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The Impact of The Green HRM Practice on The Employee Green Behaviors and Employee well-being (EmpWBng) in Saudi Arabia' Organizations

Ahmed Mohamed Ayesh Sarkhi

Master of Business Administration, King Abdulaziz University, Saudi Arabia

Email: ahmedmsarkhi@gmail.com

Abstract

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This study aims to examine the positive relationship between Green Human Resource Management (GHRM) practices and Employee Green Behavior (EGB). It also investigates whether EGB positively mediates the relationship between GHRM practices and employee well-being (EmpWBng). Additionally, the study explores whether gender moderates the relationship between GHRM practices and EGB.

A quantitative approach was adopted by collecting data from a diverse sample of employees working in small, medium, and large enterprises across various industries. Data were gathered through an online questionnaire, with a total sample size of 200 respondents.

Statistical analyses were conducted using SPSS version 23 and AMOS version 23. Descriptive statistics (frequencies and percentages) were used to analyze demographic data. Structural Equation Modeling (SEM) was employed to examine the relationships among variables and test the proposed hypotheses. This study contributes to the existing literature by providing evidence from a developing country context.

The results indicate that Hypothesis 1 (H1) is supported, whereas Hypotheses 2 and 3 (H2 and H3) are not supported, and based on the findings of this study, the author proposed several practical recommendations to enhance the effective implementation of Green HRM practices and strengthen their impact on employee green behavior and employee well-being.

Keywords: Green HRM, Employee Green Behavior (EGB), Employee Well-Being (EmpWBng)

1. Introduction

In recent years, organizations worldwide have increasingly adopted Green Human Resource Management (GHRM) practices to enhance employees' engagement in environmentally friendly behaviors. These practices include green recruitment, training, performance management, and employee involvement, all of which have been shown to influence both in-role and extra-role green behaviors among employees (Dumont et al., 2017; Hameed et al., 2020).

The effectiveness of GHRM practices in promoting green behavior is essential not only for achieving environmental sustainability goals but also for improving employee well-being (EmpWBng). Previous studies suggest that organizations implementing GHRM practices effectively experience enhanced environmental performance and higher levels of employee job satisfaction (Sabokro et al., 2021). Moreover, such practices contribute to the development of a green organizational identity, fostering a culture that encourages environmentally responsible behaviors (Zhu et al., 2021).

Furthermore, GHRM plays a critical role in shaping employees' psychological perceptions of their organization's environmental policies. This psychological engagement enhances employees' motivation to participate in green initiatives and supports the integration of sustainability into the organizational culture (Ye et al., 2022).

In this context, the present study aims to examine the impact of GHRM practices on Employee Green Behavior (EGB) and employee well-being (EmpWBng). within organizations in Saudi Arabia. The study seeks to provide contextual insights into how GHRM practices can be optimized to promote sustainable practices and a supportive work environment.

1.1. Research Questions:

- What is the impact of Green Human Resource Management (GHRM) practices on Employee Green Behavior (EGB)?
- Does Employee Green Behavior (EGB) mediate the relationship between GHRM practices and employee well-being (EmpWBng)?
- Does gender moderate the relationship between GHRM practices and Employee Green Behavior (EGB)?

1.2. Research Objectives:

The main objectives of this study are:

- To examine the impact of Green Human Resource Management (GHRM) practices on Employee Green Behavior (EGB).

- To investigate whether Employee Green Behavior (EGB) mediates the relationship between GHRM practices and employee well-being (EmpWBng).
- To examine the moderating role of gender in the relationship between GHRM practices and Employee Green Behavior (EGB).

1.3. Research Contributions

In recent years, research on Green Human Resource Management (GHRM) has expanded significantly across various sectors, including tourism and hospitality, information technology, and the automotive industry. Despite this growing interest, there remains a need for further empirical investigation, particularly in developing country contexts.

This study contributes to the existing literature by proposing a conceptual model that examines the impact of GHRM practices on Employee Green Behavior (EGB). It also extends prior research by incorporating employee well-being (EmpWBng) as an outcome variable and gender as a moderating variable.

In addition, there is a relative scarcity of studies addressing GHRM practices in the context of Saudi Arabia. Therefore, this research provides valuable insights into how GHRM practices influence employee behavior and well-being within this specific context, contributing to a deeper understanding of sustainable HR practices in emerging economies.

2. Theoretical Background and Hypotheses

Companies are increasingly encouraged to adopt eco-friendly HR policies that cater to a growing number of environmentally conscious employees. Numerous organizations have begun integrating green HRM practices into their operations, prompting the HR department to also include environmental management practices to enhance employee development and overall well-being. The Saudi Arabia Vision 2030 emphasizes the importance of achieving a sustainable future globally. Saudi Arabia aims to improve the quality of life and protect future generations, both domestically and internationally. To achieve this objective, the Kingdom is collaborating with government ministries, private sector entities, and foreign leaders through dual green initiatives to identify and implement opportunities for accelerating climate action.[1]

To underscore the increasing significance of people's well-being by stressing the necessity of ensuring healthy lives and promoting well-being for all at all ages. Vision 2030 is transforming cities

[1] **Saudi and Middle East green initiatives**
https://www.greeninitiatives.gov.sa/?gad_source=1&gclid=CjwKCAjwte-vBhBFEiwAQSv_xSmWXEAQAK9skR1fFv6wVi9han0OoA5LWZufL2cxwpESEFBb8Y5ZvxoCBesQAvD_BwE

and elevating the quality of life by introducing sustainable urban greening, which provides abundant green spaces and opportunities to connect with nature [2].

The vision of Saudi Arabia also plans to plant ten million trees by 2030. Environmental Sustainability simply we can say that it is involves creating strategies to reduce the environmental impact of organizations. and HR Practices is concerned with developing policies and practices to support environmental sustainability. Although there has been significant attention from both academics and practitioners on workplace well-being, the relationship between high performance HR practices (HPHRP) and employee well-being (EmpWBng) is still uncertain. HPHRP can be defined as a collection of progressive human resource management (HRM) practices, work structures, and procedures that, when implemented together, complement each other, and produce combined advantages (Yunus, et.al 2023). Although employee well-being (EmpWBng) may be influenced by many aspects, we focus on how individuals evaluate their lives (i.e., subjective well-being) (Diener, 2000; Diener et al., 1985). The evaluation of one is takes the form of cognition when he/she makes an informed evaluative judgement about his or her life satisfaction. Our conceptualization of employee well-being (EmpWBng) is consistent with the conventional well-being studies that emphasize evaluative and affective approaches (Kuykendall & Tay, 2015). The focus on "the various evaluations, positive and negative, is that people make of their lives, and the affective reactions of people to their experiences" (OECD, 2013: 29). The evaluative and affective approaches of employee well-being (EmpWBng) reflect the model used in HRM studies (Gyensare, et,al 2023).

