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Green Culture and Training on Employee Green Behavior: The Mediating Environmental Awareness Role

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ABSTRACT

Objectives: This study aims to analyze and empirically test the influence of Green Organizational Culture and Training on Employee Green Behavior, both directly and indirectly, with Environmental Awareness as a mediating variable.

Methodology: The study employs a quantitative approach with a causal design. The research population consists of 195 Civil Servants within the Agency for Standardization and Industrial Services Policy (BSKJI) and the Industrial Human Resources Development Agency (BPSDMI), with a sample of 133 respondents selected through proportionate stratified random sampling. Data were collected using questionnaires and analyzed using the Structural Equation Modeling–Partial Least Square (SEM-PLS) method via SmartPLS 4.

Finding: The results demonstrate that Green Organizational Culture and Training have a positive and significant effect on Employee Green Behavior. Furthermore, Environmental Awareness is proven to serve as a mediating variable that strengthens the influence of Green Organizational Culture and Training on Employee Green Behavior.

Conclusion: This study demonstrates that while Green Organizational Culture does not directly impact Employee Green Behavior significantly, Training and Environmental Awareness do. Crucially, Environmental Awareness serves as a vital mediator, bridging both Green Culture and Training to foster eco-friendly behavior. These findings suggest that the Ministry of Industry should prioritize intrinsic environmental consciousness to translate organizational initiatives into actual green actions.

Keywords: Green Organizational Culture; Green Training; Environmental Awareness; Employee Green Behavior.

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INTRODUCTION

The Ministry of Industry of Indonesia continuously promotes the development of green industry trends within the national industrial ecosystem to ensure that industrial progress aligns with environmental preservation and community sustainability. As the governing body fostering the national industrial sector, The Ministry plays a pivotal role in accelerating the transition toward eco-friendly practices to support the Net Zero Emission (NZE) target by 2060. This commitment is articulated in Indonesia's Enhanced Nationally

Determined Contributions (NDC) submitted to the UNFCCC in 2022. Furthermore, Indonesia's progress is reflected in the 2023 Green Future Index, where the nation climbed 21 positions to rank 49th globally, driven by investments in renewable energy and supportive environmental policies.

To accelerate these targets, The Ministry initiated the Annual Indonesia Green Industry Summit (AIGIS) in 2024. However, despite strong institutional commitments, internal employee participation specifically Employee Green Behavior remains suboptimal. This raises a critical question regarding the Ministry's credibility can an institution effectively motivate the broader industry to adopt green practices if its own internal culture has not fully internalized sustainability principles. Employee Green Behavior is defined as pro-environmental actions performed by employees within their job roles, encompassing waste reduction and energy efficiency (Ababneh, 2021).

Empirical data between 2022 and 2024 indicates a concerning phenomenon Employee Green Behavior implementation in energy use and waste management has failed to reach targets consistently. In 2023, participation reached 55%, but dropped to 51% in 2024 despite an increased target of 60%. A preliminary survey 2025 of 30 respondents highlighted that Green Organizational Culture, Training, and Environmental Awareness are critical variables requiring further investigation, as they showed high negative response rates (30%, 53%, and 40%, respectively).

Recent studies indicate a positive relationship between Green Organizational Culture and employee pro-environmental behavior. A workplace culture that actively promotes sustainability initiatives can encourage employees to adopt environmentally friendly practices and support organizational environmental goals (Ahmad et al., 2023). Furthermore, Green Organizational Culture has been shown to enhance an employee's sense of meaning and purpose in their work (Obeng et al., 2024). In terms of training, ecological competence gained through green programs directly influences Employee Green Behavior. However, a significant research gap remains. While some studies suggest a direct influence of organizational factors on behavior, others indicate that this relationship is often inconsistent and may require psychological mediators. Moreover, most existing literature focuses on the hospitality and manufacturing sectors, leaving a void in the context of government public services.

Based on these issues, this study aims to examine the influence of Green Organizational Culture and Training on Employee Green Behavior, with Environmental Awareness serving as a mediating variable within the Ministry of Industry.

