Journal of Sustainable Economic and Business (JOSEB)

Vol. 3 No. 3 July 2026: 431-443
ISSN (Online): 3063-0207
https://journal.arepublisher.com/index.php/joseb

From Green Culture to Green Behavior: The Mediating Influence of Green Motivation in Organizations

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ABSTRACT

Environmental pollution remains a major global challenge, driven by unsustainable human activities that degrade environmental quality and threaten public health. Organizations are expected to integrate sustainability into their core operations through Green Organizational Culture and Green Knowledge Management, which foster environmentally responsible values, knowledge sharing, and sustainable practices.
***Objectives**: This study examines the effects of Green Organizational Culture and Green Knowledge Management on Employees' Green Behavior, with Green Motivation as a mediating variable.*
***Methodology**: A quantitative approach was employed using survey data collected from employees of the Subdistrict Office, Jakarta, through a structured five-point Likert-scale questionnaire. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The analysis included evaluation of the measurement and structural models, while mediation was assessed using the bootstrapping procedure.*
***Finding**: The results reveal that Green Organizational Culture and Green Knowledge Management positively and significantly influence Employees' Green Behavior and Green Motivation. Green Motivation also has a significant positive effect on Employees' Green Behavior. Furthermore, Green Motivation significantly mediates the relationships between Green Organizational Culture, Green Knowledge Management, and Employees' Green Behavior, indicating both direct and indirect effects.*
***Conclusion**: Green Organizational Culture and Green Knowledge Management are key drivers of Employees' Green Behavior. Strengthening organizational green values, environmental knowledge management, and employee motivation can effectively promote sustainable workplace behavior and improve environmental performance in public sector organizations.*

***Keywords:** Environmental Sustainability; Green Behavior; Green Organizational Culture; Green Knowledge Management; Green Motivation.*

Article Doi: https://doi.org/10.70550/joseb.v3i3.635

How to Cite: Karyatun, S., Chan, S., Arief, H., Kuswibowo, C., Anah, S., Aulia, I. N., Paijan, P. ., & Soelton, M. (2026). From Green Culture to Green Behavior: The Mediating Influence of Green Motivation in Organizations. *Journal of Sustainable Economic and Business*, *3*(3), 431-443. https://doi.org/10.70550/joseb.v3i3.635

Submitted: 12-05-2026 Revised: 24-06-2026 Accepted: 26-06-2026

INTRODUCTION

Environmental pollution has become one of the most pressing global challenges, threatening ecological sustainability, public health, and long-term economic development. Rapid urbanization, industrial expansion, and unsustainable human activities continue to accelerate environmental degradation, particularly in developing countries. Consequently, organizations are increasingly expected to integrate environmental sustainability into their core strategies rather than treating it solely as a regulatory obligation, since employees' daily behaviors directly influence environmental performance and organizational outcomes (Zacher et al., 2023).

Employees' Green Behavior (EGB) voluntary and task-related actions that support environmental sustainability, such as reducing energy consumption, recycling, and complying with environmental policies—is recognized as a fundamental driver of organizational sustainability, encouraged through supportive organizational practices and leadership (Zacher et al., 2023). Among the factors shaping EGB, Green Organizational Culture (GOC) plays a vital role by embedding environmental values and norms into organizational policies and everyday practices, helping employees perceive environmental responsibility as part of their organizational identity (Li & Li, 2025a). Green Knowledge Management (GKM) the systematic creation, sharing, and application of environmental knowledge further supports sustainable practice by improving employees' understanding of environmental issues and organizational learning (Al-Faouri, 2023).

However, organizational initiatives alone may not fully explain sustained employee engagement in green behavior; internal psychological mechanisms, particularly Green Motivation, are essential in translating organizational support and environmental knowledge into actual behavior (Tang et al., 2023). Motivated employees are more likely to apply environmental knowledge and voluntarily contribute to sustainability initiatives, and motivational mechanisms have been shown to strengthen the effectiveness of organizational green practices (Noor Faezah et al., 2024; Yang & Li, 2023).

