

DRIVING WORKPLACE SUSTAINABILITY: A LITERATURE REVIEW OF EMPLOYEE BEHAVIOR AND PARTICIPATION IN GREEN OFFICE INITIATIVES

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Abstract: *Organizations across the globe adopt green office initiatives to minimize environmental impact because of sustainability trends. The variable field of employee engagement hinders the success of green office initiatives. Employee engagement within workplace sustainability programs constitutes the primary purpose of this study while it studies organizational barriers to sustainable behavior promotion together with environmental impact analysis and sustainability initiatives evaluation as well as Green Human Resource Management practice evaluation and pro-environmental behavioral patterns. By employing an SLR methodology the study examines peer-reviewed literature retrieved from Scopus AI and Web of Science and Google Scholar platforms for knowledge synthesis on this subject. Employee participation in green office initiatives shows strong dependence on organizational sustainability policies together with leadership commitment and GHRM practices. The sustainability efforts face obstacles from employee resistance to change and work-related priorities and limited motivational incentives. The research adds new value to organizational sustainability studies by uniting mandatory and voluntary environmental conduct and delivering applied solutions for workplace sustainability improvement. Organizations need to establish detailed sustainability standards while establishing HRM practices that serve environmental objectives together with developing green leadership environments to increase workforce engagement. Organizations should consider introducing both financial resources and non-economic motives to boost employee participation in their sustainability programs. Programs to keep employees involved in environmental initiatives require further study by examining time-based research across various business sectors and cultures for generating improved approaches. The research offers directions which organizations need to integrate sustainability into their workplace systems in combination with improved environmental results during the long term.*

Keywords: *Employee Participation, Green Office Initiatives, Sustainability Practices, Green Human Resource Management (GHRM) & Pro-environmental Behavior*

Introduction

The global march towards sustainability gained momentum, where organizations are prompted to embrace environmentally friendly processes at a lower ecological cost. Companies increasingly find the pivotal role employees have towards promoting office sustainability, especially where green office activities are concerned. Initiatives such as saving power, reduction of waste, and green asset management heavily count on employees for success (Czichos et al., 2024). It has been discovered that employee participation in sustainability activities is a major driver influencing an organization's environmental performance. Therefore, it is imperative that one understand those factors causing such a level of participation.

Despite greater awareness of sustainability in organizations, participation by employees in green office practices continues to pose a challenge. Organizational and personal factors have been stated to play a role in the extent to which employees engage in green behavior in the workplace (Gusmerotti et al., 2023). While policies and leadership set the foundation for sustainability, employee motivation, organizational support perceptions, and company culture all play a significant role in influencing environmental behavior at an individual level (Dahiya, 2020). However, organizations have been unable to connect employee behavior to sustainability goals, and therefore the implementation has been uneven and narrow effects of green office programs.

One of the key challenges for organizations is maintaining ongoing employee involvement with green initiatives. Research suggests that employees might not have the requisite awareness or motivation to actively involve themselves with sustainability initiatives (Baykal & Divrik, 2023). Additionally, competing priorities—such as balancing productivity and sustainability aspirations which can be obstacles to involvement (Gusmerotti et al., 2023). Moreover, while some workers voluntarily engage in green initiative behaviors, others only abide by sustainability procedures when forced, resulting in differing degrees of commitment (Shi et al., 2024). All these problems call for organizations to establish proper mechanisms that promote voluntary and ongoing participation in green office initiatives.

Previous research has examined the impact of organizational sustainability practices, green human resource management (GHRM), and leadership on green employee behavior. GHRM practices like green recruitment, training, and incentives, have been found to influence employee environmental participation positively (Saeed et al., 2019). Green workplace behaviors are also associated with perceived organizational support, reaffirming the argument that employees are more engaged in sustainability activities when they perceive they are appreciated by the organization (Carbone et al., 2024). Moreover, green transformational leadership has been recognized as a primary motivator of employee pro-environmental behavior, which leaders having a pivotal role in creating a sustainability-focused work culture (Elshaer et al., 2024). While these studies are enlightening, there is research on how voluntary and involuntary green behaviors interact and how they can be overcome in the context of sustainability-related challenges, remain limited.

