

Influence of Green HRM Practices on Voluntary Employee Green Behavior

Shubhangi Singh¹ , and Dr. Bhawana Pande² 

¹ Research Scholar, School of Management, Babu Banarasi Das University, Lucknow, India

² Professor, School of Management, Babu Banarasi Das University, Lucknow, India

Correspondence should be addressed to Shubhangi Singh; singhshubhangi067@gmail.com

Received: 20 December 2025;

Revised: 2 January 2026;

Accepted: 18 January 2026

Copyright © 2026 Made Shubhangi Singh et al. This is an open-access article distributed under the [Creative Commons Attribution License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

ABSTRACT- Organizations today face growing environmental pressures, leading many to implement green human resource management practices that foster sustainability and encourage employees to engage in environmentally responsible behaviors. This study investigates the distinct impacts of green recruitment and selection—through environmentally friendly employer branding and preference for eco-conscious hires—and green training and education—via awareness programs and green knowledge sharing—on voluntary employee green behavior, defined as self-initiated eco-friendly actions beyond job requirements. Unlike prior research treating green human resource management holistically, this analysis isolates these practices' individual effects. Pre-tested measurement scales from established sources, assessed on five-point Likert scales with strong reliability, were used in a cross-sectional survey of employees from medium and large organizations. Multiple regression results confirm both practices significantly predict voluntary green behavior, with green training showing stronger influence, collectively explaining a substantial variance in outcomes. These findings advance theory by detailing practice-specific mechanisms and guide managers to prioritize green branding and training for enhanced sustainability, while recommending longitudinal studies for deeper causal insights.

KEYWORDS: Green Human Resource Management, Green Recruitment and Selection, Green Training and Development, Voluntary Employee Green Behavior, GHRM Practices.

I. INTRODUCTION

Environmental degradation and climate change have intensified pressures on organizations to reduce their ecological footprint and contribute to sustainable development through their strategies, processes and people management systems [3] [20]. Green human resource management (GHRM) has emerged as a critical approach that integrates environmental objectives into traditional HR practices to foster employees' pro-environmental attitudes and behaviors at work [9] [16] [20]. Within this broader paradigm, green recruitment and selection and green training and development represent key practice-level levers through which firms signal

environmental values, build green competencies and motivate employees to engage in voluntary green behavior beyond their formal job requirements [15] [16] [19].

Green recruitment and selection (GRS) have gained prominence as organizations seek to attract and hire applicants whose values align with their corporate environmental sustainability (CES) stance [15]. Pham [15] conducted a systematic review of 22 peer-reviewed articles and showed that some organizations explicitly integrate green criteria in selection decisions, whereas others rely mainly on communicating environmental values to shape applicants' perceptions of organizational attractiveness. Their review highlights mechanisms such as anticipated pride, perceived value fit and perceived organizational green reputation that link CES signals to pro-environmental job seekers' interest in joining the organization [15]. In this way, green recruitment and selection not only influence who enters the organization but also send a broader cultural message that environmental responsibility is a core organizational value [4] [15].

Parallel to attracting environmentally conscious talent, organizations increasingly invest in green training and development to build employees' knowledge, skills and motivation to perform environmentally responsible behaviors [16] [20]. Literature reviews identify green training as a core GHRM practice that equips employees with specific environmental knowledge and competencies needed to reduce waste, conserve resources and comply with environmental standards [17] [20]. Empirical work suggests that green training not only influences green behaviors inside the workplace but can also spill over to employees' eco-friendly behaviors outside of work, for example in resource conservation and use of eco-friendly products, thereby reinforcing a more holistic green lifestyle [1] [18].

At the behavioral level, scholars increasingly distinguish between required (in-role) and voluntary (extra-role) forms of employee green behavior [7]. Voluntary employee green behavior—often labeled voluntary workplace green behavior (VWGB), voluntary green work behavior (VGWB), green organizational citizenship behavior (G-OCB) or employee green behavior (EGB)—refers to discretionary actions that are not formally prescribed but that support the organization's environmental goals, such as suggesting eco-initiatives, helping colleagues behave in environmentally responsible ways and conserving

resources beyond minimum expectations [5] [12] [21]. Studies grounded in the theory of planned behavior show that green attitudes, subjective norms and perceived behavioral control shape employees' intentions, which in turn predict both required and voluntary green actions, underscoring the importance of psychological mechanisms in explaining extra-role green behavior [7].