Despite growing literature, two gaps remain: few studies simultaneously examine Green Organizational Culture, Green Knowledge Management, Green Motivation, and Employees' Green Behavior within one integrated framework, and most empirical evidence comes from the private sector, with public-sector evidence still limited (Tang et al., 2023). This study addresses these gaps by investigating the mediating role of Green Motivation in the relationships between Green Organizational Culture, Green Knowledge Management, and Employees' Green Behavior among employees of the Subdistrict Office, West Jakarta—contributing to organizational sustainability literature and offering practical insights for public managers seeking to strengthen environmentally sustainable workplace practices.

LITERATURE REVIEW

The Natural Resource Based View (NRBV) theory proposed by Hart (1995) emphasizes that companies that adopt environmentally friendly practices can achieve sustainable competitive advantage (Arshad & Liu, 2025)). Prior studies were reviewed to provide analysis and supplementary information supporting the present research, as well as to identify points of distinction between this study and previous. The following section outlines several journal

articles incorporated into this review. "Do green HR practices enhance green motivation and proactive environmental management maturity in hotel industry?" (Ahmed et al., 2021), reveals that Green Human Resource Management practices have a positive and significant effect on both intrinsic and extrinsic Green Motivation, as well as on Proactive Environmental Management Maturity. Likewise, Green Motivation was found to have a positive and significant effect on employee environmental performance. Achieving green innovation and sustainable development goals through green knowledge management: Moderating role of organizational green culture," (Wang et al., 2022), reports that Green Knowledge Management (GKM) strengthens an organization's capacity to achieve Green Innovation (GI) and the Sustainable Development Goals (SDGs), in accordance with the study's findings. Furthermore, Green Innovation was found to be a significant positive predictor of Corporate Sustainable Development (CSD). The study also revealed that Organizational Green Culture (OGC) strengthens the relationship between GKM and GI in achieving the SDGs. In addition, GKM was found to be equally important across manufacturing and service organizations of all sizes.

Green Organizational Culture

Green Organizational Culture (GOC) refers to the shared environmental values, beliefs, and norms that guide employees toward environmentally responsible behavior. Organizations with strong green cultures integrate sustainability into leadership, decision-making processes, policies, and daily operations, thereby encouraging employees to voluntarily participate in environmental initiatives (Putri & Fajrianthi, 2024) Recent studies consistently report that Green Organizational Culture positively influences Employees' Green Behavior because employees internalize organizational environmental values as part of their work identity (Li & Li, 2025a).

Green Knowledge Management

Green Knowledge Management (GKM) is the systematic process of acquiring, creating, storing, sharing, and applying environmental knowledge to improve organizational sustainability. Effective GKM enables organizations to disseminate environmental best practices, promote organizational learning, and facilitate innovation in sustainable operations(Al-Faouri, 2023). Employees who possess adequate environmental knowledge are better equipped to implement environmentally responsible work practices and contribute to organizational sustainability.

Green Motivation

Green Motivation (GM) refers to employees' intrinsic and extrinsic motivation to engage in environmentally sustainable behaviors within the workplace. Employees with high green motivation voluntarily participate in environmental programs, comply with sustainability policies, and actively seek opportunities to reduce environmental impacts. Previous studies suggest that Green Motivation functions as an important psychological mechanism linking organizational environmental practices to Employees' Green Behavior (Noor Faezah et al., 2024).

Employees' Green Behavior

Employees' Green Behavior (EGB) encompasses both required and voluntary behaviors that contribute to environmental sustainability in the workplace, including energy conservation,

waste reduction, recycling, and environmental initiative participation(Tang et al., 2023). EGB has become an important indicator of organizational sustainability because employees' daily actions collectively influence organizational environmental performance.