LITERATURE REVIEW

1. Theoretical Overview and Research Variables

The study of pro-environmental behavior in organizations is grounded in the Theory of Planned Behavior. TPB posits that an individual's behavior is determined by their intention, which is influenced by attitudes, subjective norms, and perceived behavioral control. In the context of this research:

- Employee Green Behavior is the dependent variable, defined as proactive actions taken by employees to preserve natural resources and minimize negative impacts on the ecosystem within the organization.

- Green Organizational Culture acts as a source of "subjective norms," where the values and beliefs of the organization regarding sustainability shape the behavioral expectations for employees.
- Green Training serves to enhance "perceived behavioral control" by providing employees with the necessary knowledge and skills to perform environmentally friendly tasks effectively.
- Environmental Awareness represents the "attitude" component, where an employee's consciousness and concern for environmental issues drive their motivation to engage in green practices.

2. State-of-the-Art of the Research

Current research in Green Human Resource Management has shifted from merely identifying direct impacts to understanding complex psychological mechanisms. While traditional studies often found direct links between organizational practices and behavior, recent findings show inconsistencies. This research addresses these gaps by:

- Integrating Environmental Awareness as a mediator to explain *why* and *how* organizational culture and training translate into actual behavior.
- Applying these concepts specifically within public sector organizations (Ministry of Industry), moving beyond the heavily researched private manufacturing sector.

3. Analysis of Research Variables and Relevant Publications

- Green Organizational Culture is research shows that a culture supporting sustainability motivates employees to involve themselves in pro-environmental practices It provides a sense of meaning and purpose in their work (Ahmad et al., 2023).
- Green Training is programs that provide structured ecological knowledge have been shown to significantly enhance employees' environmental competencies and foster pro-environmental behaviors in organizational settings (Li & Li, 2025).
- Environmental Awareness is inherently multidimensional encompassing cognitive understanding and affective motivation and plays a primary role in driving pro-environmental behavior (Wiśniewska et al., 2025).
- Employee Green Behavior is an employee action in measurable behavior carried out by employees related to environmental responsibility and contributing to environmental sustainability. Employee Green Behavior includes practices like waste reduction, energy efficiency, and active involvement in environmental programs (Zacher et al., 2023).

4. Research Hypotheses

Based on the theoretical framework, the following hypotheses are proposed:

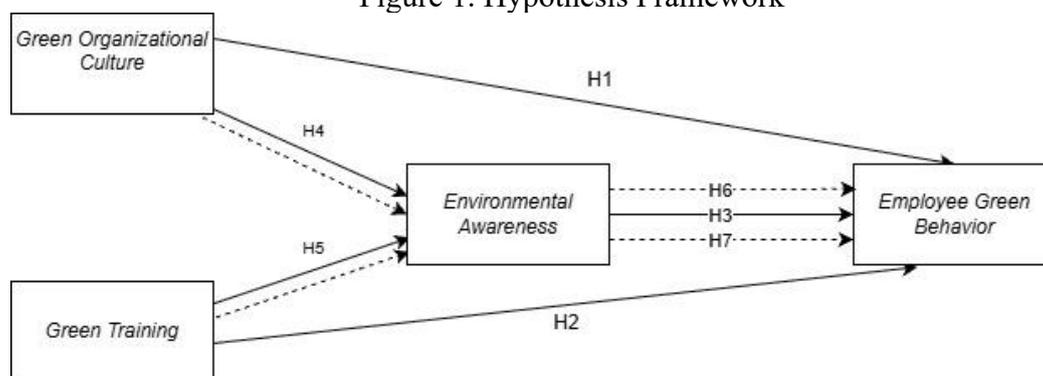
- H1: Green Organizational Culture has a positive and significant effect on Employee Green Behavior.
- H2: Green Training has a positive and significant effect on Employee Green Behavior.
- H3: Environmental Awareness has a positive and significant effect on Employee Green Behavior.
- H4: Green Organizational Culture has a positive and significant effect on Environmental Awareness.
- H5: Green Training has a positive and significant effect on Environmental Awareness.
- H6: Environmental Awareness positively and significantly mediates the effect of Green Organizational Culture on Employee Green Behavior.

- H7: Environmental Awareness positively and significantly mediates the effect of Green Training on Employee Green Behavior.

5. Theoretical Framework

The theoretical framework illustrates that Green Organizational Culture (X1) and Green Training (X2) are independent variables that influence Employee Green Behavior (Y). This relationship is further strengthened through the mediating role of Environmental Awareness (Z), which captures the internal psychological transformation of the employee.