Despite the rapid growth of GHRM research, existing studies have predominantly examined GHRM as a broad system or bundle of practices, focusing on its aggregated impact on pro-environmental behavior and environmental performance [9] [13] [16] [20]. For instance, several studies model green recruitment and selection, green training and development, green performance management and appraisal, green rewards and green empowerment together as a composite GHRM construct predicting pro-environmental behavior or environmental outcomes [9] [13] [16]. While this systems perspective is valuable, it obscures the distinct influence of specific practices—particularly green recruitment and selection and green training and education—on voluntary employee green behavior at the practice level [4] [12] [21].

More recent work has begun to explore employees' perceptions of individual green HRM practices (recruitment, selection, performance management and compensation) and their relationships with voluntary green work behavior, but recruitment and selection effects remain underexplored relative to other practices and the mediating mechanisms are only partially understood [4]. Garavan et al. (2023) found that employee perceptions of selection, performance management and compensation relate to voluntary green work behavior through reflective moral attentiveness, while the role of recruitment appeared weaker and less consistent. Similarly, emerging evidence indicates that green training can foster eco-friendly behaviors both inside and outside the workplace, yet its direct and indirect influence on voluntary green behavior, especially when analyzed separately from other HR practices, is still limited [1] [18]. As a result, organizations lack clear guidance on how much emphasis to place on green recruitment and selection versus green training and education when their goal is to stimulate employees' voluntary green contributions rather than merely compliance-based behaviors [12] [21].

The core problem addressed in this study is the insufficient understanding of how practice-level green recruitment and selection and green training and education influence voluntary employee green behavior, and through which theoretical mechanisms these specific HR practices translate into extra-role green actions. Existing research on GHRM and voluntary green behavior points to important mediators such as environmental knowledge, psychological green climate, pro-environmental psychological capital, environmental commitment and moral attentiveness [3] [12] [16] [21]. However, these studies rarely isolate green recruitment and selection and green training as distinct predictors, making it difficult to determine their unique and combined contributions to voluntary employee green behavior [4] [19]. By focusing on these two practices individually rather than on GHRM bundles, the present study seeks to clarify their distinct and potentially complementary roles in shaping voluntary employee green behavior.

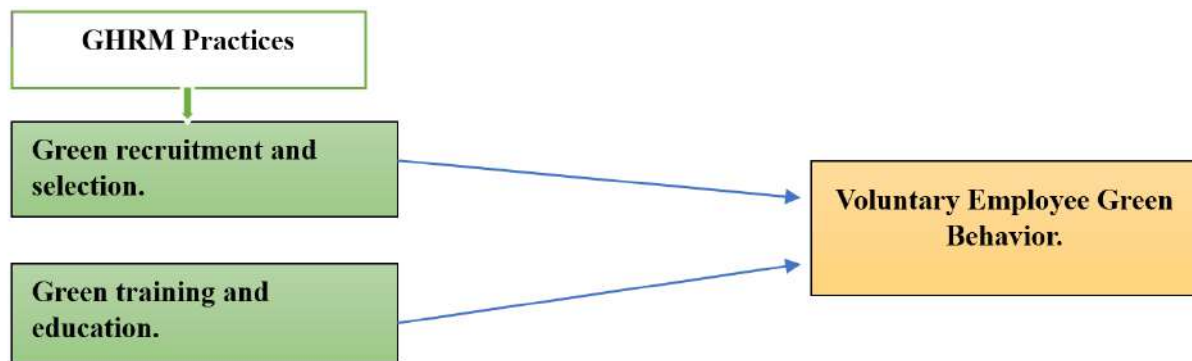
Green recruitment and selection refer to the design and implementation of recruitment and selection processes that explicitly incorporate environmental values, criteria and messages to attract, identify and hire applicants who are environmentally conscious and whose values fit the organization's sustainability orientation [15] [20]. This may involve emphasizing environmental responsibility in employer branding, job advertisements and interviews, assessing candidates' pro-environmental attitudes and experiences and signaling CES through formal policies and green achievements [15]. Pham [15] review underscores that communicating environmental values during recruitment and selection reinforces perceived value fit and organizational attractiveness among pro-environmental job seekers.

