



Green Human Resource Management and In-Role Green Behavior: University Students' Perceptions

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ABSTRACT

Green Human Resource Management (GHRM) has emerged as a strategic approach that supports environmental sustainability goals by contributing to the framework of standards guiding corporate operations, as organizations increasingly recognize the importance of environmental responsibility and sustainable development initiatives. The purpose of this study is to evaluate how GHRM affects university students' opinions of themselves as possible workers through In-Role Green Behavior (IRGB). In order to do this, 693 university students from different regions of Vietnam participated in a survey to gather data. The primary statistical method used was partial least squares structural equation modeling, or PLS-SEM. The results of the study demonstrate a strong and favorable correlation between IRGB and GHRM. Furthermore, the study confirms the important mediating roles that GHRM plays in the relationship between IRGB of Green Psychological Climate (GPC), Green Work Engagement (GWE), Personal Moral Norms (PMN), and Green Commitment (GCM).

Keywords: Green human resource management, In-role green behavior, Employees, University students.

Introduction

Global awareness of environmental effects has increased dramatically during the last few decades. Decision-makers in the twenty-first century are increasingly concerned about environmental sustainability as its urgency grows. This shift has prompted organizations to adopt innovative approaches that replace traditional Human Resource Management (HRM) practices, giving rise to GHRM as a prominent area of interest among scholars, policymakers, and researchers.

GHRM is not only a strategic approach aimed at reducing the ecological footprint but also a pathway toward a greener and more sustainable future. A critical aspect of GHRM lies in its ability to shape employees' attitudes and behaviors toward sustainability (Hasan & Rahman, 2023). Indeed, environmental outcomes at the organizational level are strongly influenced by individual-level ecological behaviors (Faedah *et al.*, 2022). By embedding green values into HRM policies and practices, organizations can strengthen their environmental management efforts while attracting individuals who share these values—including current employees and university students as prospective future employees.

While there is a growing amount of research on GHRM, most of it has focused on particular topics like using corporate social responsibility to attract potential employees, raising environmental awareness, or examining how GHRM affects inclinations to pursue employment. However, students, who represent Generation Z and will comprise the workforce of the future, have not received much attention when it comes to how GHRM influences employees' green behavior. Managers can modify HR policies to more effectively promote sustainability by having a better understanding of these potential employees' in-role green behavior (IRGB) (Florina *et al.*, 2022; Hassan & Hatah,

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2022; Iryna *et al.*, 2022; Palaiodimos *et al.*, 2022; Sanlier *et al.*, 2022; Stanbouly *et al.*, 2022; Ku *et al.*, 2023; Muresan *et al.*, 2023; Di Fiore *et al.*, 2024; Urusov *et al.*, 2024).

Interestingly, the specific dimension of IRGB is still understudied while being crucial, whereas the majority of current study concentrates on general Employee Green Behavior (EGB). The current study fills this gap by integrating its theoretical underpinnings with an empirical examination of GHRM's impact on potential employees' IRGB. Additionally, the research explores the mediating functions of four crucial elements: Green Psychological Climate (GPC), Personal Moral Norms (PMN), Green Work Engagement (GWE), and Green Commitment (GCM).

Literature Review

The concept of GHRM, although eliciting significant responses to the rising ecological and social issues of the modern world and business, still lacks consistent conceptual alignment across studies. The majority of research indicates that HRM in relation to environmental issues is referred to as GHRM. The distinction is that the original definitions of GHRM clarified the broad connection between HRM and certain environmental management facets (Nejati *et al.*, 2017). However, over time, more recent definitions have shown a clear shift in the way the concept of GHRM is viewed (Ramzan *et al.*, 2022; Shcherbin *et al.*, 2022; Ahmed *et al.*, 2023; Delcea *et al.*, 2023; Muresan *et al.*, 2023; Tătaru *et al.*, 2023). This idea has been looked at via the prism of particular practices that are thought to be essential parts of the HRM process in businesses, like green hiring, training, and engagement, as well as green performance management and awards (Ren *et al.*, 2018; Kim *et al.*, 2019).