State-of-the-Art

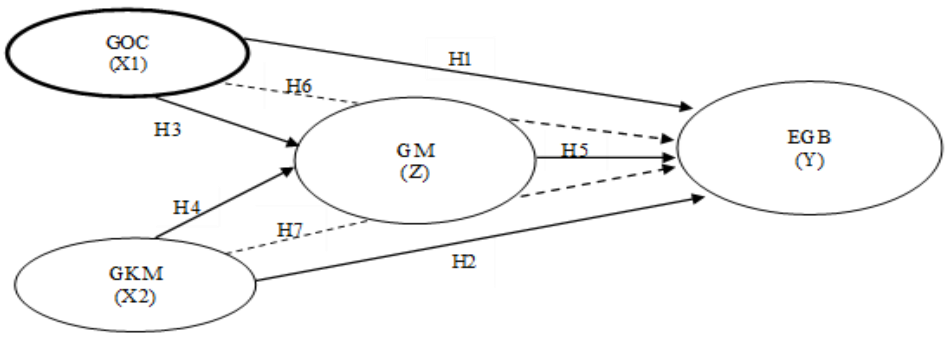
Although extensive research has examined the direct effects of Green Organizational Culture and Green Knowledge Management on Employees' Green Behavior, recent systematic reviews indicate that the underlying psychological mechanisms remain insufficiently explored, particularly in public-sector organizations(Tang et al., 2023). Moreover, most previous studies have focused on manufacturing and private-sector firms, leaving limited empirical evidence regarding government institutions. Therefore, investigating Green Motivation as a mediating variable contributes to extending the existing literature by providing a more comprehensive explanation of how organizational environmental practices translate into employees' pro-environmental behavior.

Research Hypotheses

Based on the theoretical foundation and empirical evidence, the following hypotheses are proposed:

H1: Green Organizational Culture has a positive and significant effect on Employees' Green Behavior.
H2: Green Knowledge Management has a positive and significant effect on Employees' Green Behavior.
H3: Green Organizational Culture has a positive and significant effect on Green Motivation.
H4: Green Knowledge Management has a positive and significant effect on Green Motivation.
H5: Green Motivation has a positive and significant effect on Employees' Green Behavior.
H6: Green Motivation mediates the relationship between Green Organizational Culture and Employees' Green Behavior.
H7: Green Motivation mediates the relationship between Green Knowledge Management and Employees' Green Behavior.

Figure 1. Conceptual Framework



METHOD

This study employs a quantitative research approach using a cross-sectional survey design to examine the relationships among Green Organizational Culture (GOC), Green Knowledge Management (GKM), Green Motivation (GM), and Employees' Green Behavior

(EGB). The quantitative approach is appropriate because the study aims to test the proposed hypotheses and quantify the relationships among the research variables using statistical analysis.

Research Design

An explanatory research design was adopted to investigate the direct and indirect relationships among the variables. The proposed research model positions Green Organizational Culture and Green Knowledge Management as exogenous variables, Green Motivation as the mediating variable, and Employees' Green Behavior as the endogenous variable. Structural Equation Modeling–Partial Least Squares (SEM-PLS) was employed to simultaneously evaluate the measurement model and the structural relationships among the constructs.

Population and Sample

The target population consisted of all employees of Subdistrict Office, West Jakarta, Indonesia. Since the organization has a relatively limited number of employees, a census (119**)** technique was employed, allowing all employees to participate in the study. This approach minimizes sampling bias and provides comprehensive representation of the study population.

Data Collection and Research Instrument

Primary data were collected through a structured self-administered questionnaire. All measurement items were adapted from previously validated studies to ensure content validity and reliability. The questionnaire consisted of five constructs: Green Organizational Culture, Green Knowledge Management, Green Motivation, and Employees' Green Behavior. Responses were measured using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

Before data analysis, the questionnaire was evaluated for reliability and validity to ensure the adequacy of the measurement instrument.

Data Analysis Techniques

The collected data were analyzed using SmartPLS through the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach. The analysis was conducted in two stages.