Green training and development (or green training and education) encompasses formal and informal learning activities aimed at enhancing employees' environmental awareness, knowledge, skills and motivation [17] [20]. Such training can focus on eco-efficiency practices, compliance with environmental standards, resource conservation techniques and broader sustainability mindsets that encourage employees to internalize environmental values [16] [18]. Empirical evidence indicates that green training can increase employees' connectedness to nature and encourage eco-friendly behaviors both at work and outside the workplace, highlighting its potential as a developmental tool for fostering enduring green habits [1] [18].

Voluntary employee green behavior refers to discretionary, extra-role behaviors that employees engage in to support organizational environmental goals, without being explicitly required or formally rewarded [5] [12]. These behaviors are conceptually close to green organizational citizenship behavior and voluntary workplace green behavior and include actions such as proactively suggesting green innovations, participating in environmental initiatives, influencing coworkers' environmental conduct and going beyond minimal compliance in conserving energy, water and materials [5] [6] [21]. Studies show that voluntary green behaviors are shaped by employee attitudes, moral attentiveness, environmental commitment and perceptions of organizational support and green climate, suggesting several potential mediating and moderating mechanisms between HR practices and behavior [4] [7] [12] [21].

Several theoretical perspectives inform the relationship between green recruitment and selection, green training and voluntary employee green behavior. Signaling theory suggests that green recruitment and selection processes send signals about the organization's environmental priorities and values to both job applicants and existing employees [4] [15]. When employees perceive strong green signals through recruitment messages, selection criteria and HR policies, they infer that environmental responsibility is valued by the organization and may reciprocate by engaging in voluntary green behavior to maintain alignment and value fit [4]. The Ability–Motivation–Opportunity (AMO) framework provides another foundation, positing that HR practices influence performance by enhancing employees' abilities, motivation and opportunities to perform desired behaviors [5] [19] [20]. Green training and education build employees' ability to behave in environmentally responsible ways by developing knowledge and skills,

while green recruitment and selection help bring in employees whose values and motivations are already aligned with environmental goals [16] [19]. Complementary perspectives such as the theory of planned behavior and conservation of resources theory further explain how attitudes, perceived behavioral control, environmental commitment and emotional resources mediate the effects of HR practices on voluntary green behavior [7] [21]. Systematic reviews of GHRM literature show that evidence on the specific influence of green recruitment and selection and green training and education on voluntary employee green behavior remains fragmented [4] [13] [19] [20]. Clarifying the distinct roles of these practices will refine understanding of the micro-foundations of GHRM and provide organizations with clearer guidance on which HR levers most effectively trigger voluntary, extra-role green actions [12] [21].



(Source: Created by Scholar)

Figure 1: Proposed model of the study

III. LITERATURE REVIEW

Green human resource management (GHRM) integrates environmental objectives into HR practices to foster pro-environmental employee behaviors. Yong [20] reviewed 70 studies from 2007–2019, finding most focus on GHRM bundles' impact on environmental performance, with limited attention to individual practices like green recruitment and selection and green training.

A. Green Recruitment and Selection

Pham [15] conducted the first systematic review of green recruitment and selection (GRS), analyzing 22 articles from 2008–2017. They found organizations vary in applying green criteria during selection, often relying on CES signals to attract pro-environmental applicants via mediators like perceived value fit and organizational green reputation. Garavan [4] examined employee perceptions of individual green HRM practices, reporting direct links from green recruitment, selection, performance management and compensation to voluntary green work behavior (VGWB), though reflective moral attentiveness mediated only some paths. Saeed [16] included green recruitment in a GHRM bundle positively predicting pro-environmental behavior via psychological capital. Veerasamy [19] showed green recruitment strategies impact employee green behavior (EGB), moderated by green training.

II. CONCEPTUAL MODEL AND RESEARCH FRAMEWORK

The conceptual model proposes that **green recruitment and selection** and **green training and education** are distinct practice-level antecedents of **voluntary employee green behavior**, operating within a GHRM context [15] [16]. These practices are expected to enhance employees' environmental value-fit, knowledge and motivation, which in turn encourage discretionary, extra-role green actions at work [4] [7]. Grounded in signaling theory and the AMO framework, the research framework positions green recruitment and selection and green training as key "ability–motivation" drivers leading to voluntary workplace green behavior, potentially mediated by psychological mechanisms such as environmental commitment or environmental knowledge [12] [21].

