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DRIVING EMPLOYEE GREEN PERFORMANCE IN READY-MADE GARMENT ORGANIZATIONS: THE ROLE OF GREEN HRM AND GREEN ORGANIZATIONAL CULTURE

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Abstract:

The increasing environmental sustainability challenges faced by manufacturing organizations have developed urgency in enhancing employee green performance approach through the integration of green human resource management in organization strategy. This study examines the influence of GHRM functions on employee green performance through the lens of social learning theory and Herzberg's two-factor theory. The manufacturing organizations are giving more focussed efforts toward sustainability. By understanding, the motivational mechanisms which drive employee pro-environmental behaviour has become essential. The review synthesizes recent empirical studies to explore how GHRM functions both as hygiene factors; such as environmental policies and training that prevent dissatisfactions and motivators, such as recognition and meaningful green work output that enhances job satisfaction and engagement. The evidence confirms a positive relationship between green human resource management and employee green behaviour. However, inconsistencies exist in the classification of GHRM components/ functions within the Herzberg's two factor framework. There is limited research on GHRM with Herzberg's two-factor theory articulation. The methodological limitations from the literature show reliance on cross-sectional designs, lack of comparative and multistage analysis, more focus on cross-sectional studies and regional concentration, constrain

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the depth and generalizability of findings. The conceptual framework highlights the critical mediating role of green organizational culture. Recent global resource crisis requires more extensive, theory-driven research incorporating longitudinal designs and diverse contexts. This will enable practitioners and garment manufactures to understand the applicability of GHRM for resource conservation. For practitioners, balancing hygiene factors with intrinsic motivators in green HRM design is vital to sustaining employee engagement and advancing organizational environmental goals. The review contributes to the existing body of literature in environmental sustainability by integrating Herzberg's two factor theory and social learning theory. Their combined perspectives allow organizations to identify motivational and identity-based mechanisms that demonstrates how GHRM practices promote employee green performance.

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Keyword:

Employee Green Performance, Green Human Resource Management, Green Motivation, Herzberg's Two Factor Theory, Sustainability.

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Introduction

Due to the increasing environmental concerns, regulatory pressures, and evolving stakeholder expectations, sustainability has become an emphasized issue to every manufacturing country in the world (Khan & Badulescu, 2025). Manufacturing companies are striving to reduce their ecological footprint. Role of employees in achieving green organizational goal is gaining prominence. Green Human Resource Management (GHRM) has emerged as a strategy which integrates environmental management into HR practices influencing employee behaviors toward sustainability (Renwick, Redman, & Maguire, 2013). GHRM encompasses activities such as green recruitment, training, performance management, and reward systems, all aimed at promoting pro-environmental behaviors within the workforce (AlKetbi & Rice,2024). Recent studies on green human resource management (GHRM) shows that embedding practices such as green recruitment, green training, and environmentally aligned performance rewards can meaningfully reduce an organization's ecological footprint while enhancing employee motivation and overall employee environmental sustainability performance (Gazi et al.,2025). Empirical research within manufacturing industries also demonstrates that GHRM practices strengthen environmental performance of employees when supported by environmental sustainability oriented or green organizational culture and environmental transformational leadership commitment (Khan et at., 2025).

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Despite growing empirical evidence supporting the positive impact of GHRM on environmental performance, the psychological mechanisms underpinning employee green behavior remain insufficiently understood (Anwar, Nawaz& Usman, 2024). Various literature and environmental research evidence have linked GHRM functions with the enhancement of employee green behaviour in workplace which further increases employee's readiness for performing green. However, researchers have reported lack of evidence on individual GHRM function and their impact on increasing or decreasing employee green performance (Mahdy et al., 2023). Studies show that motivating factors increase employee's green performance and green behaviour but very few have acknowledged the integration of Herzberg's two factor theory in GHRM research. Studies show that GHRM is mostly integrated in the top management of the company and this excludes mid-lower-level employees which leads to struggle in identifying themselves with company's environmental strategies and goals (Ren and Chowdhury, 2026). In this study Herzberg's theory is a primary theory that provides a foundation for stakeholders to understand how hygiene factors and motivators are being represented through different GHRM functions. This study integrated Herzberg's two factor theory with social identity theory (SIT). SIT works as a supporting theory to guide the study's framework for understanding how employees identify themselves as part of the organization and perform green. When employees identify themselves with an organization that promote green performance, they tend to produce effective green performance and adopt the culture. Research examining SIT in relation to employee green performance is limited as most studies focus on employee green behaviour or organizational sustainability (Guo, Wang and Yang, 2025).