Though many studies have explored drivers of green influencing green actions, there remain gaps on the effectiveness of different engagement strategies in workplace settings. There is limited exploration of how organizations can balance voluntary and mandatory participation in sustainability programs to maximize their impact. Additionally, the role of employee attitudes such as work meaningfulness and supervisor environmental priority in determining green behaviors require additional studies (Gusmerotti et al., 2023). Due to these shortcomings, a comprehensive literature review is needed to have a full understanding of employee participation in green office programs.

This paper aims to (a) To review key factors influencing employee participation in green office initiatives (b) To review challenges organizations face in promoting sustainable behaviors, (c) To analyze the connecting themes such as environmental impact, sustainability initiatives, green HRM practices and pro-environmental behavior. By synthesizing existing research, this study seeks to provide a clear roadmap for organizations seeking to enhance employee involvement in sustainability programs.

The findings of this review contribute to both scholarly literature and practical sustainability initiatives within organizations. From an academic perspective, this research connects voluntary and mandatory green behaviors, providing understanding into the reasons that encourage employee involvement in sustainability efforts. It offers organizations research-backed suggestions for adopting GHRM practices, leadership approaches, and policy framework that promote sustained employee involvement in green office initiatives.

Methodology

This study follows a systematic literature review (SLR) approach, using Scopus AI to synthesize and extract results from high-impact, peer-reviewed scholarly research. The strict protocol ensures comprehensive identification, selection, and synthesis of the literature on employee participation in green office activities, organizational hindrances to developing sustainability, and the intersecting subjects of environmental footprint, sustainability initiatives, green HRM practices, and pro-environmental behavior. The research process takes a precise and clear methodology to include high-quality academic work in accordance with the objectives of the study.

Data Collection and Search Strategy

The literature search was conducted on Scopus AI with assistance from Web of Science and Google Scholar to ensure diversification of sources. The search was narrowed by selecting Boolean operators and keywords that were applicable. The keywords were:

- “Employee participation” AND “green office initiatives”
- “Sustainable behavior” AND “workplace sustainability”
- “Green transformational leadership” AND “pro-environmental behavior”
- Green human resource management (GHRM)” AND “sustainability initiatives”

To enhance the rigor of the study, research filters were applied to include peer-reviewed journal articles, conference proceedings, and review papers published between 2015 and 2024. Only studies written in English were considered, and empirical and theoretical studies from Scopus Q1 and Q2 journals were prioritized to ensure high credibility.

Inclusion and Exclusion Criteria

To maintain relevance, studies were selected based on the following inclusion criteria:

1. Research examining key factors influencing employee participation in green office initiatives.
2. Studies exploring organizational challenges in fostering sustainable behaviors.
3. Papers analyzing the interconnections between leadership, HRM practices, and pro-environmental behavior.
4. Empirical and theoretical contributions from high-ranking journals.

Exclusion criteria were applied to eliminate irrelevant studies, including:

1. Articles focused solely on industrial or manufacturing sustainability practices rather than office-based settings.
2. Studies lacking empirical evidence or theoretical grounding.
3. Research with a primary focus on individual consumer behavior rather than workplace sustainability.

Data Extraction and Thematic Analysis

A qualitative content analysis was conducted to extract key insights from the selected studies. Thematic coding was employed to categorize findings under three major themes corresponding to the research objectives:

1. Key factors influencing employee participation in Green Office Initiatives:
 - The role of organizational sustainability policies in driving engagement.
 - Influence of green work climate and corporate culture on employee behavior.
 - Impact of Green HRM (GHRM) practices in shaping employee participation.
2. Challenges faced by organizations in promoting sustainable behaviors:
 - Employee resistance to change and limited awareness.
 - Conflicting priorities between sustainability goals and productivity targets.
 - Lack of structured sustainability incentives in organizations.
3. Interconnections between environmental impact, sustainability initiatives, Green HRM, and Pro-environmental behavior:
 - Influence of leadership styles on sustainability engagement.
 - Role of Green HRM practices in fostering long-term sustainability behavior.
 - Synergies between organizational support and eco-friendly workplace culture.