Figure 1. Hypothesis Framework



METHOD

Research methods are the strategies, processes, or techniques utilized in the collection of data or evidence for analysis and the specification of tools and materials for the research. This study employs a Quantitative Research approach to gather numerical data that can be ranked, measured, or categorized through statistical analysis.

1. Research Design

This study utilizes a causal research design to analyze and empirically test the influence of independent variables on the dependent variable. Specifically, it examines the impact of Green Organizational Culture and Training on Employee Green Behavior, with Environmental Awareness serving as a mediating variable.

2. Population and Sample

The research population consists of 195 Civil Servants (PNS) within the Agency for Standardization and Industrial Services Policy (BSKJI) and the Industrial Human Resources Development Agency (BPSDMI) units at the Ministry of Industry. A sample of 133 respondents was selected using the proportionate stratified random sampling technique to ensure representative data from both units.

3. Data Collection Techniques and Instrument Development

Primary data were collected through questionnaires distributed both online and directly to respondents. Instrument Development: The research instrument utilizes a 5-point Likert scale (ranging from 1–5) for respondents to evaluate closed-ended statements. The questionnaire is divided into segments corresponding to the research variables: Green Organizational Culture, Green Training, Environmental Awareness, and Employee Green Behavior

4. Data Analysis Techniques

The data are analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with SmartPLS 4 software. This technique involves:

- Measurement Model (Outer Model): To test the validity and reliability of the research instruments.
- Structural Model (Inner Model): To test the research hypotheses and the strength of the relationships between variables.
- Bootstrapping: A non-parametric procedure used to determine the significance of direct and indirect (mediating) effects. A hypothesis is accepted if the p-value < 0.05 or the t-statistic > 1.65 (one-tailed).

RESULTS AND DISCUSSION

Respondent Profile

The study involved 133 respondents from the the Agency for Standardization and Industrial Services Policy (BSKJI) and the Industrial Human Resources Development Agency (BPSDMI). The demographic analysis shows a balanced gender distribution (51.13% male and 48.87% female). Most respondents hold a Bachelor`s degree (51.88%) and have a work tenure of more than 10 years (44.40%), indicating a high level of organizational experience among the participants.

Table 1. Demographic Charasteristic

Respondent Identity	Results	
	Respondent	%
Gender		
Male	68	51.13
Female	65	48.87
Education		
D3	11	8.27
S1/D4	69	51.88
S2/S3	53	39.85
Work Tenure (years)		
< 5	28	21.10
5 – 10	46	34.60
> 10	59	44.40

Measurement Model Evaluation (Outer Model)

To ensure the validity and reliability of the research instrument, a measurement model evaluation was conducted using PLS-SEM.

- Convergent Validity: Indicated by *factor loading* values and *Average Variance Extracted* (AVE). Several indicators (GOC 1, GT 1-3, and EA 1) were eliminated because they fell below the 0.7 threshold. After elimination, all remaining indicators met the criteria.
- AVE Results: All variables recorded AVE values above 0.50, confirming good convergent validity.
- Reliability: The model demonstrated high internal consistency with *Composite Reliability* (CR) values for all constructs.
- Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio of Correlations (HTMT). All values fell below the 0.90 threshold, thereby establishing discriminant validity and confirming that each construct is empirically distinct.