2.1. Green HRM practices and EGB

Green HRM encompasses human resource practices that prioritize the promotion, adoption, and execution of environmentally sustainable practices within the workplace. This approach influences how organizations manage their employees and harness their skills. The implementation of green HRM practices can result in heightened efficiency, cost reduction, and the cultivation of a more favorable work environment that encourages sustainable employee conduct. The integration of green HRM practices, including green recruitment, green training, green performance management, green reward, and compensation, as well as green goal setting and other associated responsibilities, is expected to stimulate pro-environmental behavior (Gyensare, et al., 2023). EGB is paramount (Dumont et al., 2017; Fawehinmi et al., 2020; Islam et al., 2020; Singh et al., 2020). Studies have shown that the participation of employees is key to a successful EMS in an organization (Mazzi et al., 2016; Rubel

[2] **Environment & Nature at Saudia Vision 2030**. https://www.vision2030.gov.sa/en/progress/environment-nature/#:~:text=Vision%202030%20is%20transforming%20cities,opportunities%20to%20connect%20with%20nature.

and Jones, 2016; Yong et al., 2020a; Islam et al., 2021a). Furthermore, EGB allows an organization to achieve a competitive advantage in terms of its environmental performance (Kim et al., 2019; Fawehinmi et al., 2020). Therefore, EGB carries more importance for the environmental performance of organizations for their sustainability and for sustainable society. Therefore, based on strong theoretical underpinnings and prior studies' recommendations on the need to explore underlying mechanisms of GHRM-performance outcomes, this study investigates the moderating role of GKS on the indirect influence of GHRM on green behavior via GC by employing the theoretical underpinnings of attitude theory (Bull, 1951) and social learning theory (Bandura, 1977; Bandura and Hall, 2018). Based on attitude theory (Bull, 1951), it has been suggested that GHRM affects green behavior through GC. Based on social learning theory (Bandura, 1977), it further suggested that employees who adopt organizations' GHRM initiatives and share green knowledge will also influence other members and can become a source of inspiration and can help the rest of the employees to adopt the same practices to become part of the members follow green practices and share green knowledge in the working relationship. This consequently has a positive impact on employees' learning with their environmental commitment and green behavior. Thus, attitude theory supports the mediating role of GC, while social learning theory supports GKS as a moderating variable in this study. Accordingly, the researcher suggests that.

Hypothesis 1. There is a positive relationship between green HRM practices and EGB.

2.2. The Mediating Role Played by Employee Green Behavior (EGB).

One of the primary goals of this research was to investigate how green HRM practices mediate the link between employee well-being (EmpWBng). The importance of employee well-being (EmpWBng) is to maintain the relationship with the employees and reduce employee turnover. In addition, to make the employees work without pressure and save them from job burning it is a side effect in both the employee health and the company cultures and atmosphere. Given that green HRM practices have been linked to EGB in previous studies (Dumont, J et al 2017). It has been assumed that green behavior could play a mediating role in this relationship. Green employee behavior reflects employees' willingness to engage in pro-environmental activities (Scherbaum et al., 2018). Some of the EGB, once he feels loyal to his workplace, is turning off lights when he leaves office, caring about company assets as he saves and protects his assets and home, reducing cost by writing on both paper faces, bringing his multi-use bottle and mug for his coffee to reduce the cost and the cup used for one time to reduce from the impact of effect in the environment. Supporting the organization's green strategy policy, commuting by bicycle, waste reduction, and developing new initiatives that protect the environment (Katz et al., 2022). A good leader must give the chance for their employees to make a balance between

their work, tasks, duty, and their personal life. If the staff feels he used all day for work purpose withing duty time and after duty that perhaps effectively on his balance in his life and effect in his relationship with his family, friends, and live balance. The researcher can call this a toxic work relationship that will destroy the staff in the medium and long terms. Even if the company pays more, they will not survive, and talented people can quit and any time to save their lives and look for peace (Silaban & Margaretha, 2021).

Studies suggested that since green HRM practices work regimes are implemented to enhance organizational performance, employers enact green HRM practices to elicit significant effort from employees due to reducing the workload and increasing the employee will-being and wellness for sustainability (El Dessouky & Alquaiti, 2020). Green HRM practices make work easier via training and coaching to employee well-being (EmpWBng) that can be built through training and practice and coaching by the leaders and influence people at the workplace. Also, the circular notice of HRM green and environment can increase staff awareness. Ignorance usually compromises well-being. Accordingly, the researcher suggests that (Ojo & Raman, 2019). The second hypothesis are suggested as the following:

Hypothesis 2. EGB mediates positively the relation between green HRM practices and employee well-being (EmpWBng).

2.3. Moderating Role of Gender

The Saudi Arabia vision 2030 too is the saving earth and make the earth day celebrate yearly at 27 at each year "Saudi Green Initiative Day". [3]

Women are expected to be more caring, dependent, cultivated, and men are likely to be more aggressive and competitive. Studies have shown that women from different cultures have a sense of well-being to help in expressive, caring, nurturing and cooperative roles. On the contrary, men are more individualistic and competitive (Birindelli et al., 2019). It appears that people are associated with different roles depending on their gender (Kamau, 2020). Society tends to assign a home-maker role to women while men are assigned with a money-making role.

Davidson & Freudenburg (1996), stated that gender dissimilarities towards the environment are not the same everywhere around the world. Evolutionary psychology proposes a way to explain how gender differences affect individual behaviors (Hyde, 2014). Some scholars mentioned the importance of gender diversity in environmental issues. Some sociological researchers suggest that women's

[3] **Saudi Green Initiative Day.** https://www.greeninitiatives.gov.sa/saudi-green-initiative-day-2024/index.html

reproductive role is the reason why they care more about others and are more concerned by preserving the environment (Rand et al., 2016). Although there have been many studies examining the effects of gender on green behavior, to date, no agreement has yet been reached (Briscoe et al., 2019; QASIM, 2014). Hence, the present study considers the moderating effect of gender on the indirect relationship of CSR, environmental performance via pro-environmental behavior due to the fact that the socio-demographic factors have been identified as potential moderators, in the prior literature, between attitudes and behaviors (Burkhardt et al., 2020; Nhamo and Mukonza, 2020). Folberg & Kaboli-Nejad (2020) stated that the gender role is important to understand the different engagement of the employees with the environment protection which is, in turn dependent on the individuals' cultural background in this context, the authors have applied the social role theory and stated that women are more inclined to dis-creationary behaviors than men. Therefore, women are more likely to be engaged in protecting the environment than men. The third suggested hypothesis is formulated as the following:

Hypothesis 3. Gender moderates the relationship between green HRM practices and EGB.