Regarding the components of GHRM, the approach through core elements such as GSR, GTD, and GAR has attracted considerable attention from the academic community. These elements are regarded as essential GHRM components that improve workers' adherence to green management concepts. Additionally, the study carried out by Khan *et al.* (2021) supports the use of the GHRM approach through these three viewpoints. Organizations may make sure they are utilizing green practices throughout all HRM procedures by concentrating on these three aspects.

According to Norton *et al.* (2015), Employee Green Behavior (EGB), also known as In-Role Green Behavior (IRGB) and Extra-Role Green Behavior (ERGB), encompasses both voluntary and task-related green activities. EGB is described as "the scalable actions and behaviors employees engage in or perform that are related to and contribute to environmental sustainability," according to Ones and Dilchert (2012).

Green conduct performed inside organizational borders and within the limitations of required work obligations is referred to as task-related green behavior, or in-role green conduct (IRGB). This type of action is formally specified in job descriptions (Bissing-Olson *et al.*, 2013). Green conduct in the role is essentially defined by formal green tasks that are an essential part of employee performance appraisals (Aboramadan, 2020).

The AMO framework is used to discuss how GHRM activities affect environmental performance. The AMO framework, which is used to examine the relationship between HRM performance, should theoretically support the interactions among three variables (ability, motivation, and opportunity), claim Blumberg and Pringle (1982). This argument can be extended in a green context by using the AMO theory to examine the relationship between IRGB and GHRM practices. According to AMO theory, if employees have the right kind of training, opportunities, and incentives, their behavior and performance will match the objectives of the business. Furthermore, this theory suggests that HRM procedures can enhance these elements (Iryna *et al.*, 2022; Palaiodimos *et al.*, 2022; Elkenawy *et al.*, 2023; Kostadinova *et al.*, 2024; Rosellini *et al.*, 2024).

According to Social Identity Theory (SIT), identifying oneself as a member of a specific group after first classifying oneself helps people form a positive self-concept (Tajfel & Turner, 1979). Because of the company's improved standing and reputation, employees feel more a part of the company and have a stronger sense of self-worth. Because of this, SIT is frequently used in organizational studies to explain employee identification within the social setting of the firm (Kim *et al.*, 2019).

Using data gathered from 397 respondents in a variety of Indian sectors, Veerasamy *et al.* (2023) investigated how all GHRM practices significantly and favorably affect EGB by applying AMO and SIT theory.

The Social Exchange Theory (SET) can be used to explain the link between GHRM and EGB, especially IRGB (Blau, 1964). In return for the company's environmental focus, employees frequently give back desired work behaviors, in



this example, IRGB. The SET presumptions offer a solid basis for the viewpoint that GHRM encourages employees to reciprocate by helping the company achieve its green objectives (Aboramadan, 2020).

Using Social Exchange Theory (SET) and Self-Determination Theory, Piwovar-Sulej *et al.* (2023) found that GHRM positively affects the EGB of workers in Polish energy companies.

Fawehinmi *et al.* (2020) examined the mechanism by which GHRM influences EGB through personal moral norms as a mediator. Although there was no discernible direct correlation between GHRM and EGB, the study found that GHRM influences EGB through the mediating function of personal moral values.

A more comprehensive evaluation of the connection between GHRM and specific components of EGB, like IRGB and ERGB, has been provided by certain research, nevertheless. Based on the Job Demands–Resources model and Social Exchange Theory, Aboramadan (2020) created a model about how GHRM affects IRGB, ERGB, and employees' green creative work behavior. The findings demonstrated that GHRM is a significant predictor of IRGB, ERGB, and green innovative work behavior, reflecting direct and positive effects. Dumont *et al.* (2016) evaluated a conceptual model that included the effects of individual green values and the green psychological environment by empirically examining the link between GHRM and EGB using IRGB and ERGB. They accomplished this by utilizing Person-Organization Fit Theory and pertinent literature. The results showed that GHRM had an impact on IRGB both directly and indirectly through the green psychological climate (Abdelkader & Bergeron, 2022; Masamura *et al.*, 2022; Sugimori *et al.*, 2022; Tsvetkova *et al.*, 2023; Huang *et al.*, 2024; Kim *et al.*, 2024; Lee & Ferreira, 2024; Negreiros & Ory, 2024).