Figure 2. Factor Loading

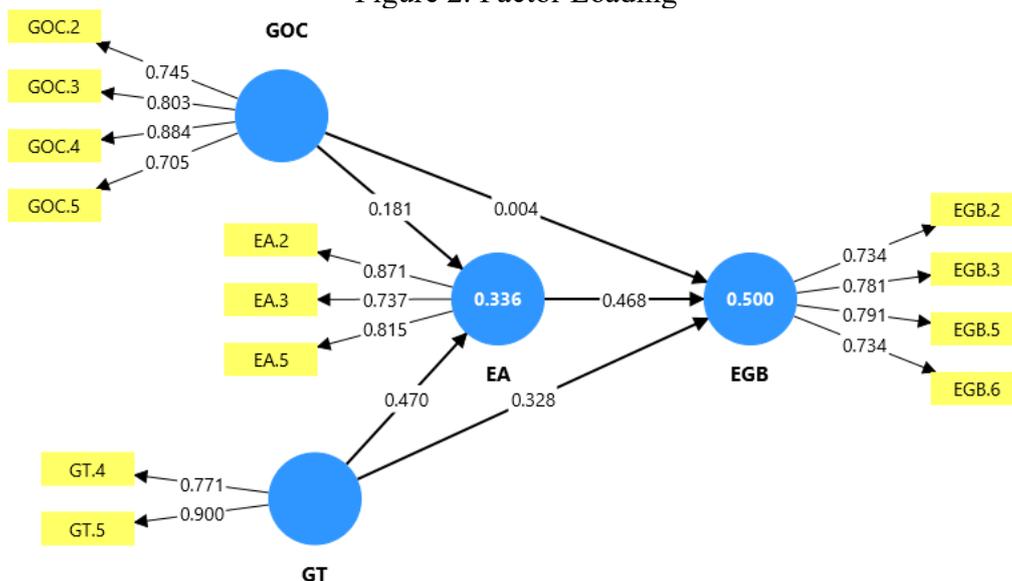


Table 2. HTMT

Construct	EA	EGB	GOC	GT
EA (Z)				
EGB (Y)	0.862			
GOC (X1)	0.508	0.441		
GT (X2)	0.826	0.850	0.679	

Table 3. Comprehensive Results of Validity and Reliability

Construct	Average Variance Extracted (AVE)	Composite Reliability (Rho c)
GOC (X1)	0.619	0.866
GT (X2)	0.702	0.824
EA (Z)	0.656	0.850
EGB (Y)	0.578	0.846

Structural Model Evaluation (Inner Model)

The structural model indicates that the independent variables (GOC, GT, and EA) explain 50% of the variance in Employee Green Behavior ($R^2 = 0.50$). This is considered a moderate level for behavioral studies

Table 4. R-Square

Construct	R-Square	Criteria
Employee Green Behavior (EGB/Y)	0.5	Moderate

Hypothesis Testing

Hypothesis testing was performed using the *bootstrapping* method to determine the significance of direct and indirect paths with a significance level of 5% ($\alpha = 0.05$) and t-table value (one-tailed) of 1.650.

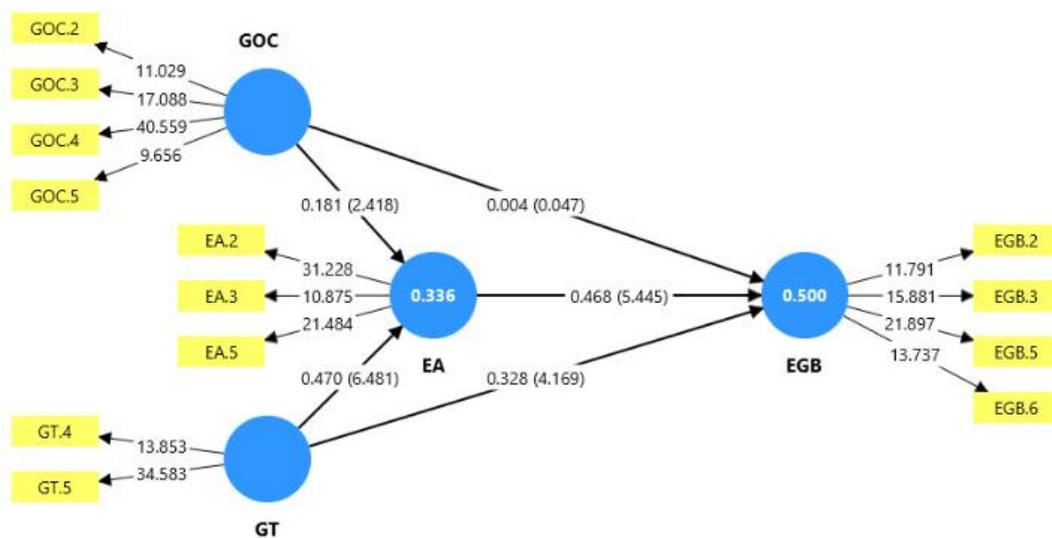
Table 5. Hypothesis Testing Results

Hypothesis	Direct Effects			Result
	Coeffisien	T. Statistic	P Value (α)	
H1: GOC => EGB	0.004	0.047	0.481	Not Supported
H2: GT => EGB	0.328	4.169	0.000	Supported
H3: EA =>EGB	0.468	5.445	0.000	Supported
H4: GOC => EA	0.181	2.418	0.008	Supported
H5: GT => EA	0.470	6.481	0.000	Supported
Indirect Effects (Mediation)				
H6: GOC => EA => EGB	0.085	2.183	0.015	Supported
H7: GT -> EA -> EGB	0.220	4.158	0.000	Supported