3. Research Method:

3.1. Study Context, Sample, And Data Collection:

The study is a quantitative explanatory, inferential study that adopts a cross-sectional quantitative approach to test the hypothesized effects of Green HRM practices on employee green behavior and employee well-being, including mediation and moderation effects.

The Primary data was gathered from employees employed in Saudi organizations. While the secondary data was from journals, books, newspapers, and online articles. The sample size is two hundred respondents. The questionnaire was short, clear, and easy to fill within 5-7 mins. It has two parts, the first part for the demographic questions, while the second part related to measuring the research variables and hypotheses. The populations are all the employee in the Saudi Arabia's organizations.

3.2. Measures:

As a result of the difficulty measuring character traits, Likert proposed a personality questionnaire, he created a scale that measures attitudes. A series of questions were used to measure attitudes in with five responses (Likert, 1932). In the data analysis process, a composite score/variable is derived from a series of four or more Likert-type items. A character trait can be quantified by combining the items (Boone & Boone, 2012).

3.2.1. Green HRM practices:

It has been measured this research variable by adopting the questionnaire items from the study (Tang et al., 2018). See the appendix.

3.2.2. Employee green behavior (EGB):

It has been measured this research variable by adopting the questionnaire items from the study (Mcconnaughy, 2014). See the appendix.

3.2.3. Employees' subjective well-being (EmpWBng):

It has been measured this research variable by adopting the questionnaire items from the study (Pradhan & Hati, 2022). See the appendix.

3.3. Statistical Techniques for Data Analysis:

The data collected for this study were analyzed using SPSS version 23 and AMOS version 23 software, following the methodology outlined by Awang (2012). The following procedures were employed to validate the research hypotheses:

- **Internal Reliability**: Cronbach's Alpha (α) test was utilized to measure the internal consistency of the items within each construct.
- **Validity Assessment**: Pearson's correlation coefficient was employed to assess the validity of the measurement tools.
- **Structural Equation Modeling (SEM)**: A second-generation technique, specifically SEM, was utilized to test the study's hypothetical model through path analysis.
- **Composite Reliability (CR)**: A CR test was conducted to measure the reliability and internal consistency for latent constructs. A minimum requirement of CR ≥ 0.6 was set to achieve composite reliability.
- **Item Reliability**: A test was conducted to assess the reliability of individual items. Reliability was achieved when the Cronbach's Alpha coefficient was ≥ 0.7, calculated in SPSS.
- **Average Variance Extracted (AVE)**: AVE was calculated to determine the average percentage of variation explained by the measuring items for a construct. An AVE ≥ 0.5 was required.

Discriminant Validity: Discriminant validity was assessed using the Fornell-Larcker criterion. This criterion is met when the measurement model is devoid of redundant items, and the correlation between exogenous constructs is < 0.85

3.4. Research Model and Hypotheses

H1: There is a positive relationship between green HRM practices and EGB.

H2: EGB mediates positively the relation between green HRM practices and Employee well-being (EmpWBng).

H3: Gender moderates the relationship between green HRM practices and EGB.

The below figure explains the research hypotheses.

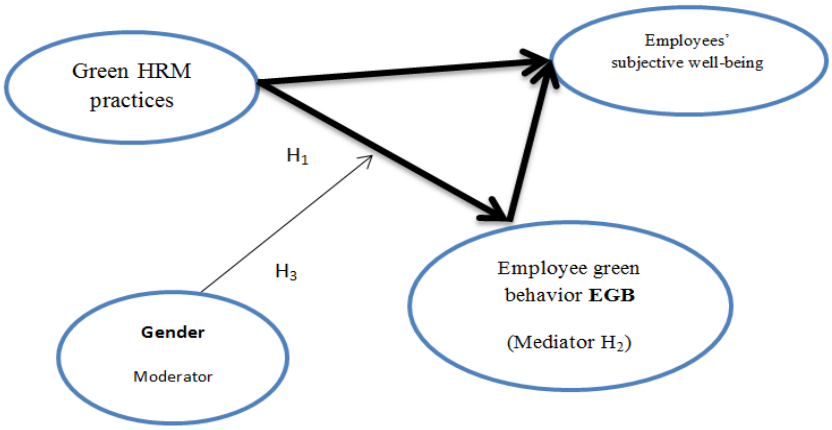


Figure 1: Research Proposed Model.

3.5. Tool Psychometric Properties:

3.5.1. Pilot Study:

In order to assess the validity and reliability of the study's measurement instrument, a pilot study was conducted with a separate group of participants distinct from the main sample. This preliminary investigation involved the participation of thirty individuals employed across various SMEs, medium-sized, and large firms in Saudi Arabia.

Validity

Validity, crucial in research, signifies how accurately a measurement captures the intended concept. Miller (2012) emphasizes its significance in ensuring that a measurement reflects the genuine essence of a concept, free from unintended attributes. To gauge the construct validity of the study instrument, Pearson correlation coefficients (r) were calculated between each item's score and its corresponding construct score. These correlations are outlined in Table 1.

Table 1. The correlation relationship between the scores of items and their corresponding construct

Dimensions					
Green HRM Practices GHRMP		**Employee Green Behavior** EGB		**Employee Well-Being** EmpWBng	
No. of Item	**Pearson C.C.**	**No. of Item**	Pearson C.C.	**No. of Item**	Pearson C.C.
GHRMP1	0.931	EGB1	0.797	EmpWBng1	0.798

GHRMP2	0.935	EGB2	0.941	EmpWBng2	0.846
GHRMP3	0.921	EGB3	0.924	EmpWBng3	0.887
GHRMP4	0.949	EGB4	0.887	EmpWBng4	0.817

Statistically significant at level (α=0.01)

As a result of the validity test, Table 1 illustrates that all Pearson correlations achieved statistical significance level of α=0.01. Each item constructs a correlation with its respective construct score. The table indicates Pearson correlation coefficients (r) ranging from 0.797 to 0.949. These results robustly confirm the validity of the research instrument.