B. Green Training and Development

Green training builds environmental knowledge and skills for sustainable behaviors. Susita [17] reviewed literature linking green training to workplace green behavior. Mayangsari [11] found green training and recruitment enhance environmental performance through employee green behavior mediation. Kim [9] confirmed green training improves eco-friendly behavior in hotels. Usman [18] demonstrated green training promotes off-work eco-behaviors via connectedness to nature, moderated by intrinsic spirituality. Aghaei [1] linked green training to voluntary green behavior through green mindfulness.

C. Voluntary Employee Green Behavior

Voluntary green behavior (VGWB, G-OCB, EGB) involves extra-role actions like initiative-taking and resource conservation. Khalid [7] showed attitudes and norms predict voluntary green behavior via intentions. Das [3] found psychological green climate mediates strategy's effect on voluntary behavior. Yuan [21] reported GHRM boosts VGWB via commitment but depletes it via exhaustion, moderated by supervisory support. Nguyen [12] identified environmental knowledge mediating GHRM–VGWB, attenuated by green empowerment. Hooi [5] showed GHRM enhances G-OCB via green culture, moderated by green values.

D. Synthesis and Gaps

Studies confirm green recruitment signals values and attract green talent [15] [4], while green training builds capabilities for voluntary behaviors [18] [1]. However, most research examines GHRM bundles [16] [20], obscuring practice-level effects. Few isolate green recruitment/selection and green training's distinct influences on voluntary green behavior or compare their mechanisms [4] [19]. This study addresses these gaps by analyzing these practices' direct and mediated effects on voluntary employee green behavior.

E. Problem Statement

Organizations increasingly adopt green human resource management (GHRM) practices to promote sustainability, yet the specific mechanisms through which individual practices like green recruitment and selection and green training influence voluntary employee green behavior remain unclear. While broader GHRM bundles have been linked to pro-environmental outcomes, the distinct contributions of these targeted practices to discretionary, extra-role green behaviors are underexplored, leaving practitioners without clear guidance on prioritizing HR interventions for environmental goals.

F. Research Gap

Existing literature confirms that green recruitment signals organizational values to attract environmentally aligned talent [15] [4], and green training enhances voluntary green capabilities [18] [1]. However, most studies analyze GHRM as holistic bundles [16] [20] obscuring practice-level distinctions. Few investigations isolate or compare the unique effects and mechanisms of green recruitment/selection versus green training on voluntary green behavior [4] [19], creating a need for focused empirical analysis.

IV. RESEARCH METHODOLOGY

A. Research Design

This study employs a quantitative, cross-sectional, correlational design to examine the relationships between green recruitment and selection, green training and education, and voluntary employee green behavior. The cross-sectional approach enables simultaneous data collection from multiple organizations, while correlational analysis assesses the direction and strength of associations among the study's key variables.

B. Objectives

- To examine the influence of green recruitment and selection on voluntary employee green behavior.
- To investigate the influence of green training and education on voluntary employee green behavior.
- To determine the combined effects of green recruitment/selection and green training/education on voluntary employee green behavior.

C. Population and Sample

The target population comprises employees working in medium and large organizations (services, manufacturing) in major cities where sustainability initiatives are prominent. A sample of 384 respondents was drawn using stratified random sampling, with strata defined by sector,

organization and department to ensure representativeness. Inclusion criteria included full-time employees with at least one year of organizational tenure.

D. Data Collection Method

Data collection was done through a self-administered structured questionnaire which was surveyed through SurveyMonkey. It was made obvious that the participation of the respondents was voluntary, keeping confidentiality and anonymity as priority. Reminders were sent to the respondents to maximise the response rate while maintaining data quality.