First, the measurement model (outer model) was evaluated by assessing indicator reliability (outer loading), internal consistency reliability using Cronbach's Alpha and Composite Reliability (CR), convergent validity using Average Variance Extracted (AVE), and discriminant validity using the Fornell–Larcker criterion and Heterotrait–Monotrait Ratio (HTMT).

Second, the structural model (inner model) was assessed by path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indicators. Hypothesis testing was performed using the bootstrapping procedure to determine the significance of the direct effects. The mediating role of Green Motivation was evaluated through indirect effect analysis using the bootstrapping method to determine whether Green

Motivation significantly mediates the relationships between Green Organizational Culture, Green Knowledge Management, and Employees' Green Behavior.

The SEM-PLS approach was selected because it is suitable for predictive research, simultaneously estimates complex relationships among multiple latent variables, and effectively assesses mediation effects while accommodating relatively small sample sizes and data that may not satisfy multivariate normality assumptions.

RESULTS AND DISCUSSION

Results

Respondent Profile

The study was conducted among employees of the Subdistrict Office, West Jakarta. Primary data were collected using a structured questionnaire designed to measure Green Organizational Culture (GOC), Green Knowledge Management (GKM), Green Motivation (GM), and Employees' Green Behavior (EGB). The responses were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS.

Measurement Model Assessment (Outer Model)

The measurement model was evaluated to ensure the reliability and validity of the constructs. Indicator reliability was assessed through outer loadings, where all indicators exceeded the recommended threshold of 0.70. Internal consistency reliability was confirmed by Cronbach's Alpha and Composite Reliability values greater than 0.70. Convergent validity was established because the Average Variance Extracted (AVE) values for all constructs exceeded 0.50.

Table 1. Cronbach Alpha, Composite Reliability and Average Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Green Behavior	0.843	0.849	0.888	0.615
Green Knowlege Management	0.936	0.939	0.946	0.661
Green Motivation	0.822	0.827	0.875	0.583
Green Organizational Culture	0.923	0.930	0.935	0.591

Table 2. Fornell – Larcker Criterion

	Employee Green Behavior	Green Knowledge Management	Green Motivation	Green Organizational Culture
Employee Green Behavior	0.784			
Green Knowledge Management	0.422	0.813		
Green Motivation	0.522	0.429	0.764	
Green Organizational Culture	0.414	0.105	0.282	0.768

All constructs in this model satisfy the Fornell–Larcker criterion, as the square root of the Average Variance Extracted (AVE) for each construct (the diagonal values) exceeds its correlations with the other constructs in the model. This indicates that the four constructs—Employee Green Behavior, Green Knowledge Management, Green Motivation, and Green Organizational Culture, demonstrate adequate discriminant validity.

Table 3. The Heterotrait–Monotrait Ratio (HTMT)

	Employee Green Behavior	Green Knowledge Management	Green Motivation	Green Organizational Culture
Employee Green Behavior				
Green Knowledge Management	0.466			
Green Motivation	0.617	0.480		
Green Organizational Culture	0.455	0.137	0.314	

As shown in Table 2, all HTMT values ranged from 0.137 to 0.617, falling well below the conservative threshold of 0.85 (Henseler et al., 2015). These results corroborate the Fornell–Larcker findings, confirming that the four constructs in this study—Employee Green Behavior, Green Knowledge Management, Green Motivation, and Green Organizational Culture—are empirically distinct and exhibit sound discriminant validity.

Structural Model Assessment (Inner Model)

The structural model was evaluated by examining the path coefficients, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing using the bootstrapping procedure.