Reliability

The reliability of a measurement tool indicates the extent to which the measurement model accurately gauges the intended latent construct (Nunnally, 1978). Criteria for evaluating reliability proposed by Hinton et al. (2004) include excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70), and low reliability (below 0.50). In this study, reliability assessment was conducted for each study dimension using the Cronbach's Alpha test to estimate the questionnaire's consistency (Cronbach, 1951). Table 2 presents Cronbach's Alpha values for study constructs along with their corresponding interpretations of reliability.

Table 2. Cronbach's Alpha test

Dimension	No. of items	Cronbach's Alpha	Interpret
Green HRM Practices **GHRMP**	4	0.951	Excellent
Employee Green Behavior **EGB**	4	0.908	Excellent
Employee Well-Being **EmpWBng**	4	0.847	High
Overall reliability	**12**	**0.951**	**Excellent**

Table 2 constructs that the overall reliability stands at 0.951, which falls within the "Excellent" range, signifying a commendable level of questionnaire reliability. Furthermore, the table indicates that the "GHRMP" construct exhibits the highest Cronbach's Alpha value of 0.951, indicating a "Excellent" level of reliability. In contrast, the "EmpWBng" constructs displays the lowest Cronbach's Alpha value at 0.847, which is still considered "High" These values provided in the table provide compelling evidence of the questionnaire's reliability.

3.6. Knowledge of Ethics in Academic Research

In this research, there is no plagiarism. All the citation are written with its refrences. Further, confidentiality is maintained.

4. Data Analysis and Interpretation

The statistical analysis was conducted using SPSS v.23 and AMOS v.23 software, employing a multi-faceted approach. Initial scrutiny of demographic data was done through frequencies and percentages. The core analysis utilized Structural Equation Modeling (SEM), a sophisticated technique, to explore correlations and causal impacts within the research framework, providing a comprehensive understanding of intricate relationships.

4.1. Analysis of Participant's Demographic Information

The findings from the collected data are explained using frequencies, percentages, and charts, providing a comprehensive overview of the respondent profile. A total of two hundred individuals constituted the sample size.

Table 3. Demographic characteristic of participants

Variable	category	Frequency	%
Gender	Male	128	64
	Female	72	36
Age	25-34	49	24.5
	35-44	96	48
	45-54	20	10
	45+	35	17.5
Education Level	High School / diploma degree	15	7.5
	University degree	113	56.5
	Master's degree	53	26.5
	Ph. D degree	19	9.5
Department	Marketing	23	11.5
	IT	25	12.5
	HR	94	47
	Other	58	29

Table 3 illustrates that the gender distribution leans slightly towards males, comprising 64% of the sample, compared to 36% females. Regarding age, nearly half of the participants fall within the 35-44 age bracket (48%), followed by 24.5% aged 25-34. Additionally, there is a notable presence of participants aged forty-five and above, collectively accounting for 27.5% of the sample.

This diverse age range suggests a broad spectrum of experiences and perspectives among the participants, which could enrich the depth of insights garnered from the research. In terms of education level, the majority of participants have attained higher education qualifications. Specifically, 56.5% hold a university degree, while 26.5% possess a master's degree. Notably, 9.5% of participants have attained a Ph.D. degree. Lastly, the HR department comprises the largest proportion of participants at 47%, indicating a significant interest or involvement in human resources-related matters within the organizations. Other departments collectively make up 29.0% of the sample. The marketing and IT departments have comparatively lower representation at 11.5% and 12.5%, respectively. And Figure 2 is shown the final CFA model.