E. Research Instruments

a) Green Recruitment and Selection Scale

Scale for Green Recruitment and Selection is taken from Tang et al. [22]. Multiple items assessed perceptions of environmental integration in recruitment and selection processes.

b) Green Training and Education Scale

Scale for Green Training and Education is taken from Tang et al. [22]. Items measured the extent of environmental training programs and development initiatives.

c) Voluntary Employee Green Behavior Scale

Scale for Voluntary Employee Green Behavior is taken from Gu and Liu [23]. Items captured discretionary, extra-role green actions.

Questionnaire was measured on a 5-point Likert scale (from 1 = *strongly disagree* to 5 = *strongly agree*). The instruments were pre-tested for reliability wherein the Cronbach's $\alpha > 0.70$ for all scales.

F. Demographic Summary

The sample exhibits moderate gender diversity (58.2% male, 41.8% female) and a young workforce (43.6% aged 30–39, 40% aged 20–29). Experience is mid-career heavy (46.4% with 5–10 years), with 30.9% early-career and 22.7% senior. Respondents primarily hail from IT hubs: Noida (38.8%), Lucknow (34.8%), and Kanpur (26.4%).

V. RESULTS AND DATA ANALYSIS

A. Overview of Data Collection

A total of 350 responses were collected from IT sector employees in cities such as Lucknow, Noida, and Kanpur. After data screening, 330 valid responses were analyzed using SPSS.

B. Reliability Testing

Table 1: Cronbach's Alpha for Measurement Scales

Scale	Items	Cronbach's Alpha
Green Recruitment and Selection	7	0.84
Green Training and Development	7	0.83
Voluntary Employee Green Behaviour	8	0.86

The reliability analysis using the Cronbach alpha (as in Table 1) depicts strong stability for all the measurements taken in the study. Scale of green recruitment and selection,

which includes 7 items has Cronbach alpha value of 0.84, green training and development, which includes 7 items has Cronbach alpha value of 0.83, Voluntary green employee green behavior, which includes 8 items has Cronbach alpha of 0.86. Since the 3 values are higher than the accepted range of 0.70, this confirms the equipment used is statistically reliable and consistent to measure the desired outcome.

H1: Voluntary employee green behavior is not significantly impacted by GRS.

Multiple regression analysis was carried out to examine whether green recruitment strategies could predict employees' voluntary green behavior. The results showed that the overall regression model was statistically significant, with $F(3, 346) = 77.34$ and a p-value of .001, indicating a strong relationship between the variables.

Table 2: ANOVA

Mode		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.760	3	26.587	77.337	.000 ^b
	Residual	118.946	346	.344		
	Total	198.706	349			

As shown in Table 3, all the predictors were found to be significant. Voluntary Green Behavior was strongly influenced by the use of environmentally friendly employer branding to attract green employees ($b = .307, t = 4.7, p = .000$). It was also positively affected by job seekers'

preference for organizations with an environmentally conscious attitude ($b = .233, t = 3.49, p = .001$). In addition, the intention to hire environmentally aware employees played a significant role in predicting Voluntary Green Behavior ($b = .158, t = 2.27, p = .024$).

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.404	.179		7.842	.000
	Our organization prefers environmentally conscious job applicants who utilize green standards when choosing employers.	.224	.064	.233	3.485	.001
	Our firm utilizes environmentally friendly employer branding to attract green employees.	.313	.067	.307	4.691	.000
	Our company prefers employees with green awareness.	.160	.070	.158	2.272	.024

Model accounted to **39.6% of the variance in Voluntary EGB ($R^2 = .401, \text{Adjusted } R^2 = .396$)**.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.401	.396	.58632

These results suggest that how organizations approach green recruitment plays an important role in encouraging employees to go beyond their formal duties to support environmental practices. Hiring environmentally aware staff, promoting a green company image, and emphasizing environmental awareness all strongly influence these voluntary green behaviors. However, green reward systems do not appear to have a meaningful effect on employees' willingness to engage in voluntary environmental actions. Thus, Null Hypothesis Voluntary employee green is not significantly impacted by GRS is rejected accepting

alternative hypothesis voluntary EGB significantly impacts GRS.

H2: Voluntary employee green behavior is not significantly impacted by GTD.

Multiple regression analysis was carried out to examine whether Green Training and Development (GTD) could predict employees' voluntary green behavior. The results showed that the overall regression model was statistically significant, with an F value of 66.16 (4, 345) and a p-value of .000.