Synthesis and Critical Analysis

After the thematic categorization, findings were critically analyzed to identify patterns, contradictions, and emerging trends. Particular attention was given to longitudinal studies and meta-analyses to understand sustainability trends over time. The impact of leadership, HR policies, and environmental initiatives on employee participation was examined to draw meaningful conclusions. Additionally, research gaps were mapped, particularly in areas where GHRM strategies intersect with employee-driven sustainability efforts.

By employing a systematic and AI-assisted literature review, this study ensures a robust, data-driven approach to understanding workplace sustainability. The methodology integrates theoretical and empirical insights, offering a structured framework for organizations seeking to enhance employee participation in green office initiatives and overcome sustainability-related challenges.

Result and Discussion

This section presents the derived key factors influencing employee participation in green office initiatives, highlighting various interconnected themes that shape sustainable workplace behaviors. The mind map categorized these factors into four major dimensions: Environmental impact, sustainability initiatives, green HRM practices, and pro-environmental behaviors. Each of these dimensions contains sub-factors that further elaborate on the mechanisms through which employees engage in sustainability efforts.

To Review Key Factors Influencing Employee Participation in Green Office Initiatives.

According to Czichos et al. (2024), participative engagement of employees in green office projects are affected by the practices of corporate sustainability policies, Green Human Resource Management (GHRM), and associated work culture. Employees are more likely to participate in sustainability initiatives when they strongly believe that the organization's policies are clear and that leadership is committed to supporting those policies (Usman et al., 2024). Eco-friendly infrastructure availability also includes energy-saving office space and waste management systems, which help to encourage such behavior. These behaviors are strengthened when employees perceive that their participation is appreciated and valued by the organization. This approach creates a supportive organizational culture towards the success of such initiatives (Gusmerotti et al., 2023).

GHRM serves as a fundamental mechanism which guides employee sustainability involvement through the integration of green approaches across human resource recruitment and training and performance management systems (Saeed et al., 2019). Organizations that implement green training and ecologically friendly incentive programs generate superior employee incentive toward environmental pursuits. The implementation of sustainable recruitment methods helps companies select employees who exhibit natural environmental commitments because these practices establish sustainability as a foundational element of their corporate culture (Dahiya, 2020). Employment evaluation techniques which accredit staff involvement with sustainability create stronger staff dedication towards green workplace activities (Carbone et al., 2024). Employees exhibit sustainable behavior routines better when sustainability targets merge with human resource management practices.

Employee involvement with sustainability initiatives faces ongoing obstacles even though they bring various advantages to organizations. The main hurdle stems from organizations showing limited emphasis toward sustainability matters despite productivity goals creating oppositions with environmental aspects (Baykal & Divrik, 2023). Employees need explicit recognition and incentives for environmental behavior change because otherwise motivation levels remain insufficient (Shi et al., 2024). The method through which leaders exemplify engagement becomes crucial because workers take direction from the way supervisors and colleagues actively work on sustainability initiatives (Elshaer et al., 2024). Organizations need to establish specific sustainability training followed by financial and non-financial reward systems and sustainability goal alignment with business fundamentals for sustained worker participation. Organizations that address barriers along with building environmental responsibility culture will improve employee participation in green office initiatives to create sustainable workplace transformations.