Despite the range of prior studies, many questions remain unresolved. Most studies have not yet made a clear distinction between the effects of GHRM on other EGB components, particularly IRGB. Furthermore, it is still unclear and understudied how GHRM affects IRGB through intermediary pathways. Lastly, the majority of previous research has been on how GHRM affects present employees in companies. This implies limited attention has been paid to the perceptions and expectations of future employees, such as university students. To date, very few studies have targeted university students as prospective employees to explore the influence of GHRM on IRGB (Hasan & Rahman, 2023), despite the undeniable role and importance of those about to enter the workforce. Current realities highlight the necessity for organizations to grasp the growing concerns and expectations in their efforts to attract future employees, who show a tendency to exhibit green behaviors in the workplace, as well as to adapt their HR strategies accordingly to the context and environmental protection trends.



Research Hypotheses

EGB often reflects individuals' ecologically friendly actions (Norton *et al.*, 2015). GHRM is positively associated with green behavior in relation to tasks, green empowerment, green job creation, and organizational citizenship behavior for the environment, according to empirical research (Dumont *et al.*, 2016; Fawehinmi *et al.*, 2020; Hameed *et al.*, 2020). "IRGB" refers to official green tasks that are seen as an essential component of employee performance evaluation. Social Identity Theory (SIT), the Ability–Motivation–Opportunity (AMO) framework, and the reciprocity standard of Social Exchange Theory (SET) can all be used to theoretically understand the relationship between GHRM and IRGB.

H1: GHRM positively influences IRGB.

Ansari *et al.* (2021) claim that employee commitment is a psychological state that reflects a worker's level of dedication to their employer. Afsar *et al.* (2020) cite employees' attachment, commitment, identification, engagement, and care for the ecological environment at work as examples of Green Commitment (GCM), which is defined as an individual's sense of attachment and dedication to the organization's environmental management efforts (Chaudhary, 2020). GC is influenced by employees' psychological attachment, awareness of the organization's goals and values, and sense of environmental responsibility (Kim *et al.*, 2019). As a consequence of GHRM, GCM represents the attitudes and organizational values of employees as well as their contributions to the environmental performance of the company (Chaudhary, 2020). Employee behavior, attitudes, and GCM regarding the environment are stimulated by GHRM (Saeed *et al.*, 2019; Fawehinmi *et al.*, 2020; Islam *et al.*, 2021).

Employees' behavior is motivated by their dedication (Le & Nguyen, 2024). The positive correlation between GHRM and individual-level green constructs has been validated by Rubel *et al.* (2018), Saeed *et al.* (2019), Fawehinmi *et al.*

(2020), Afsar and Umrani (2020), Ansari *et al.* (2021), and Islam *et al.* (2021). Thus, this lends credence to the idea that when workers have a favorable perception of GHRM, it improves their GCM, which in turn promotes more green behavior at work. Conversely, if employees have weak commitment and low passion toward environmental issues, they may pay less attention to ecological concerns in their daily work activities. According to Rubel *et al.* (2018), employees' perceptions of the reasons behind organizations' adoption of different HRM policies explain how these actions affect their behavior. According to Afsar and Umrani (2020), green service behavior rises when GCM is higher, and emotional attachment through commitment results in eco-friendly behavior. In other words, IRGB is also promoted.

Additionally, Attitude Theory (Bull, 1951) emphasizes the significance of employees' positive emotional reactions, such as affective commitment, in mediating their positive behaviors and constructive and positive appraisals of management practices. Additionally, a recent work by Rubel *et al.* (2021) supported GCM's function as a mediator by suggesting that GCM is the fundamental mechanism connecting GHRM to IRGB.