Motivation theories, which explain why individuals engage in certain behaviors, offer critical insights but are rarely incorporated in GHRM research. Among these theories, Herzberg's Two-Factor Theory stands out for its dual focus on hygiene factors, which prevent dissatisfaction, and motivators, which promote job satisfaction and engagement (Herzberg, 1966). This distinction is particularly relevant for understanding how GHRM practices can not only establish a supportive green environment but also intrinsically motivate employees to perform sustainably. Several recent studies indicate that GHRM practices can act both as hygiene factors by providing the necessary infrastructure and policies for environmental compliance and as motivators by fulfilling employee's psychological needs for meaningful and impactful work (Kuo, Liu, & Hsu, 2022; Ali et al.,2024). However, a critical review of the literature reveals a lack of consensus regarding which GHRM components primarily function as hygiene factors and which serve as motivators, and how this differentiation influences employee green performance. Furthermore, much of the existing research remains descriptive necessity for more theory- driven investigations that can guide effective HR interventions.

There is a lack of evidence on how green employee retention and green compensation impact employee environmental performance (Sultana & Moniruzzaman, 2025; Islam et al., 2025). Since 2025, the interim government has intensified enforcement of environmental governance, reinstating the national ban on single- use plastics, expanding plastic-free zones, renewable-energy solutions such as rooftop solar systems (Ministry of Environment, Forest and Climate Change, 2025). These environmental risks create urgent pressure for industrial sectors including the ready-made garment (RMG) industry, to adopt green production and resource-efficient practices. In this context, encouraging employees to behave in environmentally responsible ways becomes critical, across factories (Gazi et al.,2025; Khan et al.,2025). A study by Nahar et al., (2025) demonstrate that GHRM contributed in developing organizational culture and can promote environmental values and behaviors within organizations in

Bangladesh. Further research shows that green training and GHRM practices in garment industry can create green work engagement and employee retention. There is a lack of evidence on how green employee retention and green compensation impact employee environmental performance (Sultana & Moniruzzaman,2025; Islam et al.,2025).

Despite this strong performance, the rapid expansion of the sector has intensified environmental sustainability pressures, as RMG factories continue to be associated with high water consumption, water pollution, hazardous chemical discharge, and considerable green-house gas emissions (Finnish Business Review, 2025). Given the sector's massive workforce and global buyer scrutiny, the integration of green human-resource practices such as environmental training, sustainability-aligned performance evaluation, and employee engagement in green initiatives has become increasingly essential for enhancing both environmental outcomes and the competitive sustainability of Bangladesh's garment industry (The Daily Star, 2024a; Finnish Business Review,2025).

Literature Review

Zacher et al. (2023) characterize employee green performance as "actions by employees that either promote or obstruct environmental sustainability." This viewpoint highlights the significance of individual activities in shaping organizational environmental performance. As organizations worldwide recognize the significance of environmentally responsible employee behavior, employee green performance has emerged as a primary subject of global sustainability research. This performance encompasses both in-role behaviors, such as adherence to environmental regulations, and outer-role behaviors, including volunteer efforts that contribute to the organization's sustainability (Zhang, Panatik, & Zhang, 2024). According to Alfadel et al. (2025), businesses promoting green work participation through structured HRM policies enhance employees' commitment towards performing green.