Interpretation:

- Green Organizational Culture does not directly affect Employee Green Behavior.
- Green Training and EA significantly influence Employee Green Behavior
- Both Green Organizational Culture and Green Training significantly influence Environmental Awareness.
- Environmental Awareness fully mediates the relationship between Green Organizational Culture and Employee Green Behavior.
- Environmental Awareness partially mediates the effect of Green Training on Employee Green Behavior.

Figure 3. Path Coeficence with t-statistik



Discussion

This discussion interprets the empirical results regarding the relationships between variables, including direct effects and mediation mechanisms, in accordance with the predefined hypotheses. The findings are correlated with theoretical frameworks and relevant prior research to provide a comprehensive practical and theoretical understanding.

1. The Influence of Green Organizational Culture on Employee Green Behavior

The results reveal that Green Organizational Culture does not have a direct significant effect on Employee Green Behavior, meaning Hypothesis 1 is not supported. This suggests that organizational environmental values and policies have not been fully internalized by employees. According to the Theory of Planned Behavior, culture alone is insufficient to trigger action if it fails to shape individual attitudes and perceived behavioral control. Empirically, Green Organizational Culture in this context remains at a declarative stage and is not yet integrated into technical procedures or green-based evaluation systems. These findings align with recent studies suggesting that green culture often influences behavior indirectly through environmental awareness or intrinsic motivation (Li & Li, 2025). Without clear operational support, cultural commitment remains merely normative rather than transformative (Veerasingam et al., 2024).

Evidence from the field indicates that eco-friendly practices have not yet become mandatory work standards, relying instead on individual initiatives. This explains why green behavior has not emerged uniformly despite the organization's stated commitment to sustainability. Ultimately, these findings emphasize that a green organizational culture requires robust supporting mechanisms and psychological internalization processes before it can be manifested in tangible and sustainable work behaviors.

2. The Influence of Green Training on Employee Green Behavior

The results demonstrate that Green Training has a positive and significant effect on Employee Green Behavior; consequently, Hypothesis 2 is supported. This indicates that effective environmental training enhances employees' tendency to adopt eco-friendly practices. Within the Ability Motivation Opportunity (AMO) framework, Green Training serves as a vital mechanism to improve employees' competencies by providing the technical knowledge and practical skills necessary for consistent environmental management (Ye et al., 2022). Beyond skill enhancement, Green Training strengthens internal motivation and commitment toward organizational sustainability. As EGB is often a voluntary extra-role behavior, it relies heavily on the intrinsic drive fostered through structured training (Abo et al., 2024). Field observations confirm that the concrete implementation of Green Training such as the utilization of digital systems to reduce paper consumption effectively equips employees for greener operations.

These findings affirm that investing in Green Training is a strategic Green Human Resource Management practice that directly drives proactive pro-environmental behavior. However, to maintain such consistency, organizations must increase the intensity of technical training and ensure the seamless integration of green practices into daily operating procedures. This transition from training to routine habit is essential for translating declarative commitment into tangible, long-term behavioral change.

3. The Influence of Environmental Awareness on Employee Green Behavior

The research results demonstrate that Environmental Awareness has a positive and significant effect on Employee Green Behavior. This finding indicates that a higher level of environmental awareness regarding ecological issues and impacts increases the tendency of employees to adopt sustainable behaviors in their daily work activities. Such awareness drives individuals to take greater responsibility for resource utilization and minimize the environmental footprint of organizational activities. From the perspective of the Theory of Planned Behavior, Environmental Awareness acts as a cognitive factor that shapes attitudes

toward eco-friendly conduct. Individuals with high Environmental Awareness levels tend to hold positive evaluations of green practices because they understand the long-term consequences and benefits. This positive attitude strengthens the intention to act, which ultimately manifests as tangible behavior. Recent studies consistently show that Environmental Awareness is a robust predictor of pro-environmental behavior in the workplace (Radha et al., 2025).