H2a: GHRM positively influences GCM.

H2b: GCM positively influences IRGB.

H2c: GCM mediates the relationship between GHRM and IRGB.

According to Karepe *et al.* (2014), work engagement is frequently seen as a motivating factor that affects performance outcomes. According to the Social Exchange Theory (SET) (Blau, 1964), when workers observe that their employer is making investments in green human resources initiatives, they are motivated to enhance their involvement in green work. The amount of effort an employee puts into green work activities, their willingness to work at a green level, and their level of engagement with green work are examples of GWE (Aboramadan, 2020). Having resources (such as GHRM) on hand is thought to promote goal achievement and good job-related behaviors, therefore initiating a motivational mechanism that connects these resources to work engagement, according to the Job Demands-Resources (JD-R) paradigm (Demerouti *et al.*, 2001). Employees can be motivated both internally and externally by resources like GHRM, which can help them grow and achieve their professional goals. As a result, these tools are thought to encourage employees' commitment to their jobs, especially GWE. GHRM is therefore thought to have a favorable effect on GWE.

Higher levels of engagement among employees typically result in more enduring and superior ties with their companies. Positive job-related outcomes are influenced by this characteristic. Therefore, when employees are motivated by a higher level of engagement, they are more likely to participate in green work-related behaviors within the firm. Personal beliefs, intrinsic motivation, and the desire to support environmental sustainability are what drive GWE. These elements motivate staff members to devote their time, energy, and effort to advancing green initiatives within the company as well as to act proactively and exhibit environmental responsibility by actively taking part in IRGB events.

According to Karatepe *et al.* (2014), engagement is frequently thought of as a motivational mechanism that affects job performance outcomes. GWE is regarded as a possible mediating mechanism between GHRM and IRGB based on the JD-R and SET frameworks. High-engagement workers are more likely to establish positive social relationships with their employers. This puts them in a state of desire that makes it easier for them to demonstrate IRGB and motivates them to look into novel concepts and greener alternatives. GHRM and green outcomes may not have a direct relationship; rather, GHRM may indirectly influence workplace outcomes (in this example, IRGB) through a specific mechanism like GWE (Aboramadan, 2020).

H3a: GHRM positively influences GWE.

H3b: GWE positively influences IRGB.

H3c: GWE mediates the relationship between GHRM and IRGB.

Employees are motivated to act in a pro-social manner by their strong moral commitments, which are known as Personal Moral Norms (PMN). When confronted with an ethical conundrum, like environmental protection, they feel ethically required to carry out particular actions (Leonard *et al.*, 2004). These emotions are solely driven by altruism and environmental concern rather than self-interest. Understanding ecological issues is regarded as a crucial cognitive



prerequisite for creating moral standards pertaining to the environment, including knowledge of the implications and personal accountability for such issues. By focusing on environmental sustainability through the use of GHRM policies, this awareness can be promoted (Saeed *et al.*, 2019). Employee PMN is likely to be impacted by such GHRM efforts (Dipalma *et al.*, 2022; Spirito *et al.*, 2022; Zhao *et al.*, 2022; Prada *et al.*, 2024; Samaranayake *et al.*, 2024; Varoneckaitė *et al.*, 2024; Zhou *et al.*, 2024).

Personal Moral Norms (PMN) are driven by ecological awareness, motivating employees to perform their work in an environmentally friendly manner (Stern *et al.*, 1999). Taking responsibility is a scenario in which people see pro-social activity as a moral obligation after developing self-expectations for it. This implies that PMN is a duty-based intrinsic motivator. Thus, PMN plays an important role in organizations, and several studies have found a clear correlation between PMN and EGB (Ruepert *et al.*, 2016; Fawehinmi, 2020), supporting the idea that PMN affects IRGB as well.