Numerous garment factory proprietors perceive GHRM initiatives as additional costs lacking evident commercial returns. For small and medium enterprises operating with constrained profit margins, investments in green training, sustainable workplace modifications, or incentive schemes are sometimes regarded as inconvenient (Azad et al., 2021). Although literature shows significant impact of green practices on the increase of employee green behaviour and outcome, there are contradicting data available. A study by Karmoker et a., (2020) shows that green recruitment does not significantly influence green performance in workplace. Another study by Sajuyigbe et al., (2024) demonstrates that green rewards have positive but insignificant impact on environmental performance. A study in China's electrical industry with 333 respondents show that green rewards negatively influence employee green behaviour (Xie et al., 2024). Hossain, Mitu & Mustafi., (2026) found from a study on 92 manufacturing firms in Bangladesh that green compensation and rewards have insignificant impact on environmental performance. The daily practices and environmental consciousness of employees contribute to reducing resource consumption, minimizing environmental footprints, and advancing factory-level initiatives such as waste recycling programs and energy-efficient production (Islam et al., 2024). The sector is highly competitive due of the low-cost demands from international clients and significant pressure to meet production targets. Eco-friendly initiative and green HR initiatives are frequently regarded as peripheral issues, overshadowed by a focus on immediate results (Islam et al., 2024).

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Khan et al. (2025) provide cross-national evidence from China and Pakistan demonstrating that green HRM interventions improve employees' green work practices. These studies jointly underscore that staff green performance is a vital global organizational asset, enabling firms to meet international environmental criteria and promote broader sustainable development objectives. Islam et al. (2025) demonstrate that green HRM policies enhance employees' tendency to engage in environmentally beneficial behaviors through mechanisms such as green innovation and job engagement. Studies in industrial environments and factories demonstrate that Green Human Resource Management (GHRM) improves employee engagement, hence moderating the influence of HRM practices on both in-role and extra-role environmental behaviors (Islam et al., 2025; Karmoker et al., 2021). Research in the banking industry reveals that green HRM enhances employees' green involvement, indicating that eco-friendly HR policies can influence behavior outside of manufacturing contexts (Naher & Kumar, 2025; Hossain & Paul, 2023). A study conducted by Rahman et al. (2021) examines the impact of Green Human Resource Management techniques on the environmentally conscious behaviors of employees in Bangladesh's ready-made garment sector. Green Human Resource Management strategies, including eco-friendly recruitment, training, and performance evaluation, exert a positive and substantial influence on employee environmental performance. The findings by Rupa et al., (2023), indicate that GHRM regulations enhance employee environmental performance, with sustainability-oriented employee behavior serving as a partial mediator of this relationship. Research on green performance, particularly green management research from an employee perspective, is rarely done (Elvina, Saputra & Nuvriasari, 2024).

Green Organizational Culture and Employee Green Performance

The relationship between green organizational culture and employee green performance is underpinned by social identity theory and social cognitive theory**.** Social identity theory suggests that employees commit to organizational values when they align with their self-concept, increasing their motivation to demonstrate behaviours consistent with those values. Social cognitive theory emphasizes that organizational cues and norms shape individual behaviour through learning and self-efficacy mechanisms (Li et al., 2025). Employee Green Performance (EGP) refers to individual-level environmentally responsible behaviours and outcomes exhibited by employees at work. These can include proactive eco-friendly practices, following the environmental protocols, and contributions to the organization's environmental goals. A study in an Indonesian company found that organizational green culture positively and significantly affected employee green performance. This result establishes that when employees perceive the organization as environmentally committed, they are more likely to engage in eco-friendly practices and behaviours at work (Fahira & Achmad, 2025).

Green Organizational Culture (GOC) refers to a set of shared values, beliefs, norms, and practices within an organization that emphasize environmental sustainability and influence how employees collectively approach environmental issues. Some examples are-environmental protection, waste reduction, resource conservation etc. Various studies in sustainability literature have identified that an organization that is culturally committed towards green output, motivates employees to go green. GOC becomes part of the organization's identity when sustainability principles are rooted into daily operations, policies, and performance expectations (Adhikari, 2025; Putri, 2024). Green organizational culture is positively correlated with employee performance outcomes. This includes task achievement

and adaptive behaviour which further suggests environmental values rooted in culture can influence employee effectiveness in performing green (Adhikari, 2025).