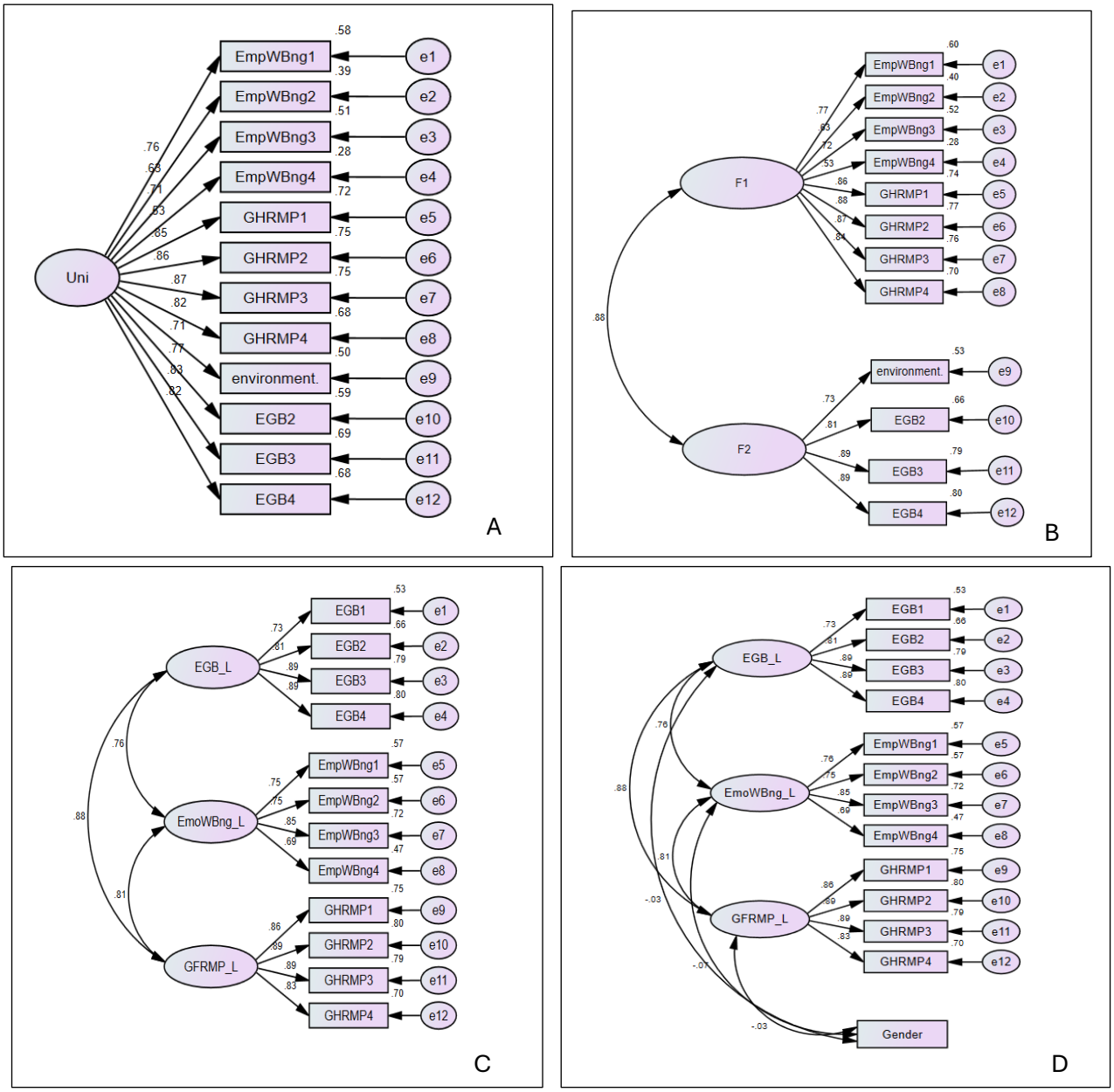


Figure 2: Final CFA models

Table 4: Common Method Bias Test for Study

Measurement models	χ2	df	χ2/df	SRMR	NNFI	CFI	RMSEA	AIC
Hypothesized four-factor model	107.535	57	1.887	0.037	0.945	0.973	0.067	175.535
Three-factor model	137.727	51	2.701	0.053	0.929	0.954	0.092	191.727
Two-factor model	201.160	53	3.795	0.058	0.897	0.921	0.119	251.160
One-factor model	279.512	54	5.176	0.064	0.857	0.880	0.145	327.512

Note: N = 200.

At table 4 data whereas df, degrees of freedom; CFI, Comparative Fit Index; NNFI, Non-Normed Fit Index; RMSEA, Root Mean Square Error of approximation; SRMR, Standardized Root Means Square Residual. as Compared to the four-factor model. Three-factor model: independent (GHRMP), mediator (EGB) and dependent variable (EmpWBng). Two-factor model: (GHRMP, and EmpWBng), and mediator (EGB). One factor model: all variables were combined into one factor. $p < 0.001$.

4.2. Goodness of Fit Indices:

The information concerning the model goodness of fit category, their level of acceptance, and comments are presented in Table 5.

Table 5. Index category and the level of acceptance for every index (Awang, 2012)

Name of category	Name of index	Level of acceptance	Comments
Absolute fit	Chisq	P > 0.05	Sensitive to sample size >200
Absolute fit	RMSEA	RMSEA < 0.08	Range 0.05 to 0.1 is acceptable
Absolute fit	GFI	GFI > 0.90	GFI = 0.95 is a good fit
Incremental fit	AGFI	AGFI > 0.90	AGFI = 0.95 is a good fit
Incremental fit	CFI	CFI > 0.90	CFI = 0.95 is a good fit
Incremental fit	TLI	TLI > 0.90	TLI = 0.95 is a good fit
Incremental fit	NFI	NFI > 0.90	NFI = 0.95 is a good fit
Parsimonious fit	Chisq/df	Chi square/ df < 5.0	The value should be less than 5.0.

According to data in Table 5, the table presents the results of common method bias testing using structural equation modeling (SEM) for the study. Common method bias occurs when variance in the data is attributed to the measurement method rather than the constructs being measured. To assess the presence of common method bias, researchers typically compare different measurement models with varying factor structures. The hypothesized four-factor model, representing the proposed theoretical framework of the study, yields a chi-square ($\chi 2$) value of 107.535 with 57 degrees of freedom (df), resulting in a $\chi 2$/df ratio of 1.887. Additionally, the model demonstrates excellent fit indices, with a Standardized Root Mean Square Residual (SRMR) of 0.053, Non-Normed Fit Index (NNFI) of 0.945, Comparative Fit Index (CFI) of 0.973, and Root Mean Square Error of Approximation (RMSEA) of 0.067. The Akaike Information Criterion (AIC) value for this model is 175.535. These fit indices collectively suggest a good fit of the hypothesized four-factor model to the data. Comparing the hypothesized four-factor model to alternative models, it is evident that the four-factor model outperforms the three-factor, two-factor, and one-factor models. Specifically, the three-factor, two-factor, and one-factor models exhibit higher $\chi 2$ values, indicating poorer model fit. Additionally, these models yield inferior fit indices across all metrics compared to the hypothesized four-factor model. Notably, the one-factor model, where all variables are combined into a single factor, demonstrates the poorest fit among all models tested.

These findings suggest that the hypothesized four-factor model provides the most parsimonious and theoretically meaningful representation of the data. The excellent fit indices, coupled with the significant improvement in model fit compared to alternative models, lend support to the validity and robustness of the proposed theoretical framework. Furthermore, the low chi-square value relative to degrees of freedom, along with the favorable SRMR, NNFI, CFI, and RMSEA values, indicate minimal common method bias in the data, reinforcing the credibility of the study's findings.

4.3. Measurement Model Assessment:

Table 6. Loading Factors for The Measurement Model.

Details of the multi-item constructs	Loading factor > 0.5
Green HRM practices (Tang et al., 2018): α = 0.925. CR = 0.926; AVE = 0.758	
1. We develop training programs in environment management to increase environmental awareness, skills, and expertise of employees	**0.865**

2. In our firm, managers are set objectives on achieving green outcomes included in appraisals	**0.893**
3. We offer practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions, and green action teams.	**0.887**
4. We use green performance indicators in our performance management system and appraisals	**0.836**
Employee green behavior (Mcconnaughy, 2014): α = 0.898. CR = 0.9; AVE = 0.693	
1. When there is a choice, choose products that are better for the environment.	**0.728**
2. I help in implementing new policies that reduce the company's impact on the environment.	**0.812**
3. I discuss environmentally related topics with other employees.	**0.887**
4. I monitor the environmental impact of workplace processes.	**0.893**
Employee well-being (EmpWBng). (Pradhan & Hati, 2022): α = 0.823. CR = 0.844; AVE = 0.611	
1. My organization's commitment to hiring and selecting employees who are dedicated to environmental sustainability enhances my well-being at work.	**0.877**
2. My work achievement often acts as a source of motivation.	**0.708**
3. I am an optimistic person.	**0.861**
4. I am a confident person	**0.657**

Fit indices: $\chi 2(df) = 107.535(57)$; $p < 0.01$; RMSEA = 0.067; SRMR = 0.037; TLI = 0.963; CFI = 0.973; GFI = 0.924. df, degrees of freedom; RMSEA, root mean square error of approximation; SRMR, standardized root means square residual; TLI, Tucker–Lewis index. aFixed to the value of 1.00**.**

In the above table 6. the discriminant validity ensures that a measure accurately identifies and separates different constructs by showing minimal correlation with unrelated measures. It confirms that each measure captures unique aspects of its intended construct without interference from others. Various statistical techniques, like confirmatory factor analysis, are used to assess discriminant validity. In

Table 7. below, discriminant validity is confirmed using the Fornell-Larcker criterion, where each construct's diagonal values exceed all others within the same column, indicating clear differentiation between constructs.