According to Schwartz (1977), employees' personal norms are a product of both the attribution of personal responsibility for carrying out a particular activity and the perceived repercussions of engaging (or not engaging) in a behavior. According to the Social Identity Theory, when a company does good things, its employees will probably identify with them and respond accordingly. According to Arnaud and Sekerka (2010), who asserted that an organization's environmental moral principles influence employees' perceptions and behaviors through the process of socialization, if employees observe corporate support for environmental sustainability through the effective implementation of GHRM activities, they will grow PMN and eventually develop a sense of responsibility for the environment, which will lead to the performance of IRGB.

H4a: GHRM positively influences PMN.

H4b: PMN positively influences IRGB.

H4c: PMN mediates the relationship between GHRM and IRGB.

The Green Psychological Climate (GPC), as defined by Norton *et al.* (2014), is a set of environmental circumstances established within enterprises to assist them in achieving environmental sustainability goals through the adoption of effective ecologically friendly policies. Employees form a shared understanding of company regulations and processes through social contacts at work (Dumont *et al.*, 2016; Norton *et al.*, 2017). Green behaviors will be activated, leading to GPC, when employees have a shared awareness of how their company implements environmental policies and procedures that support environmental sustainability and green ideals (Norton *et al.*, 2014; Dumont *et al.*, 2016). Yusoff *et al.* (2020) claim that GHRM programs encourage environmentally conscious behavior and raise staff awareness of sustainable practices and environmental issues, which results in GPC inside the company. This implies that GHRM and GPC have a strong and favorable relationship in the workplace.

As a contextual aspect that significantly influences employees' attitudes and behaviors, organizational climate has attracted a lot of research (Norton *et al.*, 2017; Kuenzi *et al.*, 2020). Recent studies indicate that environmental behavior and green climate are related, yet it is still unclear how to effectively create a shared green emphasis (Norton *et al.*, 2017; Khan *et al.*, 2019; Tian *et al.*, 2020). Nonetheless, the idea of GPC perspectives and interpretations of the company's environmental sustainability-related procedures, policies, and activities was first presented by Norton *et al.* (2017). A larger level of positive GPC is perceived by employees, who internalize environmental ideas and gain better organizational support for participating in IRGB. Put differently, a strong GPC results in a greater level of IRGB by motivating staff to better adhere to environmental sustainability guidelines and recommendations.

Parker *et al.* (2003) found a high relationship between psychological environment and employee happiness and in-role and extra-role job performance. Rupp *et al.* (2006) claim that how employees view social programming affects their behavioral, attitudinal, and emotional responses. A relationship between perceived organizational environmental policies and In-Role Green Behavior (IRGB) was found by Norton *et al.* (2014). This relationship was mediated by Green Psychological Climate (GPC). It is suggested by these discussions that GPC mediates the relationship between IRGB and GHRM.

H5a: GHRM positively influences GPC.

H5b: GPC positively influences IRGB.

H5c: GPC mediates the relationship between GHRM and IRGB.



Materials and Methods

Research Design

Investigating the relationship between GHRM practices and IRGB through the mediation of GCM, GWE, PMN, and GPC is the aim of this study. The proposed conceptual framework is shown in **Figure 1**.

