

Research Article

Green Psychological Climate Moderates the Effect of Green Self-efficacy and Green Human Resource Management on Employee Green Behavior: A Literature Review

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Abstract.

Mining companies face increasing pressure to integrate sustainable practices into their operations due to globalization and rising environmental awareness. In this context, Employee Green Behavior (EGB) plays an important role in fostering a more sustainable work environment. However, challenges such as an unsupportive organizational culture and production-driven pressures often hinder the adoption of these initiatives. Support from top management, along with sustainability-focused education and training, can increase employee awareness and engagement in environmentally friendly behavior. This study aims to analyze previous research to determine how the green psychological climate moderates the influence of Green Self-Efficacy and Green Human Resource Management (GHRM) on EGB. It addresses a research gap by establishing a conceptual framework that explores these interrelationships. Drawing on Social Cognitive Theory and Social Exchange Theory, the study provides theoretical grounding for understanding the dynamics between organizational context and employee behavior. As a literature review, this study contributes to the development of a new conceptual framework, offering valuable insights for both corporate practice and future research. It highlights the importance of cultivating a supportive psychological climate to amplify the positive effects of self-efficacy and GHRM on sustainable employee behavior, an area that has been underexplored in previous studies.

Keywords: green self-efficacy, GHRM, employee green behavior, green psychological climate

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1. Introduction

With the rise of globalization and growing environmental consciousness, mining companies encounter the challenge of incorporating sustainable practices into their operations. Employee Green Behavior (EGB) encompasses actions by employees that advocate for and support eco-friendly initiatives within the workplace. In the mining industry, where the environmental consequences can be considerable, these behaviors are essential for fostering a more sustainable work environment [1]. However, despite efforts



to encourage Employee Green Behavior (EGB), mining firms frequently confront numerous obstacles. A significant issue is an organizational culture that does not endorse environmentally sustainable practices. Employees' lack of comprehension regarding the significance of EGB may result in resistance to change. Furthermore, pressures to achieve production goals can obstruct sustainability efforts [2].

Studies indicate that the backing of upper management plays a crucial role in fostering employee commitment to eco-friendly practices [3]. It is essential to weave sustainability education and training into employee development initiatives. By participating in workshops and seminars, employees gain insights into the environmental effects of mining operations and the significance of Employee Green Behavior (EGB). Research conducted by Khanh and Tran (2023) [4] demonstrates that enhancing environmental awareness among staff can have a beneficial impact on their actions in favor of sustainable practices. Mining firms that effectively promote Employee Green Behavior (EGB) typically have well-organized green initiatives, which encompass recycling efforts, the adoption of renewable energy sources, and waste minimization strategies. Employees engaged in these programs not only develop a heightened sense of responsibility but also experience greater job satisfaction. This shows that EGB can improve employee welfare and at the same time provide environmental benefits [5].

To assess the effectiveness of implemented initiatives, it is essential to conduct measurements of Employee Green Behavior (EGB). Companies can track the progress of their employees' environmentally conscious actions by utilizing environmental performance indicators. This assessment is crucial for pinpointing areas requiring enhancement and for establishing more ambitious future objectives [6]. In light of sustainability challenges, mining companies must promote Employee Green Behavior among their workforce. Improvements in Employee Green Behaviour can be attained through green self-efficacy and Green Human Resource Management. A crucial factor in promoting Employee Green Behaviour (EGB) in mining companies is green self-efficacy, defined as an individual's belief in their ability to engage in ecologically responsible actions. According to Social Cognitive Theory (SCT) established by [7], human behaviour is shaped by the interplay of cognitive elements, environmental influences, and the behaviour itself. In the mining sector, where environmental impacts are very significant, understanding how green self-efficacy can influence Employee Green Behavior (EGB) is critical to creating a sustainable work culture [7,8].

By boosting personal motivation to adopt eco-friendly behaviors, green self-efficacy supports employee green behavior, or EGB. Employees are more inclined to take the initiative in sustainable activities, including waste reduction or resource efficiency, when they have faith in their capacity to act in ways that benefit the environment. According to research, people who have high levels of green self-efficacy are more likely to take part in company sustainability initiatives [9]. Effective training and education can help mining businesses create green self-efficacy, which is consistent with the SCT premise that individual beliefs are influenced by experience and observation. By giving staff members the abilities and information required to implement eco-friendly procedures, Businesses can enhance Employee Green Behavior (EGB) in general. Therefore, addressing sustainability issues in this sector requires establishing an atmosphere that encourages and enables workers to act in an eco-friendly manner [10].

The term “green human resource management” (GHRM) describes HRM techniques that encourage ecologically responsible and sustainable workplace [10,11]. Implementing GHRM is essential to promoting Employee Green Behavior (EGB) in mining firms, where environmental impacts are significant. According to the Social Exchange Theory (SET) viewpoint, employee motivation to act in a way that promotes sustainability can be influenced by reciprocal relationships between employers and employees that are founded on the sharing of benefits and values [12,13].