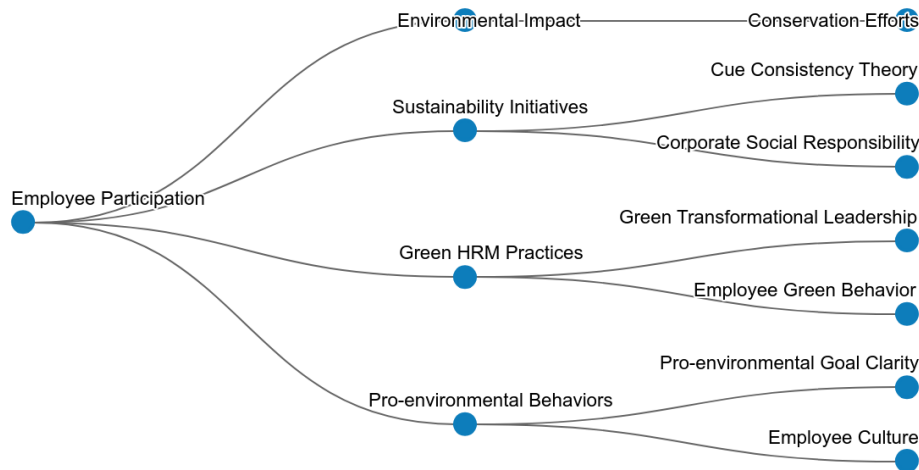
To Review Challenges Organizations Face in Promoting Sustainable Behaviors.

Implementing sustainable behaviors in organizations proves difficult since employee resistance to change stands out as the main obstacle to overcome. Staff members show reluctance toward sustainability projects because they lack proper understanding of these initiatives and have doubts about workloads increasing (Elshaer et al., 2024). Employees who work in organizations without embedded environmental responsibility will treat sustainable initiative programs as non-essential interruptions (Shi et al., 2024). Effecting this transition needs proven change management plans with direct communications from leaders combined with employee involvement throughout sustainability decisions according to Baykal and Divrik (2023). Organizations can make employees embrace sustainability voluntarily through participatory initiatives that showcase practical sustainability advantages.

The struggle persists between management of productivity needs and sustainability targets. The challenge exists for organizations to combine environmental management goals with traditional profitability requirements (Usman et al., 2024). The initial expenses for sustainability initiatives including energy-efficient structures and waste minimization solutions along with sustainable procurement appear to organizations as significant expenses instead of long-term investments according to Carbone et al. (2024). Organizations focus on urgent business priorities that create issues with uneven environmental policy enforcement and minimal support for green initiatives (Gusmerotti et al., 2023). Business organizations should guide their sustainability initiatives through specific business targets to have environmental strategies work toward enhancing performance while preventing them from interfering with them. A combination of sustainability integration into essential performance metrics together with sound eco-friendly practice incentives completes a successful strategy for business navigation.

Organizations struggle to implement sustainability initiatives because of both skill deficiencies among employees and regulatory restrictions and insufficient knowledge about sustainability programs. Small and medium-sized enterprises (SMEs) find themselves without adequate expertise training together with essential resources needed to develop and implement sustainable programs successfully (Dahiya, 2020). Organizational employees together with management staff encounter difficulties integrating environmental behaviors into operational activities when given insufficient training or support (Saeed et al., 2019). There exists no established standard to measure workplace environmental performance since no universal framework has been developed (Czichos et al., 2024). The process of sustainability adoption becomes complicated by stable regulations and weak government incentives which also encounter specialization constraints by industries (Gusmerotti et al., 2023). Organizations must work towards obtaining standardized reporting standards while implementing digital sustainability tracking systems and developing adaptable policies to overcome barriers as described in Elshaer et al. (2024). Long-term sustainability engagement can be promoted by companies when they use leadership dedication to combine regulatory partnerships with organized training programs that address these sustainability challenges.

To Analyze the Connecting Themes Such as Environmental Impact, Sustainability Initiatives, Green HRM Practices and Pro-Environmental Behavior.