Table 4. R-square

	R Square	R Square Adjusted
Employee Green Behavior	0.441	0.426
Green Motivation	0.292	0.280

The R^2 value for Employee Green Behavior was 0.441 (Adjusted R^2 = 0.426), indicating that the predictor constructs in the model explain 44.1% of the variance in Employee Green Behavior, which can be classified as a moderate level of explanatory power (Chin, 1998). Similarly, the R^2 value for Green Motivation was 0.292 (Adjusted R^2 = 0.280), reflecting a weak-to-moderate degree of variance explained by its predictors. The minimal difference between the R^2 and Adjusted R^2 values for both constructs suggests that the structural model is well-specified and not subject to overfitting.

Table 5. F-square

	Employee Green Behavior	Green Knowledge Management	Green Motivation	Green Organizational Culture
Employee Green Behavior				
Green Knowledge Management	0.163		0.300	
Green Motivation	0.090			
Green Organizational Culture	0.216		0.153	

The effect size (f^2) analysis revealed that Green Knowledge Management had a medium-to-large effect on Green Motivation ($f^2 = 0.300$), while Green Organizational Culture exerted a medium effect on both Employee Green Behavior ($f^2 = 0.216$) and Green Motivation ($f^2 = 0.153$), based on Cohen's (1988) guidelines. In contrast, Green Motivation demonstrated only a small effect on Employee Green Behavior ($f^2 = 0.090$). These findings suggest that, although Green Motivation contributes meaningfully to the model, Green Organizational Culture and Green Knowledge Management play a comparatively stronger role in explaining variations in their respective outcome constructs.

Table 6. Q-square

	SSO	SSE	Q^2 (=1-SSE/SSO)
Employee Green Behavior	590.000	439.032	0.256
Green Knowledge Management	1.062.000	1.062.000	
Green Motivation	590.000	495.757	0.160
Green Organizational Culture	1.180.000	1.180.000	

The results showed a Q^2 value of 0.256 for Employee Green Behavior and 0.160 for Green Motivation, both of which exceed the zero threshold, confirming that the model possesses satisfactory predictive relevance (Hair et al. (2022). Specifically, the Q^2 value for Employee Green Behavior falls within the medium predictive relevance category, while Green Motivation demonstrates a small-to-medium level of predictive relevance. These findings indicate that the structural model is capable of accurately predicting the endogenous constructs beyond the observed sample data.

Table 7. Model Fit

	Saturated Model	Estimated Model
SRMR	0.064	0.064
Chi-Square	440.717	440.717
NFI	0.803	0.803

The results indicate that the SRMR value (0.064) falls below the recommended threshold of 0.10, suggesting a good model fit. Meanwhile, the NFI value (0.803), although below the ideal threshold of 0.90, remains within an acceptable range according to more lenient benchmarks. Overall, these results suggest that the research model demonstrates an adequate to good fit,