Employee loyalty to the organization can be increased by GHRM measures such sustainability training, acknowledging eco-friendly contributions, and providing incentives for eco-friendly behavior [14]. Employees feel appreciated and are more inclined to increase Employee Green conduct (EGB) when their employers offer resources and support that encourage eco-friendly conduct. Studies indicate that workers who receive benefits from their employers, such training and assistance with green projects, are more likely to be dedicated to sustainable practices [12-13]. Effective GHRM implementation in mining businesses can enhance Employee Green Behavior (EGB) and contribute to a favorable perception of the business among stakeholders and the community. Employers may increase employee loyalty and confidence by implementing fair and transparent GHRM procedures. Consequently, this will motivate people to actively participate in sustainability projects, making mining companies more environmentally responsible [15].

The term “green psychological climate” (GPC) describes how staff members collectively perceive how much a business promotes and supports eco-friendly conduct [16,17].

The Green Psychological Climate (GPC), within the context of Social Cognitive Theory (SCT), might amplify the influence of Green Self-Efficacy (GSE) on Employee Green Behaviour (EGB) in mining enterprises. When employees see that the work environment fosters sustainability, their confidence in their capacity to engage in environmentally responsible behaviour will strengthen. Employees in a green work environment are more inclined to adopt sustainable behaviours, as they perceive the organisation offering pertinent assistance, including training and enough facilities [1,18,19]. This green psychological environment strengthens individuals' belief in their ability to contribute positively to the environment, encouraging employees to act more proactively in carrying out sustainability actions.

Green Human Resource Management (GHRM) can also be more effective in influencing Employee Green Behavior (EGB) when supported by Green Psychological Climate (GPC). According to Social Cognitive Theory, employee behavior is not only influenced by internal factors such as self-efficacy, but also by the social environment that shapes their expectations and motivation [7]. When employees perceive that the company integrates green values in its management policies and practices, they are more likely to respond with green behavior. Green Psychological Climate (GPC) creates psychological conditions that strengthen employee commitment to GHRM policies, such as sustainability training and rewards for environmentally friendly behavior. This increases their motivation to actively participate in company green programs, as well as adopt Employee Green Behavior (EGB) in daily operations [20].

Based on Social Cognitive Theory [7] and Social Exchange Theory [21], this paper aims to explain how Green Psychological Climate modifies the influence of Green Self Efficacy and Green Human Resource Management on Employee Green Behaviour. To begin, the author plans to provide a theoretical explanation of how Green Self-Efficacy impacts Employee Green Behaviour. Secondly, what impact does green HRM have on environmentally conscious actions taken by staff members? Thirdly, how might a company's green psychological climate mitigate the effects of green HRM and green self-efficacy on green behaviour among workers? A human resources policy may benefit from the information presented in this article. The essay is structured as follows: introduction, review of literature, methods, results, and conclusions. The article's structure begins with an introduction that states the research problem. An academic narrative outlining the variables used makes up the literature review. The author explains the

procedures followed to compile this literature review in Section 3. The results and analysis are detailed in Section 4. The last section contains the ultimate verdict.

2. Literature Review

2.1. Green Self Efficacy

A person's self-efficacy in environmental sustainability, as it relates to their work, is their belief in their own ability to create a positive impact. A person's self-efficacy can be defined as their belief in their own ability to carry out the actions necessary to achieve their goals [7]. Here, "green self-efficacy" means how confident workers are in their ability to promote ecologically responsible actions in the workplace, such as reducing waste and energy use. This idea is significant as it has the potential to affect how employees view and act towards corporate sustainability efforts [22].

Various indicators of green self-efficacy encompass employee belief in being capable of performing eco-friendly tasks, expertise in encouraging coworkers to engage in sustainable behaviors, and creativity in devising sustainability-supporting solutions. Farhan et al (2024) [20] found that employees with a strong belief in their own capability to support sustainability are more inclined to participate in environmental initiatives. Furthermore, factors like awareness of environmental issues and ability to implement eco-friendly practices also play a role in determining employees' level of green self-efficacy.

In reality, green self-efficacy can be enhanced by participating in training programs and workplace initiatives. Training initiatives that prioritize sustainability enhance employees' understanding of eco-friendly practices and boost their confidence in carrying out these actions. [23], suggests that establishing a supportive workplace, such as offering recycling options and eco-friendly technology, can motivate staff to engage in more environmentally friendly behaviors. Hence, it is essential for organizations to offer the required resources and assistance to boost employee participation in sustainability efforts.