Table 7. Discriminant validity (Fornell -Larcker criterion)

	EmpWBng	EGB	GFRMP
EmpWBng	**0.882**		
EGB	0.746	**0.883**	
GFRMP	0.818	0.879	**0.871**

5. Hypotheses Testing

5.1. Causal Relationships

To examine the (cause relationship) between the study constructs (EmpWBng, EGB, and GFRMP) AMOS v.23 software used. Figure 3 shows path model with cause's relationship. Table 7 shows results summary for hypotheses testing.

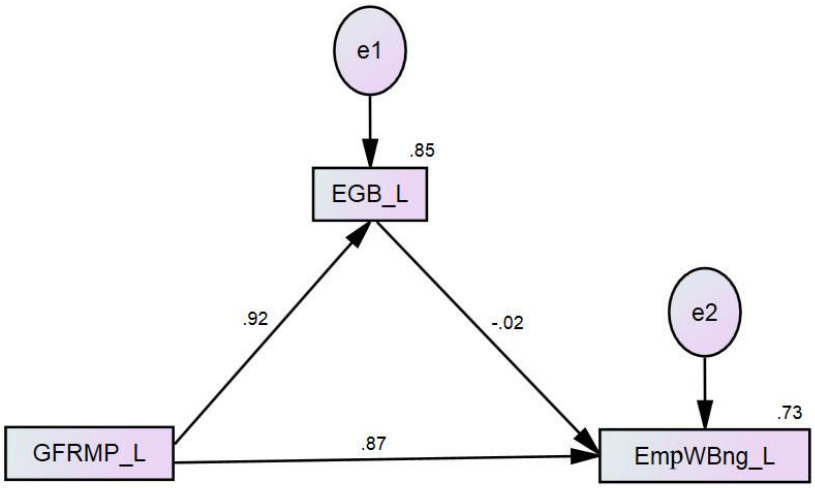


Figure 3. Path model (Causal relationships)

Table 8. Results summary for hypotheses testing (Direct effect)

S.C.: standardized coefficients

H. No.	Paths (Hypothesis relationship)			Estimate S.C.	Accepted\Rejected
H_1	GHRMP_L	→	EGB_L	0.924	**Accepted**

Testing first Hypothesis H_1 statutes (There is a positive relationship between green HRM practices and EGB.

Table 8 shows that that there is positive impact for Green HRM practices GHRMP_L Employee green behavior EGB_L. This impact is statistically significant, since (p-value < 0.05) and path coefficient is positive 0.0.924 (***H_1 is accepted***).

5.2. Mediation Testing – EGB_L As the Mediator

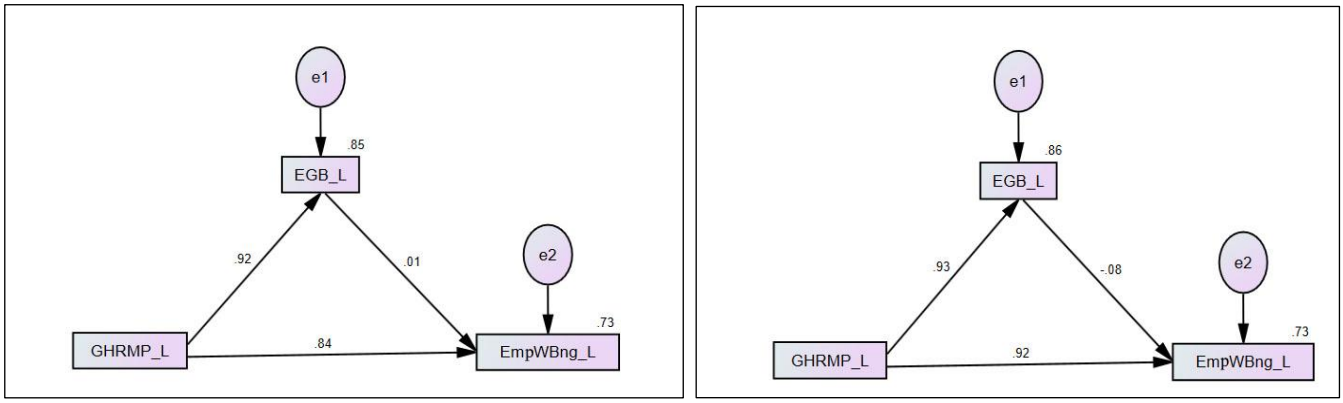
The mediation analysis was performed, considering GHRMP_L as independent variable, employee well-being (EmpWBng). EmpWBng_L as the dependent variable, and EGB_L as the mediator. This analysis followed Baron and Kenny's (1986) classical approach, focusing on indirect effects. The researcher conducted the mediation analysis utilizing direct and indirect effects through bootstrap procedures with ten thousand samples, along with bias-corrected bootstrap confidence intervals set at 95%. Detailed results can be found in Table 9.

Table 9. shows that "EGB_L" does not affect the relation between GHRMP_L and EmpWBng_L; (H2 is not accepted).

H. No.	Path (Relationship)	Total Effects	Direct Effects	Indirect Effects	Result
H_2	GHRMP_L > EGB_L > EmpWBng_L	0.854	0.870	-0.016	Mediator not effect

5.3. Moderation Testing

The moderation analysis is conducted by treating GHRMP_L as independent variable, EGB_L as dependent variable, and gender as moderator variable. The results are calculated by creating interaction terms from standardized score of variables using SPSS. Before testing a multi-group analysis of gender (male and female) as a moderator, we need to ensure the stability of the measurement model (we need to assess that the measurement of the constructs is the same for both groups). Constructive invariance was tested by creating two separate models (male and female) and then comparing model fit based on estimation of two groups freely, i.e., without constraints. Goodness-of-fit indices matching results showed the following for structural weight: $\chi 2(df) = 0.331$ (1); $p = 0.565 > 0.05$; RMSEA = 000; CFI = 1; GFI = 0.999. This result shows that there is not a statistically significant between males and females since $p > 0.05$.



(Males) **(Females)**

Figure 4. Path model (moderator = gender)

The results depicted in Figure 4 indicate that the independent variable (GHRMP_L) has an effect on the dependent variable (EGB_L) with a β coefficient of 0.92 when the gender is female. Similarly, it affects the dependent variable with a β coefficient of 0.93 when the gender is male. However, it is important to note that these results are not statistically significant (H3 is not accepted).