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Figure 1: The Connecting Themes for Employee Participation and Environmental Impact, Sustainability Initiatives, Green HRM Practices and Pro-Environmental Behavior

The depicted visual model demonstrates the primary elements which determine employee engagement in green office practices while showing their corresponding interactive characteristics for sustainable work behaviors. The factored discussion shows its core elements organized into Environmental Impact while Sustainability Initiatives and Green HRM Practices and Pro-environmental Behaviors comprise the other segments. The dimensions possess sub-factors which describe how employees engage in sustainability work.

Linkages Between Employee Participation and Environmental Impact.

Environmental impact of organizations depends on employee participation because workers directly conduct and support green initiatives within organizations. The involvement of employees in environmental management programs leads organizations to lower their carbon emissions and improve their sustainability performance according to Markey et al. (2019). Organizations achieve the strongest connections between structure mechanisms and sustainability committees which involve employee participation in environmental choices (Markey et al., 2016). Organizations enhance their environmental performance improvements through long-term sustainability objectives by enabling employees to contribute their ideas during the policy-making process. Strategic participation of employees combined with green initiative execution leads to enhanced ownership levels which develops into better environmental management practices.

The link between employee involvement and better environmental outcomes depends heavily on corporate social responsibility (CSR) initiatives as measuring elements. Employees who participate in corporate social responsibility activities form stronger pro-environmental behaviors because such initiatives enhance employees' psychological connection to sustainability and their ownership of sustainability works (Min et al., 2024). International engineering contractors obtain major advantages from employee participation in CSR activities because this practice develops an environmentally responsible company culture (Dang et al.,

2024). Organizational employees display superior pro-environmental behavior promotion when they view sustainability practices as core components of their work culture's mission and values. By reinforcing the notion that CSR-motivated employee engagement creates advantages for both environmental performance of companies and increased employee engagement for corporate sustainability initiatives.

Employee involvement in green initiatives receives substantial impact from Green Human Resource Management (GHRM) as an established facilitator for pro-environmental employee behaviors in the workplace. Administrative programs with sustainability focus in human resource management policies such as green training programs and performance appraisals and eco-friendly incentives help staff members embed sustainability in their routine workplace activities (Su et al., 2024). The relationship between GHRM and green innovation becomes stronger through environmental awareness according to Benn et al. (2015) and their research shows how continuous education and clear communication and organizational support create stronger results (Benn et al., 2015). When organizations make environmental decision-making processes inclusive for their employees, they achieve better sustainability results and superior environmental corporate outcomes (Sanyal & Haddock-Millar, 2018). Organizations achieving sustainable success through collaborative workspaces establish sustainability as their fundamental organizational value by merging Global HRM systems and CSR programs and employee-driven decision processes. Studies must examine employee participation effects on sustainability measurements across multiple industries throughout years to create specific environmental performance strategies for each sector.

Linkages Between Employee Participation, Environmental Impact and Conservations Efforts

Sustainability performance measures of organizations improve notably when they establish environmental management frameworks with mechanisms including green committees. Through participatory approaches organizations both reinforce environmental policies while developing sustainability values within employees to guarantee long-term pro-environmental actions (Sanyal & Haddock-Millar, 2018).

Voluntary pro-environmental conduct develops through employee participation which directly helps conservation activities. A positive perception of colleague support for sustainability leads employees to practice green crafting which includes self-initiated efforts to enhance workplace sustainability (Zafar et al., 2025). The voluntary participation of employees receives additional support from a green organizational climate (GOC) environment that creates workplaces where sustainability policies transform employees into active conservation contributors. Conservation strategies become stronger as organizations gain from employee-initiated environmental practices which involve decreased power usage and water consumption and waste reduction and biodiversity preservation.

A body of research demonstrates that staff members who participate in eco-helping and eco-civic programs show advanced dedication to protecting natural resources. The public sector workforce demonstrates elevated environmental care combined with public service motivation (PSM) during workplace conservation activities (Tsai et al., 2016). The actions of caring for the environment include donating time for environmental volunteer work and championing sustainability within the organization and driving policy changes toward conservation goals. Engagement translates into a strengthened overall sustainability strategy which turns

conservation into an embedded organizational value beyond its status as a single corporate project.