GHRM and Employee Green Performance

According to Zhang et al. (2024), employee green performance comprises behaviours such as conserving energy, recycling, participating in volunteer environmental initiatives, and advocating for sustainable practices among co-workers. Islam et al. (2025) demonstrate that green HRM policies enhance employees' tendency to engage in environmentally beneficial behaviours through mechanisms such as green innovation and job engagement. Studies in industrial environments show that Green Human Resource Management (GHRM) improves employee engagement. So it moderates the influence of HRM practices on both in-role and extra-role environmental behaviours (Islam et al., 2025; Karmoker et al., 2021). The ready-made garment (RMG) sector profoundly influences Bangladesh's economy and environment; nonetheless, there is a scarcity of research specifically evaluating employee green performance in this area, highlighting a huge empirical gap (Chowdhury, 2023). To enhance employees' eco-friendly practices, corporate environmental sustainability is essential, achievable solely through employee environmental performance (Niazi, 2023). Voluntary green behaviours are actions undertaken by employees of their own volition, driven by personal environmental concerns rather than external coercion from superiors (Gim, 2022). Furthermore, the additional efforts of employees are neither appreciated nor acknowledged as commendable for their environmental benefits, and they remain uncompensated (Hameed, 2020).

Proper integration of GHRM practices can be promoted by the implementation of strict policies, training programs, and incentives, hence improving employee green performance and development inside the industry (Azad et al., 2022). The findings by Rupa et al., (2023), indicate that GHRM regulations enhance employee environmental performance, with sustainability-oriented employee behaviour serving as a partial mediator of this relationship. Furthermore, it also indicates that performance appraisal methodologies and green training require enhancement to increase employee engagement in environmentally sustainable operations.

Green recruitment encompasses both motivational and hygienic considerations. It offers intrinsic motivators by synchronizing employees' values with organizational sustainability objectives, resulting in enhanced job satisfaction and performance (Faisal, 2023). Well-designed green incentive systems can effectively tackle hygienic factors, including equitable compensation, hence diminishing unhappiness and promoting a more engaged workforce (Gomes et al., 2024). Employees with training are more adept at identifying and responding to environmental possibilities in the workplace, facilitated by organizational frameworks that endorse ecological activities (Paillé et al., 2021). GHRM improves employees' environmental consciousness, subsequently cultivating green values in their daily life, underscoring the essential importance of knowledge in advancing green behaviors and actions (Amanullah et al., 2024). The investigation of GHRM practices within Bangladesh's garment sector and their impact on employees' environmentally conscious behavior, both professionally and personally, demonstrates that GHRM practices enhance employees' environmental awareness and actions, underscoring the necessity of incorporating environmental knowledge into GHRM policies to foster green employee performance (Saha et al., 2021). Green human resource management is conceptually linked to green organizational culture as human resource practices serve as the mechanism through which environmental values and norms are communicated, reinforced and

institutionalised in the organization. By integrating sustainability and resource conservation into core HR functions such as green rewards, green recruitment, green training, green appraisal, GHRM helps integrate pro-environmental values into employees' daily work experiences. This helps foster an organizational culture that prioritizes environmental responsibility (Al Masud et al., 2024; Rahman & Saba, 2025). For example, the practices that emphasizes environmental criteria during hiring and selection provide signal to employees that sustainability is a valued organizational norm. This can shape the shared values and perceptions of employee's overtime (Gazi et al.,2024). Selective and targeted green training programs can enhance employees' eco-friendly competencies. Eventually allowing employees to perform green (Rahman and Saba, 2025). Previous studies further validate this relationship by showing that GHRM practices contribute to the development of green organizational culture by aligning HR functions with sustainability goals (Naher, 2025).