Table 10. Descriptive statistics and correlation among key constructs

	Mean	SD	1	2	3	4	5	6	7	8
Age	-	-	1							
Department	-	-	.100	1						
Experience	-	-	.092	.035	1					
Education Level	-	-	.029	-.184	.040	1				
Employees Total No	-	-	-.068	.103	.034	.065	1			
Employee Green Behavior	3.49	1.104	-.065	-.034	.006	-.023	-.006	1		
Employee Well-Being (EmpWBng)	3.63	0.892	-.043	-.089	.011	.034	-.066	.685	1	
Green HRM Practices	3.70	1.06	.007	-.032	.073	-.023	-.070	.806	.730	1

Note: N = 200, p < 0.05.

Table 10 reveals the correlations among key constructs. Age displays a weak positive correlation with department and experience, while showing no significant correlation with other variables. The department exhibits a weak positive correlation with age and a weak negative correlation with education level. Experience also demonstrates weak positive correlations with age and department. Education level showcases a weak negative correlation with department. Conversely, the total number of employees does not exhibit significant correlations with other variables.

Employee green behavior displays weak negative correlations with age and employee well-being (EmpWBng). However, employee well-being (EmpWBng) demonstrates a moderate positive correlation with employee green behavior.

Lastly, Green HRM practices show moderate positive correlations with education level, employee well-being (EmpWBng), and employee green behavior. These findings highlight the interrelationships among the variables, suggesting nuanced associations within the context of the study. The collected data was analyzed through SEM analysis. Results showed that the hypotheses (H2 and H3) are not satisfied, while the hypothesis (H1) are satisfied.

6. Conclusion and Discussion and Implications:

- Discussion of Hypothesis 1 (H1)

The analysis revealed that Hypothesis 1 was accepted, indicating a strong positive relationship between green HRM practices and employee green behavior. The standardized coefficient (0.924) significantly supports the assertion that implementing green HRM practices effectively enhances green behaviors among employees. This impact is statistically significant, since (p-value < 0.05) and path coefficient is positive 0.0.924 (***H_1 is accepted***).

Supporting Studies:

Dumont et al., (2017) This study confirms that green HRM practices can positively influence employee workplace green behavior through mechanisms such as psychological green climate and employee green values, aligning with the current findings. Zhang et al., (2019). Their research, which highlights the positive effects of green HRM practices on both in-role and extra-role environmental behaviors among employees, supports the conclusion that green HRM practices are instrumental in promoting sustainable employee actions.

Contrasting Studies:

Hameed et al., (2020) While acknowledging the importance of green HRM, this study emphasized the mediating role of personal green values and organizational culture, suggesting a more nuanced relationship that could moderate the direct impact of HRM practices. Renwick et al., (2013) They suggested that the impact of green HRM on green behavior might be moderated by other organizational factors such as management support and policy frameworks, indicating a potential complexity not directly addressed by the initial hypothesis.

- Discussion of Hypothesis 2 (H2)

The results from the mediation analysis indicate that ***Hypothesis 2 was not accepted.*** The analysis showed a strong total effect (0.854) and a significant direct effect (0.649) of GHRMP on EmpWBng.

However, the indirect effect through EGB was negligible (-0.016), suggesting that EGB does not act as a mediator in the relationship between green HRM practices and employee well-being (EmpWBng).

Supporting Studies:

Gilal et al. (2019), found that while green HRM practices do influence organizational citizenship behaviors aimed at the environment, which in turn could contribute to employee satisfaction, the mediating effects of green behaviors on well-being were not substantial, mirroring the findings of this analysis. Dumont, et al., (2017), highlighted the direct influence of green HRM on employee outcomes such as job satisfaction and engagement, rather than a mediated effect through green behaviors, which supports the direct relationship observed in this study.

Contrasting Studies:

Renwick et al., (2013), proposed that green HRM impacts employee outcomes including well-being through enhanced engagement in sustainability initiatives, suggesting a potential mediating role of green behavior. Ye et al. (2022), suggested that green behaviors play a crucial mediating role in how green HRM practices influence overall employee well-being (EmpWBng), emphasizing the importance of individual employee actions and their perceptions of corporate sustainability efforts.

- Discussion of Hypothesis 3 (H3)

The analysis aimed to test whether gender differences influence the effectiveness of green HRM practices in fostering employee green behavior. The results, however, showed no statistically significant difference in the relationship between GHRMP and EGB when moderated by gender, with p-values exceeding 0.05. The moderation analysis was conducted using a multi-group approach to test the structural weights for males and females separately, which revealed similar effects across genders.

Thus, H3 is not supported.

Supporting Studies:

Davidson & Freudenburg (1996), this study found that gender differences in environmental attitudes are not uniformly significant across different cultures and contexts, which aligns with the finding that gender does not significantly moderate the relationship between GHRMP and EGB in the current study. Folberg & Kaboli-Nejad (2020), their research on gender differences in environmental engagement also suggested that while there may be variations in environmental concern between genders, these do not necessarily translate into significant differences in green behavior in the workplace.

Contrasting Studies:

Birindelli et al. (2019), suggested that women in leadership positions tend to incorporate more sustainable practices within organizations, which might indicate a potential for gender to influence

environmental initiatives differently than what was found in this study. Rand et al. (2016), argued that gender roles, particularly in terms of societal and reproductive roles, could influence environmental behavior differently, suggesting that gender might have a moderating effect in certain contexts.

6.2. Implications for Future Research and Practice

Future studies could explore other potential mediating variables, such as organizational culture, leadership styles, or individual environmental values, to better understand the pathways through which green HR management impacts employee well-being. They could also consider additional adjusting factors: given the lack of a statistically significant adjusting effect of gender, researchers should consider other demographic and psychological factors that may influence the effectiveness of green HR management practices, such as age, education level, or personal values. Furthermore, developing a comprehensive model that incorporates additional variables and tests alternative models could provide deeper insights into how green HR management practices affect both employee well-being and satisfaction. This could include longitudinal studies to assess the long-term effects of green HR management practices on organizational outcomes, HR practitioners should also continue to implement and improve green HR management practices, ensuring they are integrated into the organizational culture and aligned with broader sustainability goals. Training programs should emphasize the importance of sustainability and provide employees with practical tools to engage in environmentally friendly behaviors.

6.3. Applications & Contributions

The results of this research are relevant for employees at the organizations in Saudi Arabia. It can help them to better understand the important factors that affect their well-being, green HRM practices, and their green behavior. Additionally, the research findings offer managers and organizations an understanding of the relationship between the research variables. This study allows them to effectively enhance the GHRM.

