation into tangible actions by cultivating an enabling environment in which sustainability initiatives are supported and valued.

For example, when employees receive appropriate training and resources, their capabilities are strengthened; when they are incentivised, their motivation increases; and when obstacles are removed or support is provided, they are presented with opportunities to engage in green behaviours (Perkins et al., 2022). Additionally, AMO theory explains why certain organisational interventions—such as training programmes or incentive schemes—are more effective than others. Interventions that target all three factors comprising ability, motivation, and opportunity are expected to yield stronger outcomes (Yeager et al., 2022).

4. Methods and Materials

This section provides a concise overview of the methods employed by the researchers to collect and analyse data in addressing the aim of the study. Such methodological transparency is essential for evaluating the reliability and validity of the research findings. A comprehensive literature review was conducted using multiple academic databases (see Figure 2) to gather a robust collection of studies exploring the intersection between GHRM and OCB. The primary databases consulted included Scopus, Web of Science, ProQuest, Google Scholar, and ScienceDirect, with sources comprising peer-reviewed journal articles, conference proceedings, and high-impact publications.

The search strategy involved the use of Boolean operators (AND, OR, NOT) in combination with targeted keywords. The core search terms included: “*Green HRM practices*”, “*Organisational Citizenship Behaviour (OCB)*”, “*environmental sustainability in HR*”, “*employee engagement in green behaviours*”, “*Social Exchange Theory and Green HRM*”, and “*corporate sustainability and employee behaviours*”.

The researchers focused on literature published between 2015 and 2024 to ensure the review captured contemporary contributions and reflected current trends and practices in HRM. Only peer-reviewed and empirical studies were included to uphold the rigour of the research. Additionally, reference lists of selected articles were examined to identify further relevant publications on GHRM and OCB. This literature review methodology ensured the inclusion of a diverse and rigorous set of sources, enabling a thorough analysis of both theoretical and practical foundations underpinning GHRM and its relationship with OCB.



Figure 2: Literature Review Process

5. Limitation and Future Directions

This review has analysed existing research on the relationship between GHRM practices and OCB. While the literature suggests a promising connection, several limitations in the reviewed studies necessitate further investigation for a more comprehensive understanding. A major challenge to the implementation of GHRM is resistance to change, as employees may be reluctant to adopt sustainable practices due to limited awareness or a lack of intrinsic motivation. Financial constraints can also hinder organisations from investing in green infrastructure, training programmes, and sustainability-linked incentives. Moreover, the absence of strong top management support may weaken the impact of GHRM policies, as effective leadership is essential to centralise, steer, and sustain environmental initiatives. In addition, communication barriers, regulatory complexity, and unclear sustainability standards can obstruct consistent implementation, leading to difficulties in policy compliance and execution.

Another significant limitation concerns the assessment of GHRM effectiveness, given the lack of widely accepted and validated frameworks to measure employee engagement and their contributions to sustainability outcomes. Many previous studies have relied on self-reported data, which introduces the risk of social desirability bias, whereby employees may overstate their eco-friendly behaviours to conform to perceived organisational expectations. This may lead to exaggerated or biased results that do not accurately reflect real-world behaviours. For example, employees may report a high level of involvement in environmentally friendly initiatives or adherence to sustainable practices, even if such actions are only carried out occasionally or are primarily motivated by external pressures.

To address this issue, future research should incorporate objective metrics, such as actual energy usage, recycling rates, or participation in green initiatives, to gain a more accurate understanding of employee engagement with environmental citizenship. Furthermore, the context-specific nature of many existing studies limits the generalisability of their findings. Research conducted within specific industries or organisational cultures may not reflect the broader applicability of GHRM practices in diverse contexts.

Research methodologies that incorporate comparisons across regions and integrate cross-cultural studies are essential for developing a comprehensive and adaptable understanding. Such approaches should explore how various factors, including national cultures, industry norms, and legal requirements, influence the implementation and outcomes of Green Human Resource Management (GHRM). By broadening our perspective in this way, we can enhance both the theoretical depth and practical relevance of GHRM research in addressing sustainability challenges across different organisational contexts.

Future empirical investigations could explore which specific GHRM practices such as green training, green recruitment, or green performance appraisal exert the greatest influence on different dimensions of OCB, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Adopting a cross-cultural perspective may also reveal how cultural values shape both GHRM practices and employee engagement with environmental citizenship behaviours.

When sustainability is regarded as a shared responsibility, behaviours such as charitable giving and civic engagement may be more prevalent in collectivist societies. In contrast, individualistic societies often place greater emphasis on personal responsibility and innovative approaches to addressing environmental challenges. Exploring these cultural differences can lead to the development of more adaptive and globally relevant Green Human Resource Management (GHRM) practices, thereby enhancing both theoretical understanding and practical implementation.

Additionally, future research should examine how organisational structures, leadership styles, and power dynamics affect employee participation in shaping and implementing GHRM strategies. For example, empowering employees through participatory decision-making and appointing green champions could foster deeper engagement and accountability for environmental performance.