Adopting green self-efficacy offers advantages for both individuals and the organization as a whole [23]. Through greater involvement from employees in eco-friendly practices, businesses can decrease their environmental footprint and improve resource utilization. Research conducted by Miah (2024) [8] indicates that companies which

encourage employees to believe in their ability to contribute to sustainability see noticeable improvements in their environmental performance. Moreover, a corporate culture that promotes sustainability can enhance employee job satisfaction and loyalty, ultimately leading to improved productivity and retention rates. Encouraging employees to have confidence in their ability to adopt eco-friendly practices is a key strategy in reaching an organization's sustainability objectives [9]. By comprehensively grasping the meanings, signs, and methods associated with eco-friendly self-confidence, businesses can establish a more environmentally-friendly workplace. By investing in training and ensuring sufficient resources, employees can gain confidence in taking pro-environmental actions, ultimately enhancing the company's sustainability performance.

2.2. Green Human Resource Management

GHRM is Incorporating sustainable practices into HR procedures and policies is the focus of GHRM, an HR management strategy [24]. The goal of green house gas reduction management (GHRM) is to increase an organization's environmental performance while simultaneously increasing staff awareness of, and commitment to, environmental sustainability. According to [25], GHRM plays a key role in encouraging a green mindset among workers so that they may take part in sustainability efforts. Some important areas that can be used to identify GHRM indicators are recruiting and selection, training and development, and rewards and pay. Initially, during the hiring process, companies may seek out individuals who demonstrate dedication to sustainability and environmental principles. Additionally, providing training and development centered on environmental concerns can enhance employee expertise and abilities to support eco-friendly projects. In conclusion, providing incentives to employees for eco-friendly actions can encourage their continued involvement in sustainability efforts [10,11].

Aggarwal (2023) [5] suggests that effective GHRM practices involve offering continuous training programs, creating eco-friendly policies, and using performance management systems to evaluate employees' impact on sustainability. Training initiatives can address topics like energy conservation, waste minimization, and sustainable resource utilization. Abo (2024) [2] mentioned that companies that effectively adopt GHRM can enhance employee understanding of environmental concerns and promote eco-friendly behavior in their everyday tasks.

Furthermore, GHRM fosters a culture that encourages employees to participate in sustainability projects. Khanh and Tran (2023) [4] stated that when employees are involved in making decisions about environmentally friendly practices, it can boost their feelings of ownership and dedication to sustainability. By engaging workers in the creation of environmental policies, companies can guarantee that the policies align with employee desires and goals, resulting in stronger support for their execution. A company's sustainability goals and employee involvement can be better communicated through Green HRM [3]. Businesses can improve their environmental performance by implementing GHRM plans that are well-coordinated and encourage staff to take an active role in sustainability efforts. There are environmental benefits to investing in GHRM, and there are also economic benefits to the company in the form of increased loyalty and output from workers [6].

2.3. Green Psychological Climate

The green psychological climate refers to the extent to which workers feel their employer values and promotes environmentally conscious policies and procedures [26]. This concept takes a look at the employees' perceptions of the company's environmental principles and their faith in the firm's commitment to protecting the environment. Workers are more likely to participate in environmental initiatives when they feel organisational support for them, according to research [18]. This suggests that a green psychological climate plays a significant role in influencing employees' perspectives and behaviours regarding sustainability.

Key indicators of a green psychological environment consist of sustainability-related organizational communication, employee engagement in eco-friendly projects, and supportive policies for sustainable actions. This measure shows how much employees believe their organization not only discusses sustainability, but also implements initiatives to foster a sustainable environment. A study by [26] indicates that fostering a positive psychological atmosphere that encourages sustainability can boost employees' motivation to participate in eco-friendly behaviors in the workplace.

Training programs, employee participation in decision-making about environmental policies, and providing resources to support sustainability initiatives can help in implementing green psychological climate practices. Giving employees proper training will help them grasp the significance of pro-environmental actions and increase their

confidence in carrying out these initiatives. As per [14], allowing employees to contribute to the creation of eco-friendly policies enhances job satisfaction and reinforces their dedication to organizational sustainability. Therefore, a positive green atmosphere is crucial for promoting employee engagement in sustainability initiatives.

2.4. Employee Green Behavior

Green behaviour in the workplace refers to the ways in which workers help to maintain a sustainable environment and do their part to protect it [27]. All sorts of things that employees do fall under this umbrella term, including contributing to the company's sustainability initiatives, reducing waste, and saving energy. Findings indicate that green behaviour among employees is significant because it helps to cultivate an eco-friendly culture inside companies, where everyone works together to achieve sustainability goals.

Employee green behavior can be identified through levels of environmental consciousness, drive to act in an eco-friendly way, and participation in sustainability initiatives. Some examples of these actions include taking part in company recycling programs, properly disposing of trash, and using less paper. Research by [14] and [28] shows that workers who have a good grasp of environmental issues are more likely to take part in green initiatives, which improves the company's environmental performance.