Table 5: ANOVA

To check the predictability of green training (GT) practices on green employee-related behavior (GERB), a multiple regression was used. Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.255	4	21.564	66.158	.000 ^b
	Residual	112.451	345	.326		
	Total	198.706	349			

Table 6 shows that several factors have a strong influence on employee green behavior. Training programs that improve employees' awareness, skills, and knowledge had a significant positive impact. Likewise, using green knowledge management to connect environmental learning with proactive actions, as well as using both formal and

informal communication channels to strengthen a green workplace culture, were also important predictors. However, training programs that focused mainly on building employees' emotional involvement did not have a significant effect on predicting GERB.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.925	.200		4.634	.000
	The company develops training programs in environmental management to enhance employees' awareness, skills, and expertise.	.330	.046	.318	7.222	.000
	The company has integrated training programs to foster emotional involvement of employees in environmental management.	.110	.070	.109	1.567	.118
	We incorporate green knowledge management by connecting environmental education and awareness to our actions, aiming to create proactive solutions.	.247	.067	.256	3.707	.000
	In our organization, we have various formal and informal communication channels to promote a green culture.	.139	.067	.140	2.068	.039

Model Summary explained the variation of Voluntary EGB by about **42.8% (R² = .434 and Adjusted R² = .428)**.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.428	.57092

This means that green training programs that focus on building awareness, developing skills, improving knowledge sharing, and strengthening communication can strongly encourage environmentally friendly behavior among employees, more so than programs that focus only on emotional engagement.

Thus, Null Hypothesis voluntary employee green behavior is not significantly impacted by GTD is rejected accepting alternate hypothesis Voluntary EGB significantly impacts GTD.

VI. DISCUSSION OF RESULTS

This research paper demonstrates significant positive impacts of green recruitment and selection (GRS) and green training and development (GTD) on voluntary employee green behavior (EGB), with multiple regression analyses confirming statistical significance ($p < 0.001$ for both

practices). Specifically, GRS accounted for 40% of the variance in EGB ($R^2 = 0.401$), primarily driven by environmentally friendly employer branding ($\beta = 0.307$, $p = 0.000$), job seekers' preference for eco-conscious organizations ($\beta = 0.233$, $p = 0.001$), and hiring environmentally aware employees ($\beta = 0.158$, $p = 0.024$). GTD exhibited even stronger effects, explaining 43% of the variance ($R^2 = 0.434$), led by training programs enhancing environmental awareness, skills, and knowledge ($\beta = 0.318$, $p = 0.000$), green knowledge management linking education to proactive actions ($\beta = 0.256$, $p = 0.000$), and formal/informal communication channels promoting green culture ($\beta = 0.140$, $p = 0.039$).

The impact of GRS arises because it signals organizational environmental values through recruitment processes, fostering perceived value-fit among hires and cultivating a green culture that motivates discretionary eco-actions, aligning with signaling theory. Similarly, GTD exerts

stronger influence by building employees' abilities, knowledge, and motivation per the ability-motivation-opportunity framework, equipping them for proactive behaviors like resource conservation and initiative-taking beyond formal duties. These findings align with prior studies, including Garavan et al. (2023), which linked employee perceptions of green recruitment and selection directly to voluntary green work behavior via signaling mechanisms; Saeed et al. (2019), showing green recruitment within GHRM bundles predicts pro-environmental behavior; and Veerasamy et al. (2024), confirming green recruitment's influence on employee green behavior moderated by training. For GTD, supporting evidence comes from Aghaei et al. (2024), connecting green training to voluntary green behavior through green mindfulness; Usman et al. (2023), demonstrating green training's promotion of eco-behaviors via connectedness to nature; and Mayangsari and Nawangsari (2019), where green recruitment and training enhanced environmental performance mediated by employee green behavior.

VII. CONCLUSION

This study confirms green recruitment and selection and green training and development as key drivers of voluntary employee green behavior through distinct mechanisms. Green recruitment signals organizational environmental values via employer branding and value-aligned hiring, fostering cultural norms that motivate discretionary eco-actions. Green training builds stronger effects by enhancing knowledge, skills, and motivation, enabling proactive sustainability behaviors. These findings illuminate signaling theory in recruitment and the ability-motivation-opportunity framework in training, clarifying practice-level GHRM micro foundations. HR leaders should prioritize green signaling in hiring and comprehensive training programs, while future longitudinal research could explore causal mechanisms and boundary conditions.