When senior management takes sole leadership and responsibility for sustainability, frontline employees may feel excluded from the transition process. This can stifle creativity and reduce motivation. Introducing initiatives such as eco-friendly committees, environmental task forces, and appointing “green champions” within departments helps to decentralise authority and encourage a diversity of perspectives. These approaches not only make sustainability initiatives more inclusive and democratic, but also ensure that strategies are shaped by practical insights from all levels of the organisation.

Similarly, the integration of Key Performance Indicators (KPIs) and continuous employee feedback mechanisms could help monitor progress and refine green initiatives over time. This clearly demonstrates that environmentally friendly activities are recognised and encouraged. By integrating key performance indicators with ongoing employee feedback mechanisms—such as sustainability surveys, suggestion boxes, or open forums—organisations can monitor progress, identify challenges, and adjust strategies where necessary. This interactive form of communication enhances transparency and reinforces the organisation's commitment to a collaborative and continuously evolving approach to sustainability.

In practice, organisations seeking to implement GHRM must embed sustainability into recruitment, training, workplace policies, and culture. Hiring environmentally conscious individuals, providing sustainability-focused education, encouraging behaviours such as energy conservation and recycling, and offering recognition and reward systems can all strengthen employee commitment to environmental sustainability. Ultimately, a well-designed GHRM strategy can enhance corporate reputation, foster employee motivation, and lead to long-term organisational success in sustainability.

6. Conclusion and Implication

This review highlights the significant potential of GHRM practices in cultivating an environmentally responsible workforce. HR managers play a pivotal role in this transformation by embedding environmental considerations into core HR functions, including recruitment, training, performance appraisal, and rewards. By prioritising the hiring of environmentally conscious candidates, delivering sustainability-oriented training, recognising eco-friendly behaviours, and fostering green workplace cultures, HR professionals can significantly contribute to organisational environmental goals.

In collaboration with other departments, HR can champion sustainability efforts and align employee behaviours with broader environmental objectives. However, to fully unlock this potential, future research must address key gaps in the literature. This includes the need for objective measurements of OCBE, greater cross-cultural validation, and a deeper understanding of how organisational structures and leadership influence the effectiveness of GHRM strategies. Addressing these areas will provide a more nuanced and holistic view of how GHRM practices can drive employee-led environmental initiatives. Ultimately, a comprehensive approach to GHRM not only strengthens organisational commitment to sustainability but also empowers employees to become active agents of environmental change.

Green Human Resource Management (GHRM) has emerged as a vital strategy for promoting environmentally responsible behaviour within organisations. Beyond the introduction of policies, the true effectiveness of GHRM lies in the extent to which environmental values are embedded into employees' mindsets and daily practices. Initiatives such as green recruitment, sustainability training, and eco-focused performance evaluations provide a useful framework; however, it is the psychological engagement of employees—reflected in their enthusiasm, awareness, and intrinsic motivation—that truly enhances the impact of these efforts. Fostering a sense of environmental ownership among employees is crucial, as it enables them to develop a personal connection to, and responsibility for, advancing sustainability in their roles.

Human resource professionals play a central role in cultivating these attitudes by fostering an organisational culture that values environmental stewardship, encourages collaboration, and recognises environmentally responsible behaviours. Furthermore, the increasingly diverse nature of today's workforce underscores the importance of considering ethnic, generational, and positional diversity in shaping participation in GHRM initiatives. Factors such as age, educational background, and job role can influence how individuals perceive and engage with green practices. For instance, younger employees may exhibit greater enthusiasm for sustainability initiatives, while managers may evaluate environmental programmes based on their operational efficiency. These differences highlight the need for inclusive and adaptable strategies that resonate with various segments of the workforce.

Effective collaboration between departments—such as HR, operations, and sustainability teams—is essential to ensure the seamless implementation of GHRM practices. When GHRM is carefully integrated into organisational routines and aligned with the values of diverse employee groups, it becomes a powerful driver of meaningful, grassroots environmental change. This review offers valuable insights for organisational leaders seeking to embed sustainability within HR practices. It underscores that sustainable human resource management thrives when it creates a workplace environment that promotes and rewards responsible environmental behaviour. A key finding is that employees are more likely to adopt eco-friendly behaviours when they perceive clear personal benefits. These benefits may include financial incentives for achieving environmental targets, formal recognition through performance evaluations that highlight sustainable contributions, or clearly defined job descriptions that specify environmental responsibilities. This reinforces the importance of creating an environment that balances employee satisfaction with the organisation's ecological objectives.

To achieve this balance, HR leaders should embed green values across the entire employee lifecycle. For example, recruitment and selection processes should prioritise candidates who demonstrate environmental awareness and a strong commitment to sustainability. Once hired, both employees and managers should participate in tailored environmental training programmes that equip them with the necessary skills and cultivate an ecological mindset. By integrating environmental expectations into core HR activities, organisations can foster a culture that encourages meaningful and lasting contributions to sustainability.

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