Employee participation operates as a vital integration between environmental conservation actions and their resulting impact on the environment. Employees participating in sustainability work actively support environmental performance advancements and this activity fosters conservation by encouraging voluntary actions and CSR involvement and eco-active citizen involvement. Organizations can successfully create sustainable conservation results by developing environmental responsibility cultures which use participation programs and friendly work environments together with corporate social responsibility initiatives.

Linkages Between Employee Participation and Sustainability Initiatives.

Organizations must rely on employee involvement to advance their sustainability programs. Organizational sustainability results in better performance when employees actively participate in environmental and social sustainability programs according to Sanyal and Haddock-Millar (2018). Through their UK and Swedish divisions McDonald's implemented the Planet Champion Initiative that designated staff to take part in sustainability activities leading to superior environmental results. Workplace engagement produces responsible employees who integrate sustainability as a natural component of their workplace culture as an alternative to top-down sustainability directives. Sustainability projects achieve better results whenever employees take part in developing and implementing these initiatives.

Sustainability initiatives reach success through how much employees participate with environmental matters. Interpretations from research show that employee backing for sustainability exists but their engagement decisions typically hinge on how they assess costs versus advantages (Allen, 2023). Workers generally avoid green participation when they judge these actions to demand substantial personal sacrifices and increased work responsibilities. Organizations need to exhibit how sustainability produces material advantages including operational savings together with organizational development and value congruence. Increased sustainability awareness combined with cultural developments will enable employees to close the separation between their environmentally-friendly attitudes and their practical sustainability involvement.

Organizations need employee identification with their workplace to successfully execute sustainability initiatives. The connection employees have with their organization according to social identity theory creates higher participation in corporate social responsibility and environmental programs (Farooq et al., 2019). Employers must develop workplaces that embrace inclusivity because such environments help workers identify sustainability practices as organizational collective values. Sustainable corporate action combined with environmental advancement becomes more probable when employees actively become part of sustainability decision structures.

Mechanisms that stimulate workers to participate in sustainability actions constitute fundamental elements for employee motivation. Organizations can achieve maximum employee engagement in sustainability programs with financial reward structures that align with their financial goals according to Merriman et al. (2016). Employee engagement in sustainability efforts is sustained by both monetary rewards but also through recognition, professional growth prospects and inner feeling of accomplishment. Organizations should

develop motivators that fuse payment systems with employee passion because this method helps workers advance sustainability goals above momentary financial benefits.

Linkages Between Employee Participation, Sustainability Initiatives and Cue Consistency Theory.

The successful implementation of sustainability initiatives in organizations depends on employee participation which adopts the principles of cue consistency theory. Through cue consistency theory individuals follow consistent environmental indicators to determine their actions so employees will take sustainability actions if they experience clear harmony between leadership conduct and workplace standards and organizational policies (Sanyal & Haddock-Millar, 2018). Employees understand sustainability as an essential company value when businesses implement sustainability objectives into their strategic planning and workforce development and performance-based reward programs. The uniformity between organizational policies and employee participation supports staff engagement because workers believe their sustainability work supports collective environmental achievements.

Environmentally specific transformational leadership (ESTL) operates as a crucial influencing factor for employee sustainability initiative involvement through its partnership with green human resource management (GHRM) systems to drive pro-environmental behavior (PEB) (Farooq et al., 2019). When leaders prioritize green initiatives by their actions and their communication, they establish environmental guidelines which encourage employees to take pro-environmental actions. Organizations that incorporate GHRM practices which focus on sustainability in recruitment as well as training and performance evaluations enhance environmental cues and thus increase employee participation in sustainability programs. According to cue consistency theory employees will experience cognitive dissonance which reduces their interest in sustainability programs when leadership actions and Human Resources management policies share conflicting messages about sustainability.