Implementing different approaches like training, clear communication about sustainability policies, and fostering a supportive atmosphere can enhance employees' eco-friendly behavior. Educational programs for employees on the environmental effects of their daily actions can boost enthusiasm and involvement in eco-friendly practices. As per [16], if employees believe they have the backing and tools to engage in eco-friendly behaviors, they will be more likely to take actions that promote sustainability. Therefore, promoting green habits among employees not only helps the environment, but also plays a role in reaching the organization's sustainability targets.

3. Material and Methods

This research adopted a descriptive analysis method, and the data used was obtained from previous literature studies. The main data sources were obtained through Scopus and Proquest, using the Publish or Perish (PoP) application to collect relevant literature.

PoP is implemented using the term “Green Psychological Climate, Green Self Efficacy and Employee Green Behavior”, “Green Psychological Climate, Green Human Resource Management and Employee Green Behavior”, “Green Self Efficacy and Employee Green Behavior”, “Green Human Resource Management and Employee Green Behavior” by searching 220 research publications that have been indexed in Scopus and Proquest from 2020 to 2024. The author’s decision to choose Scopus and Proquest as data sources was based on the comprehensiveness of this database and its popularity. In addition, in an effort to produce relevant narratives and conclusions, the author processes data obtained from Publish or Perish, which is accessed via the PoP website with the stages of identification, filtering, eligibility, and inclusion. At the identification stage, the author identifies 220 articles obtained from Scopus and Proquest. At the filtering stage, the author selects articles that have similarities with other articles to form a total of 125 articles obtained. At this stage, the author also adapts to the abstract criteria determined by the researcher, namely those that specifically discuss the Green Psychological Climate moderates the effect of Green Self Efficacy and Green Human Resource Management on Employee Green Behavior until obtaining 73 articles. At the feasibility stage, the author reviews the contents of each article and obtains 67 decent articles. Based on 67 In this article, researchers continue to review the theory, methods, results, and discussion sections of each article, resulting in 16 articles worth reviewing. Each stage of the method used in determining relevant articles is shown in Figure 1. This research aims to investigate the Green Psychological Climate moderates the effect of Green Self Efficacy and Green Human Resource Management on Employee Green Behavior with the main aim of developing existing research concepts and expanding their scope. Through this approach, research will explore conceptual understanding by developing basic questions regarding related previous research findings and theory. It is hoped that the findings of this research can provide a valuable initial contribution in elaborating human resource management.

Based on Figure 1, 16 relevant articles were obtained to formulate the Employee gender moderates the effect of work-life balance on job satisfaction. The relationship between these variables can be seen in Figure 2 below:

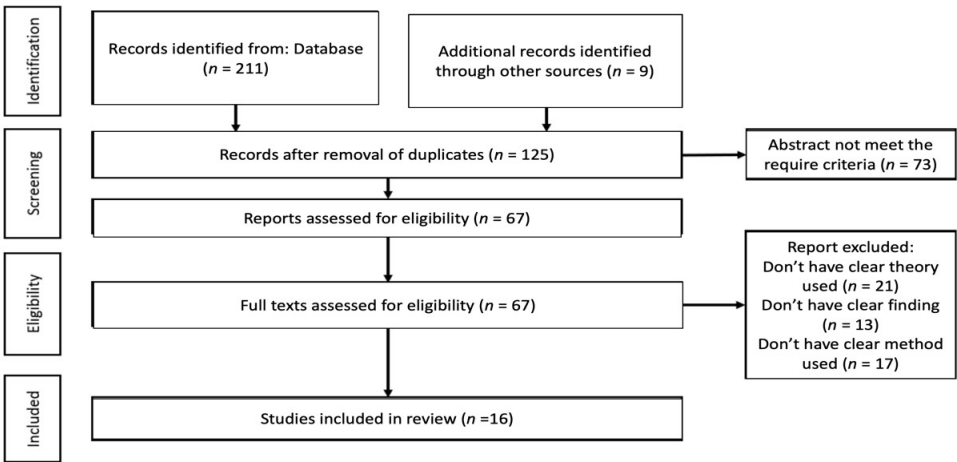


Figure 1: Research Method

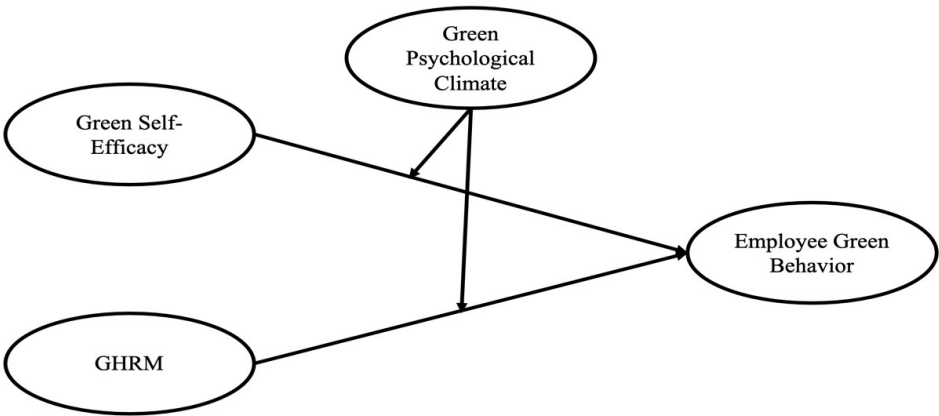


Figure 2: Hypolthelsis Moldell.