VIII. IMPLICATION OF THE STUDY

For policymakers, this study implies advocating regulations that mandate green recruitment criteria and subsidize sustainability-focused training programs, incentivizing organizations to embed environmental signaling in hiring and skill development for broader sectoral impact on voluntary green behaviors and national sustainability goals. Academically, it refines green human resource management theory by isolating practice-level effects, advancing signaling theory through recruitment's cultural mechanisms and the ability-motivation-opportunity framework via training's capability pathways, providing micro foundational insights for mediated-moderated extensions. Future research should pursue longitudinal designs to confirm causality, test mediators like environmental commitment, examine moderators such as leadership support across industries, and incorporate cross-cultural comparisons with objective behavioral metrics for enhanced generalizability.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

REFERENCES

- [1] M. Aghaei, S. Aghaei, and M. Shahriari, "The effect of green vision and green training on voluntary employee green behavior: The mediating role of green mindfulness," *Environment, Development and Sustainability*, pp. 1–17, 2024. Available from: <https://doi.org/10.1007/s10668-024-05665-4>
- [2] M. M. A. Al Kerdawy, "The role of corporate support for employee volunteering in strengthening the impact of green human resource management practices on corporate social responsibility in the Egyptian firms," *European Management Review*, vol. 16, no. 4, pp. 1079–1095, 2019. Available from: <https://doi.org/10.1111/emre.12310>
- [3] A. K. Das, S. R. Biswas, M. M. Abdul Kader Jilani, and M. A. Uddin, "Corporate environmental strategy and voluntary environmental behavior—Mediating effect of psychological green climate," *Sustainability*, vol. 11, no. 11, p. 3123, 2019. Available from: <https://doi.org/10.3390/su11113123>
- [4] T. Garavan, I. Ullah, F. O'Brien, C. Darcy, W. Wisetsri, G. Afshan, and Y. H. Mughal, "Employee perceptions of individual green HRM practices and voluntary green work behaviour: A signalling theory perspective," *Asia Pacific Journal of Human Resources*, vol. 61, no. 1, pp. 32–56, 2023. Available from: <https://doi.org/10.1111/1744-7941.12342>
- [5] L. W. Hooi, M. S. Liu, and J. J. Lin, "Green human resource management and green organizational citizenship behavior: Do green culture and green values matter?" *International Journal of Manpower*, vol. 43, no. 3, pp. 763–785, 2022. Available from: <https://doi.org/10.1108/IJM-05-2020-0247>
- [6] N. Hou and J. Peng, "Feeling good by doing good: Hospitality employees' voluntary workplace green behavior enhances their thriving at work," *International Journal of Hospitality Management*, vol. 132, p. 104385, 2026. Available from: <https://doi.org/10.1016/j.ijhm.2025.104385>
- [7] B. Khalid, K. Shahzad, M. Q. Shafi, and P. Paillé, "Predicting required and voluntary employee green behavior using the theory of planned behavior," *Corporate Social Responsibility and Environmental Management*, vol. 29, no. 5, pp. 1300–1314, 2022. Available from: <https://doi.org/10.1002/csr.2270>
- [8] B. Khalid, K. Shahzad, M. Q. Shafi, and P. Paillé, "Predicting required and voluntary employee green behavior using the theory of planned behavior," *Corporate Social Responsibility and Environmental Management*, vol. 29, no. 5, pp. 1300–1314, 2022. Available from: <https://doi.org/10.1002/csr.2270>
- [9] Y. J. Kim, W. G. Kim, H. M. Choi, and K. Phetvaroon, "The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance," *International Journal of Hospitality Management*, vol. 76, pp. 83–93, 2019. Available from: <https://doi.org/10.1016/j.ijhm.2018.04.007>
- [10] W. Liu, X. Li, and X. Guo, "How and when socially responsible human resource management affects employee voluntary green behavior—Evidence from the healthcare sector," *Journal of Cleaner Production*, vol. 451, p. 142044, 2024. Available from: <https://doi.org/10.1016/j.jclepro.2024.142044>
- [11] R. E. Mayangsari and L. C. Nawangsari, "The effect of green recruitment, green training on environmental performance in PT Wira Cipta Perkasa using employee green behavior as mediation variable," *Dinasti International Journal of Management Science*, vol. 1, no. 2, pp. 217–231, 2019. Available from: <https://doi.org/10.31933/dijms.v1i2.58>
- [12] C. M. Nguyen, T. Q. Nguyen, H. N. T. Nguyen, and D. P. T. Khuu, "Promoting voluntary workplace green behavior through green human resource management practices: The role of environmental knowledge and green employee empowerment," *Management Research Review*, vol. 48, no. 9, pp. 1374–1390, 2025. Available from: <https://doi.org/10.1108/MRR-02-2025-0152>