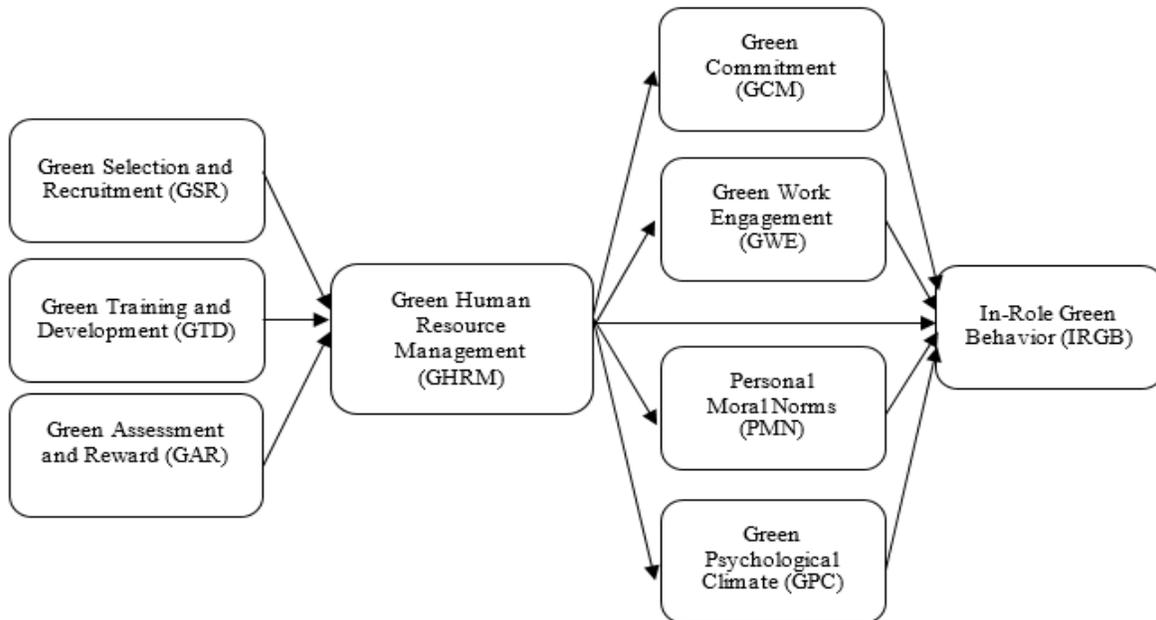


Figure 1. Research model.

Source(s): Authors' research results

Methodology

This study adopted a quantitative approach with survey data collected from university students in Vietnam, who were considered as future employees. Using a convenience sampling technique, 712 online questionnaires were distributed to students enrolled at various higher education institutions. Following consistency and completeness screening, 693 valid replies were left for statistical analysis. 37 pilot observations were carried out to improve the questionnaire before the main survey. Each construct was rated on a five-point Likert scale, where 1 denoted "strongly disagree" and 5 denoted "strongly agree."

The three components of Green Human Resource Management (GHRM) are Green Assessment and Reward, Green Training and Development, and Green Selection and Recruitment. These three components were measured using thirteen questions from Khan *et al.* (2021), Malik *et al.* (2021), and Veerasamy *et al.* (2023). Six items from Raineri and Pañ (2015) and Afsar and Umrani (2020) were used to measure green commitment. Schaufeli *et al.* (2006) used five items to measure green work engagement. Four items that were modified from Steg and de Groot (2010) and Ruepert *et al.* (2016) were used to measure personal moral norms. Finally, three questions from Bissing-Olson *et al.* (2013) were used to measure in-role green behavior.

Using SmartPLS 4.0, Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to evaluate the research model and hypotheses. PLS-SEM was employed to account for any nonlinear interactions between variables and the multidimensionality of the constructs. The evaluation of the measurement model comprised reliability, convergent validity, and discriminant validity, whereas the evaluation of the structural model comprised path coefficients, explanatory power, predictive relevance, and bootstrapping with 5,000 resamples.

Results and Discussion

Table 1. Construct reliability and validity.

	Factor loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF
GHRM	0.914 - 0.918	0.905	0.906	0.940	0.840	0.830 - 2.963
GCM	0.804 - 0.837	0.919	0.919	0.935	0.672	2.170 - 2.460
GWE	0.787 - 0.850	0.878	0.883	0.911	0.673	1.881 - 2.171
PMN	0.818 - 0.868	0.866	0.869	0.909	0.713	1.921 - 2.252
GPC	0.858 - 0.879	0.918	0.918	0.938	0.752	2.256 - 2.879
IRGB	0.873 - 0.891	0.858	0.86	0.914	0.779	2.113 - 2.204

Source(s): Authors' research results

For each construct, convergent validity and reliability were evaluated (**Table 1**). Cronbach's alpha values (0.858–0.919) and composite reliability coefficients ($\rho_a = 0.860$ – 0.919 ; $\rho_c = 0.909$ – 0.940) all demonstrated strong internal consistency, and average variance extracted (AVE) values ranged from 0.672 to 0.840, all of which were above the 0.50 threshold. Indicator reliability was confirmed by factor loadings between 0.787 and 0.918, which exceeded the suggested threshold of 0.70. Multicollinearity was also not an issue, as seen by the variance inflation factor (VIF) values, which varied from 0.830 to 2.963 and were far below the conservative cut-off of 5 (Hair *et al.*, 2020). Collectively, these findings show that the measurement model has good reliability and convergent validity.