4. Results and Discussion

Based on the method used, ten articles were found which were used to write this article. The sixteen articles appear in Table 1 and their findings are described in detail.

Based on Table 1 and Figure 2, a hypothesis is developed as follows:

4.1. Green Self Efficacy and Employee Green Behavior

Concepts such as “green self-efficacy” and “green employee behaviour” play a significant role in ecologically conscious organisations’ capacity to endure. Referring to the social cognitive theory proposed by [7]. An individual’s actions are shaped by a complex web of interplay between their internal experiences, external influences, and behavioural norms. Specifically, “green self-efficacy” means the confidence that people have in their own abilities to do ecologically responsible things, and “green behaviour”

TABLE 1: Previous Research Findings.

No	Author and year of study	Research Results
1	Miah (2024) [8]	"Green self-efficacy has a significant effect on employee green behavior
2	Nisar et al. (2024) [9]	Green self-efficacy has a significant effect on employee green behavior
3	Gill et al. (2023) [22]	Green self-efficacy has a significant effect on employee green behavior
4	Farhan et al. (2024) [20]	Green self-efficacy has a significant effect on employee green behavior
5	Özgül and Demir (2024) [23]	Green self-efficacy has a significant effect on employee green behavior
6	Jnaneswar (2023) [14]	Green Human Resource Management has a significant effect on employee green behavior
7	Aukhoon (2024) [16]	Green Human Resource Management has a significant effect on employee green behavior
8	Miha (2024) [8]	Green Human Resource Management has a significant effect on employee green behavior
9	Aggarwal (2023) [5]	Green Human Resource Management has a significant effect on employee green behavior
10	Aboramadan (2022) [17]	Green Human Resource Management has a significant effect on employee green behavior
11	Sabokro et al. (2021) [19]	Green Human Resource Management has a significant effect on employee green behavior
12	Yesiltas (2022) [18]	Green Human Resource Management has a significant effect on employee green behavior
13	Al-Swidi et al. (2021) [29]	Green Human Resource Management has a significant effect on employee green behavior
14	Norton et al. (2021) [26]	Green psychological climate as moderating variables
15	Sabokro et al. (2021) [19]	Green psychological climate as moderating variables
16	Jnaneswar (2023) [14]	Green psychological climate as moderating variables"

means that employees actually do these things when they are on the clock. The idea of social cognitive processes provides light on the ways in which employees' green self-efficacy impacts their green behaviour by bolstering their beliefs, motivation, and the impact of appropriate social and environmental supports.

At the heart of what drives environmentally conscious actions taken by employees is their level of green self-efficacy. According to [7], people's confidence in their own abilities to accomplish goals is a key component of self-efficacy, which in turn influences their behaviour. Regarding sustainability, workers who have a high green self-efficacy will believe they can do more to help the environment, whether that's cutting down on waste, conserving energy, or rallying behind green initiatives inside the workplace.

Workers who rate themselves highly in terms of their abilities to make a positive impact on the environment are more likely to take the initiative to develop new practices and policies that strengthen sustainability in the workplace [9]. Green self-efficacy is characterised by a number of positive traits, such as the following: faith in one's own abilities to solve environmental problems, inspire one's coworkers to take environmental action, and originality in offering answers. High-self-efficacy personnel are more likely to act environmentally conscious, even when faced with challenges, according to [23]. Internal organisational challenges, such a lack of resources or pushback from coworkers, are among the things they can conquer. Therefore, having faith in one's ability to make a positive impact boosts the frequency of environmentally conscious actions taken by work.

In contrast, "green behaviour" on the part of employees is the tangible expression of competence and enthusiasm for making a positive impact on the environment. As to social cognitive theory, people act in a certain way when they have a strong belief that their activities will lead to a specific outcome [7]. Sustainable practices are more likely to be implemented when employees have faith that their efforts will positively affect the environment. According to [21], some examples of green behaviour on the part of employees include recycling at work, cutting back on energy consumption, and making better use of available resources.

Social cognitive theory also emphasizes the importance of observational learning in shaping behavior. Employees can develop their green self-efficacy through observing the green behavior of colleagues or leaders who are successful in sustainability initiatives. Through this process, they learn that environmentally friendly behavior can produce positive results and is worth emulating. [7] argues that individuals tend to imitate behavior that they consider effective in achieving personal or organizational goals.