Figure 2. The Bootstrapping

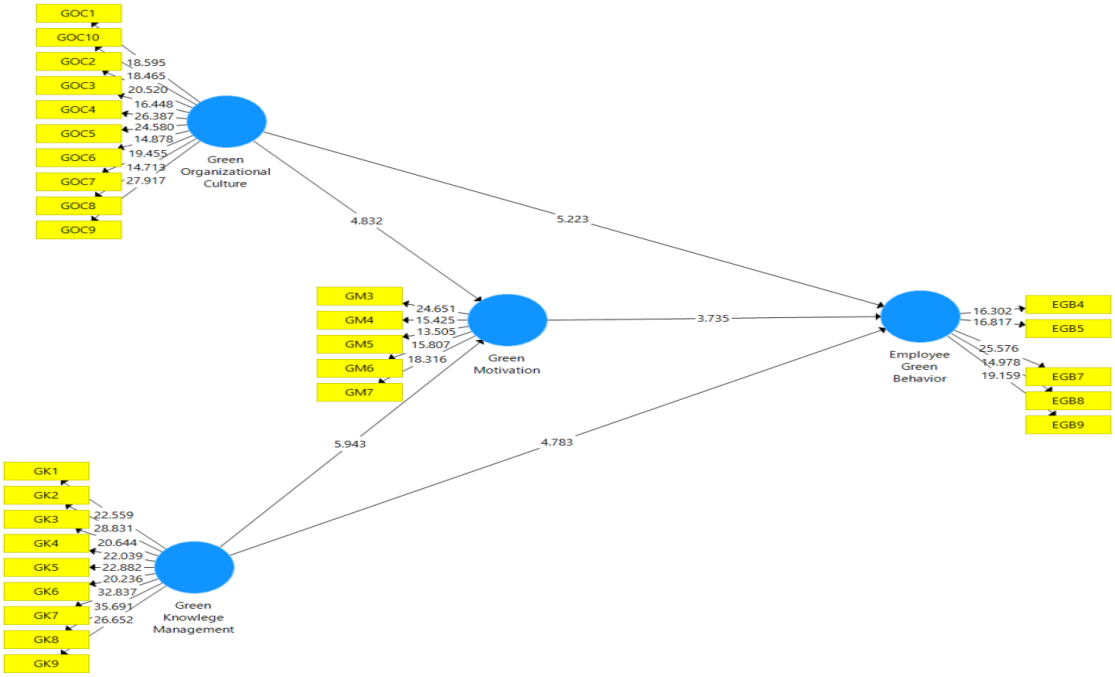


Table 8. Hypothesis Direct Variable

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Green Organizational Culture -> Employee Green Behavior	0.375	0.376	0.072	5.223	0.000
Green Knowledge Management -> Employee Green Behavior	0.346	0.355	0.072	4.783	0.000
Green Organizational Culture -> Green Motivation	0.331	0.332	0.068	4.832	0.000
Green Knowledge Management -> Green Motivation	0.464	0.480	0.078	5.943	0.000
Green Motivation -> Employee Green Behavior	0.267	0.258	0.072	3.735	0.000

The hypothesis testing results reveal that all proposed direct relationships are positive and statistically significant. Green Organizational Culture positively influences Employees' Green Behavior ($\beta = 0.375$, $t = 5.223$, $p < 0.001$). Green Knowledge Management has a significant positive effect on Employees' Green Behavior ($\beta = 0.346$, $t = 4.783$, $p < 0.001$). and Green Organizational Culture positively influences Green Motivation ($\beta = 0.331$, $t = 4.832$, p

< 0.001) and Green Knowledge Management has a significant positive effect on Green Motivation (β = 0.464, *t* = 5.943, *p* < 0.001). Green Motivation also has a significant positive effect on Employees' Green Behavior (β = 0.267, *t* = 3.735, *p* < 0.001). Therefore, hypotheses H1 through H5 are supported.

Table 9. Table Mediation Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Green Organizational Culture -> Green Motivation -> Employee Green Behavior	0.088	0.086	0.031	2.834	0.005
Green Knowledge Management -> Green Motivation -> Employee Green Behavior	0.124	0.124	0.042	2.944	0.004

The mediation analysis further indicates that Green Motivation significantly mediates the relationship between Green Organizational Culture and Employees' Green Behavior (β = 0.088, *t* = 2.834, *p* = 0.005) as well as the relationship between Green Knowledge Management and Employees' Green Behavior (β = 0.124, *t* = 2.944, *p* = 0.004). Since both the direct and indirect effects are statistically significant, Green Motivation functions as a partial mediator in both relationships. Accordingly, hypotheses H6 and H7 are also supported.

Discussion

The findings demonstrate that Green Organizational Culture (GOC) significantly promotes Employees' Green Behavior (EGB). Organizations that embed strong environmental values, policies, and norms into their culture create a supportive environment that encourages employees to adopt sustainable workplace behaviors. This result is consistent with prior studies positioning organizational culture as a key antecedent of employees' environmental responsibility (Ahmad et al., 2023), and corroborates Al-Swidi et al. (2021), who demonstrated that Green Organizational Culture significantly improves employee green behavior and organizational environmental performance.