Theoretical Overview

Social identity theory (SIT) assumes that individuals categorize themselves based on membership in social groups and derive part of their self-concept from organizational affiliation (Tajfel & Turner, 1986). In the context of green organizational behaviour, employees internalize organizational environmental values communicated through GHRM practices. Social identity theory explains why green organizational culture mediates the relationship between GHRM and employee green performance: employees adopt pro-environmental behaviours to maintain a positive social identity within a sustainability-oriented organization (Li et al., 2025; Putri, 2024). Herzberg's theory therefore helps explain the direct pathway from GHRM practices to employee green performance**,** as well as the mediating role of green organizational culture: effective GHRM practices establish both the contextual conditions (hygiene) and intrinsic motivators that encourage employees to consistently perform environmentally responsible behaviours (Fahira & Achmad, 2025; Adhikari, 2025).

Combining SIT and Herzberg's Two-Factor Theory provides a strong base for the hypothesized relationships. Although the Ability-Motivation-Opportunity (AMO) framework has been widely used in human resource management research, there are still several conceptual and empirical limitations which make it less suitable as the primary theoretical lens. Thus, SIT and Herzberg's theory are utilized to understand the mechanisms linking green human resource management (GHRM) to employee green performance in this study.

A major critique of AMO theory is conceptual ambiguity and inconsistency in measurement. In previous studies, researchers have observed that the core constructs of ability, motivation, and opportunity are often poorly defined and operationalized. Moreover, this can lead to heterogeneity across studies and growth of measurement scales which may neglect theoretical clarity (Bos-Nehles et al., 2023). This have raised challenges in precisely operationalizing AMO constructs in GHRM studies. Such studies measure of "ability" or "opportunity" may not clearly show how specific green behaviours or practices are achieved. In addition, AMO research has been criticized for its lack of integration between individual-level and organizational-level variables. Where, most empirical work failed to examine how AMO factors interact with each other to produce performance outcomes. As a result, AMO models often overlook important mediating processes such as organizational culture (Bos-Nehles et al., 2023). This is particularly problematic in the sustainability studies, where organizational values and shared norms are directed as theory to work as a central mediating role between HR practices and individual green performance. Also, researchers argue that the AMO framework

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assumes a fixed and additive relationship between ability, motivation, and opportunity. This may fail to reflect the active, context-dependent nature of complex organizational environments (Kellner et al., 2019).

Thus, the current study conceptualizes the framework through the lens of Herzberg's two-factor theory and social identity theory.