Table 2. Heterotrait-monotrait ratio (HTMT) results

	GCM	GHRM	GPC	GWE	IRGB	PMN
GCM						
GHRM	0.707					
GPC	0.743	0.749				
GWE	0.747	0.691	0.793			
IRGB	0.667	0.623	0.670	0.656		
PMN	0.793	0.672	0.772	0.754	0.667	

Source(s): Authors' research results

Using the heterotrait–monotrait ratio of correlations (HTMT), discriminant validity was further assessed. As shown in **Table 2**, all of the values fell below the conservative cutoff of 0.85 (Henseler *et al.*, 2015) and varied from 0.623 to 0.793. These findings support the measurement model's discriminant validity by offering compelling evidence that the constructs are empirically different from one another when combined with the Fornell–Larcker criterion.

Table 3. Direct and indirect effects

Casual path	Hypotheses	Path coefficient	t-statistics	P Values	Results
GHRM -> IRGB	H1	0.132	2.047	0.041	Accepted
GHRM -> GCM	H2a	0.645	16.059	0.000	Accepted
GHRM -> GWE	H3a	0.621	16.475	0.000	Accepted
GHRM -> PMN	H4a	0.598	14.689	0.000	Accepted
GHRM -> GPC	H5a	0.683	19.241	0.000	Accepted
GCM -> IRGB	H2b	0.187	2.176	0.030	Accepted
GWE -> IRGB	H3b	0.141	2.089	0.037	Accepted
PMN -> IRGB	H4b	0.156	2.167	0.030	Accepted
GPC -> IRGB	H5b	0.169	2.141	0.032	Accepted
GHRM -> GCM -> IRGB	H2c	0.121	2.153	0.031	Accepted



GHRM -> GWE -> IRGB	H3c	0.088	2.053	0.040	Accepted
GHRM -> PMN -> IRGB	H4c	0.093	2.176	0.030	Accepted
GHRM -> GPC -> IRGB	H5c	0.116	2.102	0.036	Accepted

Source(s): Authors' research results

To examine the proposed relationships, the structural model was evaluated (**Table 3**). In-Role Green Behavior (IRGB) was significantly impacted by Green Human Resource Management (GHRM), despite the minor effect size ($\beta = 0.132$, $t = 2.047$, $p = .041$). More importantly, GHRM strongly predicted Green Commitment (GCM) ($\beta = 0.645$, $t = 16.059$, $p < .001$), Green Work Engagement (GWE) ($\beta = 0.621$, $t = 16.475$, $p < .001$), Personal Moral Norms (PMN) ($\beta = 0.598$, $t = 14.689$, $p < .001$), and Green Psychological Climate (GPC) ($\beta = 0.683$, $t = 19.241$, $p < .001$). These findings indicate that GHRM exerts a substantial influence on employees' green-related attitudes and perceptions.

Additionally, GCM ($\beta = 0.187$, $t = 2.176$, $p = .030$), GWE ($\beta = 0.141$, $t = 2.089$, $p = .037$), PMN ($\beta = 0.156$, $t = 2.167$, $p = .030$), and GPC ($\beta = 0.169$, $t = 2.141$, $p = .032$) showed substantial favorable effects on IRGB. Additionally, there was partial mediation of the indirect effects of GHRM on IRGB through GCM ($\beta = 0.121$, $p = .031$), GWE ($\beta = 0.088$, $p = .040$), PMN ($\beta = 0.093$, $p = .030$), and GPC ($\beta = 0.116$, $p = .036$), all of which were statistically significant.