Green Knowledge Management (GKM) also has a significant positive effect on EGB, suggesting that organizations effectively acquiring, creating, sharing, and applying environmental knowledge are better able to encourage environmentally responsible employee behavior. This aligns with Zhang et al. (2021), who found that environmental knowledge management enhances green behavior by improving environmental awareness and facilitating sustainable work practices, and with Li & Li (2025b), who reported that green knowledge sharing promotes pro-environmental behavior by strengthening environmental mindfulness and knowledge application.

Both GOC and GKM were also found to significantly and positively affect Green Motivation. Organizations that consistently promote environmental values are more successful in motivating employees toward environmentally responsible activities, consistent with Shetty & Koodamara (2026), who found that Green Organizational Culture strengthens green work engagement and intrinsic motivation, and with Noor Faezah and Yusliza Mohd Yusoff (2024), who reported that a strong green culture cultivates employees' green commitment and

motivation. Similarly, effective environmental knowledge management strengthens employees' motivation to participate in sustainability initiatives, supporting Al-Faouri (2023), who showed that GKM enhances environmental commitment and motivation through systematic knowledge creation and dissemination, and Pham et al. (2026), who found that green knowledge sharing increases green empowerment, which subsequently strengthens motivation to perform environmentally responsible behaviors.

Green Motivation, in turn, has a significant positive effect on EGB: employees with higher environmental motivation are more likely to engage in voluntary green practices beyond formal job responsibilities. This is consistent with Noor Faezah and Yusliza Mohd Yusoff (2024), who reported that green commitment and motivation significantly encourage ecological behavior, and with Ashwini Shetty and Navin Kumar Koodamara (2026), who concluded that green work engagement, as a form of intrinsic motivation, plays a crucial role in promoting green behavior.

The mediation analysis further shows that Green Motivation partially mediates the relationships between GOC, GKM, and EGB — organizational environmental initiatives are more effective when they simultaneously strengthen employees' internal motivation toward sustainability. While culture and knowledge directly influence green behavior, their impact is stronger when employees are psychologically motivated to act.

Overall, these findings confirm the complementary roles of organizational culture, environmental knowledge management, and employee motivation in promoting sustainable workplace behavior within public-sector organizations. Practically, managers should not only establish environmental policies but also cultivate a supportive green culture, develop effective knowledge-sharing systems, and implement motivational programs that encourage active employee contribution to organizational sustainability.

CONCLUSION

This study addressed the limited understanding of how Green Organizational Culture (GOC) and Green Knowledge Management (GKM) influence Employees' Green Behavior (EGB) through the mediating role of Green Motivation (GM) within public sector organizations — a context that has received less attention than private-sector settings, particularly regarding the psychological mechanism linking green organizational practices to employees' behavior.

The findings demonstrate that both GOC and GKM significantly and positively influence EGB, and both variables also significantly enhance Green Motivation, which in turn promotes environmentally responsible workplace behavior. The mediation analysis further confirms that Green Motivation partially mediates the relationships between GOC, GKM, and EGB. These findings suggest that organizational environmental initiatives are more effective when they not only establish supportive environmental policies and knowledge-sharing systems, but also strengthen employees' intrinsic motivation for sustainable practices.

Practically, government institutions and organizational leaders should treat the development of a strong green culture, effective green knowledge management, and employee environmental motivation as complementary strategies for improving environmental performance. This can be achieved by integrating sustainability into organizational values, establishing systematic knowledge-sharing mechanisms, providing continuous environmental

education and training, and implementing motivational programs that encourage active participation in green initiatives efforts expected to strengthen environmental awareness and translate sustainability goals into consistent workplace behavior.

This study has limitations: it was conducted in a single public-sector institution using a cross-sectional design, limiting generalizability and causal inference. Future research should employ longitudinal or mixed-method approaches, include organizations from different sectors and regions, and examine additional mediating or moderating variables such as green leadership, environmental commitment, green psychological climate, or environmental self-efficacy to build a more comprehensive understanding of the determinants of Employees' Green Behavior.

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