Beyond its role in attitude development, Environmental Awareness acts as a catalyst for intrinsic motivation, encouraging employees to adopt voluntary sustainable workplace practices. Current research confirms that Environmental Awareness enhances employee commitment and involvement in sustainability practices, even when such behaviors are not formally mandated. This suggests that Employee Green Behavior is often driven by personal values and individual environmental concern (Ye et al., 2022). High Environmental Awareness makes employees more sensitive to opportunities for implementing green practices, such as energy efficiency, paper reduction, and waste management. This awareness reinforces the belief that such behaviors are valuable and relevant for long-term consistent application. Therefore, Environmental Awareness acts as the essential psychological bedrock upon which consistent and proactive pro-environmental conduct is built. Empirical evidence from the field shows that environmental awareness has encouraged employees to initiate voluntary eco-friendly behaviors. However, implementation still faces structural constraints, such as work systems that are not yet fully digitalized. This indicates that individual awareness must be supported by adequate policies and facilities to translate into consistent work behavior. Therefore, strengthening digitalization policies and technical training are strategic steps to optimize the impact of Environmental Awareness on Employee Green Behavior. Consequently, the hypothesis stating that EA has a positive effect on Employee Green Behavior is supported in this study.

4. The Influence of Green Organizational Culture on Environmental Awareness

The results of this study confirm that Green Organizational Culture exerts a positive and significant influence on Environmental Awareness, thereby providing empirical support for Hypothesis 4. This finding suggests that a robust organizational framework rooted in sustainability values is instrumental in reshaping individual mindsets toward ecological responsibility. Within the framework of Social Learning Theory, the organizational environment acts as a primary source of information and behavioral modeling. Employees do not merely receive top-down mandates; rather, they internalize environmental knowledge through continuous observation and imitation of their social surroundings, particularly the behaviors exhibited by leadership and peers.

Furthermore, a green culture functions as a critical social learning mechanism. When an organization moves beyond purely rhetoric and embeds sustainability into its core identity, it creates a "green climate" that heightens an employee's cognitive sensitivity to environmental issues. As noted by consistent and substantive green practices are significantly more effective in building genuine awareness than symbolic or normative commitments. Even in instances where resource efficiency such as energy conservation or waste management has not yet reached an optimal operational level, the underlying cultural foundation has successfully sensitized employees to the urgency of environmental stewardship (Alkaf et al., 2023).

This heightened sensitivity indicates that the organizational values have begun to permeate the psychological level of the workforce. By fostering an atmosphere where eco-friendly habits are the collective norm, the organization reduces cognitive dissonance and encourages employees to align their personal values with corporate sustainability goals. Ultimately, these findings underscore that Green Organizational Culture is not merely an administrative backdrop but a dynamic catalyst that transforms passive knowledge into active environmental consciousness, serving as the prerequisite for any long-term behavioral change in the workplace.

5. The Influence of Green Training on Environmental Awareness

The results indicate that Green Training plays a pivotal role in enhancing Environmental Awareness, thereby providing empirical evidence that hypothesis 5 is supported. Systematic training programs do more than just impart technical skills; they serve as a transformative tool that fosters cognitive awareness regarding ecological issues. Grounded in Human Capital Theory, Green Training is viewed as a strategic investment in an individual's cognitive capacity. Employees who participate in these programs demonstrate heightened environmental sensitivity, as they gain a more profound understanding of the critical urgency surrounding resource efficiency and ecological preservation. Furthermore, Green Training acts as the foundational stage in cultivating the "green mindset" necessary to drive a comprehensive and sustainable organizational transformation.

Beyond the acquisition of knowledge, Green Training facilitates a psychological shift by bridging the gap between abstract environmental concepts and daily operational realities. By providing structured information on the environmental consequences of corporate activities, training helps employees internalize the organization's sustainability goals as personal responsibilities. Field observations corroborate this, revealing that training initiatives have successfully elevated awareness regarding the reduction of paper waste and the long-term benefits of digitalization. This indicates that when employees understand the "why" behind green policies through education, their level of alertness toward unsustainable practices increases significantly (Singh et al., 2023).