Overall, these results confirm that GHRM enhances in-role green behavior both directly and indirectly through multiple psychological and motivational mechanisms, supporting all hypothesized relationships (H1–H5c).

According to other studies, the results confirm that Individual Green Behavior (IRGB) benefits from Green Human Resource Management (GHRM) (Dumont *et al.*, 2016; Aboramadan, 2020; Rubel *et al.*, 2021). Dumont *et al.* (2016) demonstrated, for instance, that GHRM improves employees' IRGB. This result is consistent with the Social Exchange Theory's (SET) reciprocity norm, which states that workers repay the company green initiatives by engaging in environmentally friendly work practices.

Importantly, these results also suggest that GHRM can inspire members of Generation Z—the future workforce—to adopt environmentally responsible practices and cultivate long-term commitment to sustainability initiatives. At the organizational level, they emphasize the need to integrate GHRM into corporate growth strategies. Green HRM activities not only enhance individual environmental behaviors but also act as catalysts for the effective implementation of broader green policies, thereby reinforcing both organizational sustainability and competitiveness. The findings show that the association between Individual Green Behavior (IRGB) and Green Human Resource Management (GHRM) is considerably mediated by Green Commitment (GCM), Green Work Engagement (GWE), Personal Moral Norms (PMN), and Green Psychological Climate (GPC). This indicates that the influence of GHRM on IRGB is not purely direct; rather, it operates through specific mechanisms that shape employees' attitudes and behaviors (Karatepe & Olugbade, 2016).

Recognizing these mediators highlights their essential role in linking organizational environmental practices with workplace outcomes. By strengthening employees' sense of commitment, engagement, moral responsibility, and perception of a green climate, organizations can more effectively translate GHRM policies into concrete pro-environmental behaviors. Accordingly, integrating these mediators into organizational strategies—through environmental goal-setting, supportive HR practices, and performance evaluation systems—emerges as a critical step toward embedding sustainability into daily operations and long-term business success.

Any company's most precious asset is its human capital, which is also essential to staff management. In light of the growing emphasis on sustainability and the push for greener business practices, contemporary HR managers are therefore being asked to include Green Human Resource Management (GHRM) in corporate mission statements and policies. Doing so contributes not only to environmental responsibility but also to sustainable organizational performance.

This research examined employees from the perspective of students—representatives of Generation Z—who will form the future workforce. The findings provide important implications for managers, highlighting the need to continuously develop and refine GHRM policies in order to engage younger generations and align organizational strategies with long-term sustainability goals.

Conclusion



Using the perspectives of Generation Z students as future workforce models, this study verifies the beneficial impact of Green Human Resource Management (GHRM) in encouraging employees' in-role green behavior (IRGB). The findings, which are based on the AMO framework, Social Exchange Theory (SET), and Social Identity Theory (SIT), demonstrate that GHRM not only directly improves IRGB but also functions through intermediate processes such as green commitment, green work engagement, personal moral norms, and green psychological climate. These mediators highlight that the effectiveness of GHRM lies in shaping employees' psychological attachment and environmental orientation, ultimately linking organizational policies with sustainable behavioral outcomes. The results suggest that HR managers should embed GHRM principles into organizational strategies, mission statements, and evaluation systems to create a culture that supports sustainability. By doing so, organizations can leverage the values of upcoming generations and ensure long-term environmental and business performance.

Limitations and Dimensions for Future Research

Clarifying the connections between GHRM and IRGB, as well as the function of several mediating variables, such as GCM, GWE, PMN, and GPC, is the main goal of the study. Nevertheless, this research has certain limitations, just like any other study. First, the study concentrates on particular elements rather than covering the full range of GHRM and IRGB, which could lower the study's general validity and make it more difficult to apply the findings in other situations. Second, the measurement data might not accurately reflect the intricacy of GHRM and IRGB, which could result in inaccurate representations of their impacts. Third, because of the focus on students as possible employees, the findings could not be as widely applicable to other groups, such as current employees or job searchers. Each of these restrictions offers information for potential future lines of inquiry.

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