Adequate managerial and policy support is also important in increasing green self-efficacy and employee green behavior. According to [23], managers can create a work climate that supports the environment by giving rewards to employees who participate in environmentally friendly initiatives. This not only strengthens green self-efficacy but also motivates other employees to follow these green behaviors. Thus, proactive management in supporting environmental policies facilitates the creation of a green culture in the workplace. In the perspective of social cognitive theory, the relationship between green self-efficacy and employee green behavior is reciprocal. Employees' success in implementing green behavior strengthens their green self-efficacy. [7] stated

that positive feedback from successful behavior will increase an individual's confidence to continue carrying out similar actions in the future. When employees see positive results from their actions towards sustainability, they will be increasingly motivated to maintain and increase environmentally friendly behavior.

Green self-efficacy and employee green behavior are two important components in achieving sustainability goals in the workplace. By utilizing social cognitive theory, organizations can design training programs and policies that strengthen self-confidence and motivate employee green behavior. Investments in developing green self-efficacy and creating a work environment that supports sustainability will produce employees who are more committed to contributing to achieving the company's green goals. Thus, an integrated approach between green self-efficacy and green employee behavior, which is supported by social cognitive theory, provides an effective strategy for creating a more environmentally friendly organization. Organizations that are able to implement these concepts can improve their environmental and economic performance, as well as create sustainable and meaningful workplaces for employees.

Premise 1: Green Self Efficacy has a significant effect on Employee Green Behavior.

4.2. Green Human Resource Management and Employee Green Behavior

Green human resource management practices that are environmentally friendly and sustainable. resource management policies and practices that promote environmental sustainability in the workplace. Ahmad, (2015) also stated. strategies, and employee engagement initiatives. recognizing employees for their environmentally friendly behavior, and showing commitment to environmental concerns with awards. way. [30] suggests that GHRM's goal is not just to enhance environmental consciousness among individuals. not only to staff, but also to promote staff engagement in eco-friendly actions.

The viewpoint of social exchange theory aid in understanding how GHRM can impact employees' ecological actions by using social exchange mechanism Among the employees and the organization. According to [21], the social exchange theory explains the connections among people. Organizations form as a result of a two-way exchange process. When a company offers a employees will feel valued in a supportive work environment that acknowledges and rewards their sustainability contributions. Encouraged to give

back by acting in a manner that aligns with the goals of the organization, such as sustainability. In the context of GHRM, policies designed to support the environment create a positive perception among employees that the company is committed to sustainability, thereby motivating them to engage in green employee behavior [4]. One of the important indicators of GHRM is employee recruitment and selection based on sustainability values. Organizations implementing GHRM look for candidates who not only have technical skills, but also a commitment to environmentally friendly practices. [31] show that recruitment processes that include an assessment of green values can increase employee participation in environmental initiatives. Thus, employees recruited based on sustainability values are more likely to engage in green behavior at work.

Training focused on environmental issues is also an important component of GHRM. Training programs that aim to increase employee knowledge about environmentally friendly practices can influence employee green behavior [10,28,29]. Within the framework of social exchange theory, this training is considered a form of company investment in employee development. In return, employees feel obliged to make positive contributions by engaging in pro- environmental actions. The greater the support a company provides, the more likely employees will engage in green behavior as a form of return. Rewards and compensation given to employees who contribute to sustainability initiatives also influence employee green behavior. According to [11], rewards in the form of incentives or recognition for employees who are involved in company environmental programs will encourage other employees to imitate this behavior. From the perspective of social exchange theory, this reward creates a cycle of exchange that strengthens employee commitment to organizational sustainability. When employees feel appreciated for their contributions to the environment, they are more likely to increase their participation in green behavior.

Apart from that, social exchange theory also emphasizes the importance of perceptions of fairness in social exchange. If employees feel that the GHRM policy implemented by the company is fair and consistent, they will be more motivated to participate in pro-environmental behavior. For example, policies that encourage employee involvement in green initiatives, such as efficient energy use or recycling programs, can create a sense of mutual trust between employees and the organization. [32]found that perceptions of fairness in GHRM implementation increased employee motivation to engage in green behavior. Having a positive work environment is also crucial in impacting employees. behavior exhibited by employees that is environmentally friendly. GHRM has

the potential to establish a work environment that encourages employee engagement. Sustainability efforts are supported through the provision of appropriate facilities and resources. As per [33] when companies offer tools that help with sustainable practices, like recycling bins or Energy-efficient technologies help employees feel more encouraged and inclined to participate in eco-friendly practices. Inside In the context of social exchange theory, the presence of these resources is considered a type of Organizational backing for workers, leading to increased participation in sustainability efforts. conduct.