Moreover, the effectiveness of Green Training in raising awareness is often amplified when it is designed to be interactive and continuous rather than a one-time orientation. This ongoing educational process ensures that environmental values remain at the forefront of the employees' cognitive focus, preventing a decline in sensitivity over time. As employees become more knowledgeable about sophisticated green technologies and efficient workflows, their confidence in identifying environmental risks and opportunities for improvement grows. Ultimately, this enhanced awareness serves as a prerequisite for more advanced pro-environmental initiatives, positioning Green Training not just as a skill-building exercise, but as a catalyst for a proactive corporate environmental culture.

6. The Mediating Effect of Environmental Awareness on the Relationship Between Green Organizational Culture and Employee Green Behavior

Research results indicate that Environmental Awareness mediates the influence of Green Organizational Culture on Employee Green Behavior. This finding suggests that green values and policies do not directly trigger behavioral changes; instead, they first shape the cognitive and affective foundations of individuals. Consequently, Environmental Awareness serves as a vital mechanism bridging organizational culture and pro-environmental actions.

Without internalizing these values, green culture remains merely normative and fails to translate into concrete behavior (Zhu et al., 2021).

From the perspective of the Theory of Planned Behavior, cognitive factors like awareness are essential prerequisites for behavioral formation. This study confirms that Environmental Awareness facilitates the transition from organizational values to tangible actions, aligning with recent research which emphasizes the role of psychological mediators in green behavior. Field observations further suggest that behavioral shifts, such as reducing paper waste, primarily occur once employees grasp the environmental consequences of their activities. Therefore, the hypothesis that Environmental Awareness mediates the relationship between Green Organizational Culture and Employee Green Behavior is supported, highlighting the need for awareness driven strategies to ensure a green culture effectively impacts behavior.

7. The Mediating Effect of Environmental Awareness on the Relationship Between Green Training and Employee Green Behavior

Research findings demonstrate that Green Training significantly influences Employee Green Behavior through the mediation of Environmental Awareness. Beyond simply increasing environmental literacy, sustainability-oriented training equips employees with the functional skills required to effectively implement green practices in the workplace. The role of Environmental Awareness as a partial mediator suggests that while Green Training improves cognitive awareness, it also retains a direct impact on behavior through practice-based learning. The better employees grasp the environmental implications of their tasks, the more likely they are to adopt eco-friendly practices, regardless of whether these actions are formally required or voluntarily initiated.

These results align with Human Capital Theory, which posits that training is an organizational investment in enhancing individual capacity. In a sustainability context, Green Training enriches human capital by developing competencies and mindsets that support sustainable work practices. This finding is consistent with recent empirical studies, which affirm that green training strengthens pro-environmental commitment. Field observations further corroborate that while green rules and habits can directly drive Employee Green Behavior, the effect is significantly amplified when employees possess adequate Environmental Awareness. Understanding the impacts of resource efficiency, such as digitalization and energy conservation, ensures that sustainability values are consistently translated into daily work behavior (Katz et al., 2022).

CONCLUSION

Based on the data analysis and discussion, this study examines the influence of Green Organizational Culture and Green Training on Employee Green Behavior, with Environmental Awareness as a mediator within the Ministry of Industry. The following conclusions are drawn:

1. Green Organizational Culture has a positive but non-significant effect on Employee Green Behavior, indicating that cultural values alone have not statistically triggered behavioral changes.
2. Green Training exerts a positive and significant influence on Employee Green Behavior; thus, enhanced training programs directly strengthen eco-friendly habits among employees.

3. Environmental Awareness significantly and positively affects Employee Green Behavior, showing that higher individual consciousness leads to more proactive green actions.
4. Green Organizational Culture significantly enhances Environmental Awareness, suggesting that a green atmosphere fosters better ecological cognition.
5. Green Training significantly improves Environmental Awareness, confirming that structured education is effective in increasing employee sensitivity toward the environment.
6. Environmental Awareness significantly mediates the relationship between Green Organizational Culture and Employee Green Behavior, acting as a necessary bridge for culture to influence action.
7. Environmental Awareness significantly mediates the impact of Green Training on Employee Green Behavior, implying that training effectively changes behavior when it first succeeds in raising employee awareness.

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