Conceptual Framework

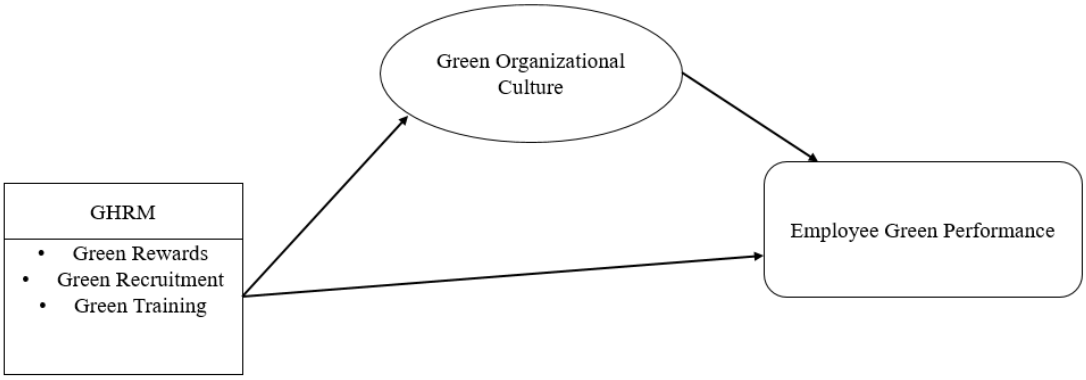


Figure 1: Conceptual Framework

The conceptual framework in this study proposes that green human resource management practices such as green recruitment, green training, and green rewards are the independent variable. These independent variables may increase or decrease employee green performance. Here, organizational culture may mediate the relationship between the variables directly or indirectly. GHRM helps organizations to integrate environmental sustainability and human resource policies and strategies. These actions undertaken by organizations show their commitment to the environment. Also, these practices in organizations lead to shared values, norms, and beliefs based in environmental responsibility (Putri, 2024). Through this process, GHRM practices promote a green organizational culture that encourages employees to internalize environmental values and align their behaviours with organizational sustainability goals (Li et al., 2025). Green organizational culture, in turn, enhances employee green performance by promoting environmentally responsible behaviours and proactive engagement (Adhikari, 2025). In addition, the framework acknowledges a direct relationship from GHRM practices to employee green performance. This shows green HR initiatives can independently motivate and equip employees with the skills and incentives necessary to perform environmentally responsible tasks (Fahira & Achmad, 2025).

The Herzberg's two factory theory primarily guides this framework by explaining the green rewards and green recruitment as the hygiene factors that promotes green organizational culture. Also, green training and development are motivators that influence the increase or decrease of employee satisfaction. Ultimately combining these factors restores green organizational culture and increases employee green performance. Social identity theory is the supporting theory for this framework. Employees who are hired for their green job performance, tend to think that the organization values environmental sustainability. Learning from green training employees understand green knowledge and resource conservation. This helps them to perform green and naturally creates green culture in the workplace. As employees

are rewarded for their green work output, they identify organization's green identity. Thus, increasing employee green performance (Khan et al., 2023).

Overall, the framework highlights green organizational culture as a critical mediating variable. Ultimately, such transition of culture can transform GHRM practices into better employee green performance. The proposed hypotheses are as follows-

H_1: Green human resource management practices have a significant effect on employee green performance.
H_2: Green human resource management practices have a significant influence on the development of green organizational culture.
H_3: Green organizational culture increases employee green performance.
H_4: Green organizational culture mediates the relationship between GHRM practices and employee green performance.

Discussion

The surge of global sustainability concerns has increased manufacturing companies put more emphasis on resource conservation. Organizations are working relentlessly to encourage environmentally friendly behavior in employees. Organizations can shape employee attitudes and performance toward environmental goals through incorporating green human resource management. The study explored the relationship between GHRM practices, green organizational culture and employee green performance. To understand how HR functions can produce sustainable behavioural outcomes. The integrations of Herzberg's two-factor theory and social identity theory further show that employee's behaviour can be translated to positive green outcomes. It can only happen when employees are motivated and perceive organization to be committed towards green goals.

The proposed framework sets GHRM as an independent variable that influences employee green performance both directly and indirectly through green organizational culture. GHRM practices such as green recruitment, green training, and environmentally aligned compensation can build employee expertise and motivate employees to participate in green initiatives. Social identity theory guides the framework to show employees' need for connecting to an organization by identifying their sustainability commitment. They can align their behaviors with sustainability goals best when they identify themselves as a member of the organization. Thus, Green organizational acts as a mediator. It mediates the relationship by incorporating sustainability into daily HR practices and reinforcing eco-friendly behaviours in the workforce. Herzberg's Two-Factor Theory complements this framework by highlighting the importance of hygiene factors. In addition, these theoretical perspectives explain the capability and intrinsic motivation that drive employee green performance in garment manufacturing organizations.

Various recent empirical data support this conceptualization. Studies indicate that organizations implementing extensive GHRM practices develop strong green cultures. Further enhancing employees' environmental behaviours (Adhikari, 2025; Li et al., 2025; Putri, 2024). When green criteria are embedded in training and rewards, employees naturally feel motivated and produce desired performance. Green organizational culture emerges as a critical mechanism in this process. GOC converts organizational sustainability goals into observable employee performance. Also, the framework shows a direct relationship from GHRM to employee green performance, suggesting that HR practices can influence eco-friendly behaviours.