- [13] Q. A. Nisar, S. Haider, F. Ali, S. Jamshed, K. Ryu, and S. S. Gill, "Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior," *Journal of Cleaner Production*, vol. 311, p. 127504, 2021. Available from: <https://doi.org/10.1016/j.jclepro.2021.127504>
- [14] D. S. Ones and S. Dilchert, "Measuring, understanding, and influencing employee green behaviors," in *Green Organizations*, pp. 115–148, Routledge, 2013. Available from: https://doi.org/10.4324/9780203142936_19
- [15] D. D. T. Pham and P. Paillé, "Green recruitment and selection: An insight into green patterns," *International Journal of Manpower*, vol. 41, no. 3, pp. 258–272, 2020. Available from: <https://doi.org/10.1108/IJM-05-2018-0155>
- [16] B. B. Saeed, B. Afsar, S. Hafeez, I. Khan, M. Tahir, and M. A. Afridi, "Promoting employee's pro-environmental behavior through green human resource management practices," *Corporate Social Responsibility and Environmental Management*, vol. 26, no. 2, pp. 424–438, 2019. Available from: <https://doi.org/10.1002/csr.1694>
- [17] D. Susita and J. Murdiono, "Green human resource: A new perspective green recruitment, employee workplace green behavior and green training (study literature review)," *Greenation International Journal of Law and Social Sciences*, vol. 2, no. 4, pp. 227–239, 2024. Available from: <https://doi.org/10.38035/gijlss.v2i4.296>
- [18] M. Usman, Y. Rofcanin, M. Ali, C. Ogbonnaya, and M. T. Babalola, "Toward a more sustainable environment: Understanding why and when green training promotes employees' eco-friendly behaviors outside of work," *Human Resource Management*, vol. 62, no. 3, pp. 355–371, 2023. Available from: <https://doi.org/10.1002/hrm.22148>
- [19] U. Veerasamy, M. S. Joseph, and S. Parayitam, "Green human resource management and employee green behaviour: Participation and involvement, and training and development as moderators," *South Asian Journal of Human Resources Management*, vol. 11, no. 2, pp. 277–309, 2024. Available from: <https://doi.org/10.1177/23220937221144361>
- [20] J. Y. Yong, M. Y. Yusliza, and O. O. Fawehinmi, "Green human resource management: A systematic literature review from 2007 to 2019," *Benchmarking: An International Journal*, vol. 27, no. 7, pp. 2005–2027, 2020. Available from: <https://doi.org/10.1108/BIJ-12-2018-0438>
- [21] Y. Yuan, S. Ren, G. Tang, H. Ji, F. L. Cooke, and Z. Wang, "How green human resource management affects employee voluntary workplace green behaviour: An integrated model," *Human Resource Management Journal*, vol. 34, no. 1, pp. 91–121, 2024. Available from: <https://doi.org/10.1111/1748-8583.12510>
- [22] G. Tang, Y. Chen, Y. Jiang, P. Paillé, and J. Jia, "Green human resource management practices: scale development and validity," *Asia Pacific Journal of Human Resources*, vol. 56, no. 1, pp. 31–55, Jan. 2018, Available from: <https://doi.org/10.1111/1744-7941.12147>
- [23] F. Gu and J. Liu, "Environmentally specific servant leadership and employee workplace green behavior: Moderated mediation model of green role modeling and employees' perceived CSR," *Sustainability*, vol. 14, no. 19, Art. no. 11965, 2022, Available from: <https://doi.org/10.3390/su141911965>