Moreover, the indirect influence of GHRM on green behavior via GC (Green Commitment) by employing the theoretical underpinnings of attitude theory (Bull, 1951) and social learning theory (Bandura, 1977; Bandura and Hall, 2018). Based on attitude theory, we suggest that GHRM affects green behavior through GC. Based on social learning theory (Bandura, 1977), it has been suggested that employees who adopt organizations' GHRM initiatives and share green knowledge will also influence other members and can become a source of inspiration and can help the rest of the employees to adopt the same practices to become part of the members follow green practices and share green knowledge in the working relationship. This consequently has a positive impact on employees'

learning with their environmental commitment and green behavior (Khan, K et. al, 2022). This theory explains that learning in a social environment can occur through instructions or observations without direct reinforcement, as it is a cognitive process. Following the principles of social learning theory, the researcher proposes that employees who embrace the company's green initiatives and impart their environmental knowledge will serve as role models, motivating their colleagues to adopt sustainable workplace practices. This leads to a beneficial impact on employees' learning, environmental dedication, and sustainability actions (Abbas et al., 2021).

The following applications are as the following:

- Enhancing Employee Engagement and Sustainability Practices: The research suggests that integrating Green HRM practices can significantly enhance employee engagement in green behaviors. This application is critical for organizations looking to improve their environmental footprint and promote sustainability through employee involvement (Dumont et al., 2017).

- Improving Employee well-being (EmpWBng): The findings indicate that Green HRM practices have a positive impact on employee well-being (EmpWBng) by creating a work environment that reduces stress and enhances job satisfaction. This is particularly important for organizations aiming to maintain high levels of employee morale and productivity (Zhu et al., 2021).

- Fostering a Green Organizational Identity: By adopting Green HRM practices, organizations can develop a strong green identity that aligns with global sustainability goals. This application helps in building a positive public image and supports marketing strategies that emphasize corporate social responsibility (Ye et al., 2022).

- Supporting Gender Equality and Inclusion: The research explores the moderating role of gender, suggesting that organizations can use Green HRM to support diversity and inclusion policies. This application not only enhances the effectiveness of environmental policies but also promotes gender equality within the (Davidson & Freudenburg, 1996).

7. Recommendations:

Based on the findings of this study, several practical recommendations are proposed to enhance the effective implementation of Green HRM practices and strengthen their impact on employee green behavior and employee well-being as follows:

- Organizations should develop awareness programs and internal communication strategies to reduce employees’ and managers’ resistance to the adoption of Green HRM practices. Such initiatives can help clarify the benefits of green policies and enhance employees’ acceptance of sustainability-oriented changes.

- Organizations are also encouraged to establish clear indicators and measurement tools to evaluate the impact of Green HRM practices on environmental outcomes, employee green behavior, and employee well-being. This would help justify investments in Green HRM and support continuous improvement based on reliable data.

- Furthermore, organizations should promote a sustainability-oriented organizational culture by embedding environmental values into daily work practices, leadership behavior, and HR policies. This can support long-term behavioral change and encourage employees to adopt green behaviors at work.

- It is also recommended that organizations allocate sufficient financial and managerial resources for the gradual implementation of Green HRM practices, especially in small and medium-sized enterprises where cost constraints may limit adoption.

Finally, organizations should invest in comprehensive training and development programs to improve employees' knowledge of green practices and strengthen their engagement in sustainable workplace behaviors.

8. Limitations:

This research has provided valuable insights into the impact of Green Human Resource Management (GHRM) practices on employee green behaviors (EGB) and well-being within organizations in Saudi Arabia. However, several limitations need to be acknowledged, which also open avenues for future research:

1. Sample and Generalizability: The data was collected from employees within a limited range of industries and companies in Saudi Arabia. This may restrict the generalizability of the findings across different sectors and cultural contexts. Future studies could expand the sample to include a wider range of industries and geographic locations to enhance the external validity of the results.
2. Cross-sectional Design: The study's cross-sectional design limits the ability to infer causal relationships. Longitudinal research could provide deeper insights into the dynamics of how GHRM practices influence EGB and employee well-being (EmpWBng) over time.
3. Self-reported Measures: The reliance on self-reported data may introduce bias, such as social desirability bias, which could affect the accuracy of the responses. Future research could incorporate objective measures or third-party assessments to validate the self-reported data.
4. Moderating Variables: While this study explored gender as a moderating variable, it did not find significant effects. Future research might explore other potential moderators, such as age, education level, or organizational role, which could influence the effectiveness of GHRM practices.

5. Mediating Mechanisms: The study hypothesized mediating effects of EGB on the relationship between GHRM practices and employee well-being (EmpWBng), which were not supported by the data. Investigating alternative mediators, such as organizational commitment or job satisfaction, might provide new insights into the pathways through which GHRM practices affect employee outcomes.
6. Broader Environmental Impacts: The research primarily focused on individual-level outcomes. Future studies could also examine the broader environmental impacts of GHRM practices, such as reductions in carbon footprints and waste, to provide a holistic view of the sustainability contributions of these practices.
7. Qualitative Insights: Qualitative methods, such as interviews or focus groups, could be employed in future research to gain deeper insights into the perceptions and attitudes of employees regarding GHRM practices. This could help uncover underlying reasons for the observed behaviors and provide a richer context to the quantitative findings.

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10. Appendix:

General information

- Age: (18-24) (25-34) (35-44) (45-54) (55+)
- Gender: Male / Female
- Department: (e.g., Marketing, IT, HR)
- Job Title: (e.g., Marketing Manager, Software Developer, HR Specialist)

Employee Well-Being (Pradhan & Hati, 2022).

Please rate your agreement with the following statements (1 = Strongly Disagree; 5 = Strongly Agree)

1- My organization's commitment to hiring and selecting employees who are dedicated to environmental sustainability enhances my well-being at work.
2- My work achievement often acts as a source of motivation.
3- I am an optimistic person.
4- I am a confident person.

Employee Green Behavior (Mcconnaughy, 2014).

1- When there is a choice, choose products that are better for the environment.
2- I Help in implementing new policies that reduce the company's impact on the environment.
3- I Discuss environmentally related topics with other employees.
4- I Monitor the environmental impact of workplace processes.

Green HRM Practices (Tang et al., 2018).

1- We develop training programs in environment management to increase environmental awareness, skills, and expertise of employees.
2- In our firm, managers are set objectives on achieving green outcomes included in appraisals.

3- We offer practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions, and green action teams.
4- We use green performance indicators in our performance management system and appraisals.

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