The substantial backing from management for GHRM efforts is crucial in impacting. Worker engaging in environmentally friendly actions. In Ninaroon's study from 2022, it was found that managers demonstrate their approval for When companies implement eco-friendly policies and actively participate in green projects, employees are more likely to feel inspired. to imitate or mimic. Social exchange theory posits that favorable managerial conduct can establish a mutually beneficial relationship. positive association between management and staff, with managers offering helpful support. result in higher levels of engagement from employees in environmentally-friendly practices. Social exchange theory also explains that employee green behavior is not only influenced by formal company policies, but also by interpersonal relationships in the workplace. When employees see their coworkers engaging in green behavior, they are more likely to imitate that behavior. According to research by ([4] social interactions among employees can strengthen a green culture in the workplace, where green behavior becomes an accepted norm. In the context of social exchange, employees feel obliged to engage in green behavior as a form of participation in social exchange with their coworkers. GHRM has a significant influence on employee green behavior through social exchange mechanisms [2,3,5,14,16,24,29,34,35]. Through establishing a nurturing work atmosphere, By offering training, incentives, and clear communication, companies can encourage employees to participate. engaging in environmentally friendly actions. The social exchange theory perspective is based on mutual benefits in relationships. A strong connection between the company and employees will develop when both sides experience the advantages of their actions. The word "taken" has been accomplished. When employees believe the organization offers sufficient support and is dedicated to nurturing their success. When individuals prioritize sustainability, they are more likely to engage in eco-friendly efforts. Therefore, the. effective and satisfying work environment for employees. a work culture that is sustainable, where employees' environmentally

conscious actions are a natural part of everyday life executions. Investing in GHRM not just offers environmental advantages, but also enhances employee productivity. loyalty, motivation, and productivity help in reaching corporate sustainability objectives.

Premise 2: Green Human Resource Management has a significant effect on Employee Green Behavior.

4.3. Green Self Efficacy, Green Human Resource Management, Employee Green Behavior and Green Psychological Climate

Employees' perceptions of a supportive work environment that promotes a green psychological climate. Sustainability and practices that are friendly to the environment. When employees perceive that the organization is dedication to sustainability objectives with specific policies and actions, resulting in a favorable environmental impact emotional atmosphere [26], suggest that a green psychological climate is beneficial. Employees are encouraged to participate more actively in environmentally friendly actions when they feel there is substantial backing from the company. group committed to sustainable efforts. role in promoting environmentally friendly behaviors among individuals. function in enhancing the impact of Green Human Resource Management (GHRM) on employee sustainability Actions influenced by the principles of social exchange theory outlined by [21]. on a mutual give-and-take dynamic, where both parties contribute and receive benefits. via a mutual exchange process [21]. When organizations offer assistance, education, and coaching encouraged by rewards that promote eco-friendly actions via GHRM strategies, employees experience. obliged to respond in kind by engaging in environmentally friendly actions. Nevertheless, GHRM has achieved success in facilitating Employee green behavior is also heavily influenced by how employees perceive the organization's psychological aspects. weather patterns and atmospheric conditions. If the positive green psychological climate exists, it will encourage employees to perceive their green behavior efforts positively. are acknowledged and encouraged, leading to higher motivation for participating in eco-friendly actions. Green psychological climate serves as a mediator that enhances the connection between GHRM and. employee environmentally friendly actions ([12]. Research conducted by, found that. Employee beliefs about the organization's commitment to sustainability enhance the impact of Green HR Management on environmental initiatives. actions and reactions. When workers believe the company is making an effort to establish a supportive work environment. When employees understand the importance

of sustainability, they will be inspired to adhere to GHRM policies and engage in eco-friendly actions. is an opportunity for us to improve our skills. occurs when workers view the company as a fair provider of reciprocal interactions. contributions, following the principles of social exchange theory.

In addition, a positive psychological atmosphere in the workplace also enhances employees' accountability. aid in achieving the company's sustainability objectives. According to a study by [26], employees who are employed Employees working in a favorable environmental atmosphere are more inclined to take responsibility for aiding the company's environmental efforts. projects. be more motivated to participate in green initiatives. feel more obligated to return the same level of commitment by participating in environmentally friendly actions, like saving energy, minimizing waste, or backing recycling initiatives. This aligns with the... Basic concepts of social exchange theory, focusing on the importance of mutual positive interactions between companies and their workers. boosts staff engagement in environmental projects. GHRM activities like environmental education. incentives for eco-friendly actions, and offering green amenities prove to be more impactful when workers believe the company fosters a workplace environment that encourages eco-friendly actions. [14] is the author. found that when companies actively endorse sustainability through their human resources policies, employees When individuals notice this kind of assistance, they are more inclined to give back by engaging more in environmentally friendly actions. A green psychological climate provides a solid base for employees to apply their knowledge effectively. the GHRM program [19]. The green psychological climate's role as a moderator also enhances social relationships between individuals. workers and the company. When workers believe their workplace encourages sustainability, They will trust the company more in its dedication to the environment and employee welfare. This helps to build trust and loyalty among employees towards the organization, leading them to feel obligated to return the favor. acting environmentally friendly as a way of practicing positive [4,12,14]. In the framework of social exchange theory, workers who perceive support and recognition tend to be more productive. probable to respond with increased participation in environmental projects. Green psychological climate plays an important role in strengthening the influence of GHRM on employee green behavior through the principle of social exchange. By creating a work climate that supports sustainability, organizations can improve employee perceptions of the company's green commitment, which in turn strengthens the reciprocal relationship between employees and the