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There is limited empirical data on green organizational culture in context of employee green performance. Advanced statistical methods such as structural equation modelling (SEM) and partial least squares (PLS-SEM) can provide strong evidence of the indirect effects of GHRM practices on employee green performance through green organizational culture. Researchers should also examine potential moderating variables, such as organizational size, industry type, national culture, or leadership style. Transformational leadership can serve as a moderating factor between employee green performance and GHRM practices.

Literature shows lack of empirical data in garment manufacturing industry. There are studies that have examined GHRM practices individually to evaluate organizational green performance, however, very few focussed on the bundled impact of GHRM practices on employee green performance. Human resources are the heart of any industry and its imperative to understand what motivates them to perform in an environmentally sustainable way. Although GHRM has gained wide attention in past few years, there is still lack of articulation of underpinning theory targeting the behavioural aspect of employees.

Additional theoretical perspectives can complement the current framework. While this study applied SIT and Herzberg's Two-Factor Theory, integrating Self-Determination Theory or the Theory of Planned Behaviour could offer deeper insights into the motivational and cognitive processes driving green behaviours. Self-Determination Theory, for example, could explain how intrinsic motivation develops through meaningful engagement in green initiatives, while the Theory of Planned Behaviour could reveal how attitudes, norms, and perceived behavioural control influence green performance. Combining these perspectives with GHRM and organizational culture could provide a more comprehensive understanding of employee green performance.

Understanding how group-level and organization-level strategies impact cultural norms and individual green performance should be tested. Longitudinal studies can further reveal data on employee green behavioral changes over different times. In Bangladeshi garment industry context, longitudinal study can demonstrate the changing GHRM pattern during interim government and post-election time. Also, not all garment company in Bangladesh have green factories, thus a comparative analysis can be done on LEED certified companies and general garment manufacturing factories. This can unveil gaps for future study as well. Organizations will be able to understand the long-term effectiveness of their sustainability initiative and its durability.

Technological innovations and digital platforms may enhance the effectiveness of GHRM practices. Online training, performance tracking, and communicating green goals can facilitate the operations. Future research should be done to examine how GHRM interacts with green organizational culture to promote employee green performance through technological support. Also, exploring the mediating or moderating role of self-efficacy can be fruitful for garment organizations to understand what increases green behavior in employees. Employees who believe they can meaningfully contribute to environmental goals are more likely to engage in proactive green actions.

Finally, expanding research across cultural and institutional contexts is essential. Most existing research focus on specific countries or industries such as the western countries are given more preference along with banking and tourism industries. This limits generalizability of data. Countries like China, Bangladesh and Vietnam, who are more focussed in garment

manufacturing should be considered as main demography. Garment industry is a labor-intensive sector where green human resource management dynamics can be tested for in-depth understanding. Cross-cultural or cross-industry research can reveal how contextual factors shape the effectiveness of GHRM. Comparative studies will also provide guidance for organizations operating in diverse regulatory and cultural environments.

Conclusion

The conceptual paper shows that GHRM plays a critical role in promoting green organizational culture and enhancing employee green performance. Although studies explain long rooted theoretical relationship of the observed variables. The contradicting evidence form literature identifies that in different industrial context GHRM practices can both positively and negatively impact employee green performance. Integrating Social Identity Theory and Herzberg's Two-Factor Theory offers a strong explanation for how HR practices motivate and enable employees to engage in green behaviours. The study underscores that GHRM should not be viewed merely as a set of operational HR activities. It should be seen as a strategic means for establishing environmental sustainability into organizational culture. GHRM can ensure pro-environmental behaviour in individual employees in the current global energy crisis. This can help the organizations to conserve energy and resources naturally. Future empirical research can be done to understand the mediation, moderation, multi-level effects, technological guidance, and multi-contextual relevance to advance theoretical understanding. Sustainability objectives can be achieved by organizations through practical guidance provided by such research. Long-term sustainability goals for organizations can be achieved by understanding the core relationship between GHRM practices, green culture and broader green strategies. Such emphasis will allow organizations to secure employee commitment on environmental goals in the long run.

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