company. Thus, investment in GHRM accompanied by efforts to create a positive green psychological climate can produce better environmental performance and increase employee loyalty and participation in green initiatives.

Premise 3: Green Psychological Climate moderates the effect of Green Human Resource Management on Employee Green Behavior.

According to [26] green psychological climate creates conditions where employees feel that environmentally friendly behavior is supported by the organization, thereby strengthening their involvement in green initiatives. From the perspective of social cognitive theory, a green psychological climate can strengthen the influence of green self-efficacy on employee green behavior. Social cognitive theory, introduced by [7] emphasizes that human behavior is formed through interactions between personal factors (such as self-efficacy), the environment, and the behavior itself. Green self-efficacy, or employees' belief in their ability to take pro-environmental action, plays a central role in encouraging green employee behavior. However, the strength of the influence of green self-efficacy on employee green behavior also depends greatly on employee perceptions of work environment support. When the green psychological climate is strong, employees will feel more confident to take green actions, because they feel supported by the organization.

Green psychological climate acts as a mediator that strengthens the influence of green self-efficacy on employee green behavior. [7] states that self-confidence (self-efficacy) can be increased through social support and a positive environment. When employees perceive that the organization actively supports sustainability efforts, they will be more confident in their ability to contribute to green initiatives. [26] found that employee perceptions of organizational support for environmentally friendly practices strengthened the relationship between green self-efficacy and employee green behavior. A psychological environment that supports sustainability can increase employees' confidence that their green actions will have a positive impact. According to [14], employees who work in a green psychological climate feel more motivated to engage in pro-environmental behavior because they see that their actions are valued and supported by the organization. From a social cognitive theory perspective, this perception of support strengthens employees' beliefs that they have the capacity to make meaningful changes through green actions, thereby strengthening the influence of green self-efficacy on their behavior.

Furthermore, a green psychological climate creates social norms that support environmentally friendly behavior in the workplace. When organizations explicitly demonstrate support for sustainability, this creates a social expectation that employees should engage in green practices. [7] emphasized that social learning, including observation of the behavior of coworkers and leaders, can influence individual behavior. In a psychological climate that supports sustainability, employees can learn from their colleagues who already behave pro-environmentally, thereby strengthening the effect of green self-efficacy on employee green behavior. Green psychological climate also strengthens the relationship between green self-efficacy and employee green behavior by providing positive feedback on employee green behavior. [7] stated that self-efficacy can be increased through experiences of success and positive feedback. In a work climate that supports sustainability, employees who are successful in their green efforts will gain recognition from the organization, which in turn strengthens their self-confidence to continue participating in green behavior. This strengthens the reciprocal relationship between self-efficacy and green behavior. Green psychological climate plays an important role in strengthening the influence of green self-efficacy on employee green behavior through the principles of social cognitive theory. By creating a supportive work environment and providing positive feedback, organizations can increase employees' confidence in their ability to contribute to green initiatives. When the green psychological climate is strong, employees will be more motivated to take environmentally friendly actions, because they feel that the organization supports and appreciates their contribution to sustainability.

Premise 4: Green Psychological Climate moderates the effect of Green Self Efficacy on Employee Green Behavior.

5. Conclusion

This research prioritizes the Green Psychological Climate moderates the effect of Green Self Efficacy and Green Human Resource Management on Employee Green Behavior. Based on a literature review, Green Self Efficacy and Green Human Resource Management have great potential in determining increased Employee Green Behavior. Explanation of research variables through the Social Cognitive theory [7] and Social Exchange Theory [21]. The use of theory in this research aims to provide a comprehensive explanation, because not many studies have examined the influence of the Green

Psychological Climate moderates the effect of Green Self Efficacy and Green Human Resource Management on Employee Green Behavior with thus theory. Resource Based-View and Social Exchange Theory [21] is expected to be able to explain the effects that arise between variables in real terms. The research model and supporting arguments used in this study can contribute to advancing current discussion efforts in the field of management and business administration. Therefore, this research is very relevant to be applied in further research using quantitative, qualitative and mixed methods.

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Conflict of Interest

The authors declare no conflict of interest.

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