Employees' perception of environmental initiatives has a substantial effect on how engaged they are. Workers evaluate the positive effects and negative aspects of joining environmental initiatives according to goal framing theory (Allen, 2023). Organizations that persistently demonstrate the advantages through savings and positive morale and personal value connections will achieve higher worker participation. Employee engagement declines when they consider sustainability initiatives to be time-consuming or unrewarding. The cue consistency theory supports this finding because organizations need to deliver consistent and reaffirming messages which demonstrate sustainability actions are beneficial along with being practical and fully aligned with corporate objectives.

Employee involvement in sustainability efforts shows strong dependence on the principles which make up cue consistency theory. Organizations establish pro-environmental behaviors in their workplace through the consistent delivery of environmental cues which include leadership practices and human resource policies and communication transmissions. Employees who discover matching values between organizational sustainability promises and working environment practices tend to join environmentally friendly initiatives. When employees encounter conflicting or multiple signals, they develop cynical attitudes and show disengagement along with resistance behaviors. Strategic implementation of sustainability throughout workplace operations improves employee contributions while boosting organizational sustainability initiatives and making permanent improvements to the environment.

Linkages Between Employee Participation, Sustainability Initiatives and Corporate Social Responsibility.

Organizational success in linking sustainability initiatives to corporate social responsibility (CSR) requires employee participation because it creates an environment based on environmental stewardship and social accountability. Organizations that involve their employees in CSR activities through volunteer programs and ethical practices and community development projects work toward achieving broader sustainability objectives. Studies show that when employees take part in corporate social responsibility activities their motivation improves together with job satisfaction and higher stake in social and environmental initiatives (Cook & Geldenhuys, 2018). Employees take meaningful action in sustainability initiatives when they see CSR efforts as genuine rather than superficial activities.

The implementation of sustainability initiatives with CSR forces organizations to maintain environmentally sound business practices by considering what stakeholders both inside and outside the company expect. The implementation of Green Human Resource Management practices connects CSR and sustainability through sustainability-based approaches in hiring practices and employee training together with performance evaluation methods. Employees who participate in green workplace activities that include waste reduction programs and sustainable supply chain management as well as energy conservation initiatives enable their organizations to reach long-term sustainability objectives while enhancing their operational outcomes (Aukhoon et al., 2024). An organization benefits when CSR and employee participation merge because it improves reputation while enhancing stakeholder trust and employee satisfaction which together create a positive feedback loop between CSR initiatives and sustainability goals.

The involvement of employees in CSR and sustainability work generates both lasting social-environmental progress and financial success and market competitiveness.

Linkages Between Employee Participation and Green HRM Practices.

Staff engagement remains an essential aspect for achieving successful Green Human Resource Management (GHRM) practices because it builds sustainable organization cultures. The GHRM methods of green recruitment along with training and performance evaluations drive staff members toward environmentally conscious actions inside and outside work environments. According to Veerasamy et al. (2024), organizations that involve their workers in green initiatives create environmental goal owners who develop organizational commitment. Workplace sustainability improves through employee involvement creating a stronger motivation as well as engagement and satisfaction that integrates sustainability into the corporate cultural fabric.

Employee engagement with GHRM initiatives directly affects how well the organization performs environmentally and its workers adopt green practices. GHRM strategies that combine structured green HR techniques with eco-based work rules enable staff to assume environmental accountability at their workplace (Usman et al., 2024). Green educational programs supply staff with sustainable practices understanding which creates better pro-environmental conduct among team members. The evaluation systems which include green performance appraisal parameters reward sustainability performance and strengthen employee dedication to sustainability targets. When GHRM practices unite with employee participation organizations develop a sustainable loop which enables staff members to perpetually practice

and advance environmentally friendly behaviors thus achieving both environmental benefits and organizational advancement.

Employee participation obtains additional support from technology to enhance its connection to GHRM practices. Employees can advance sustainability efforts better through digital tools and telecommuting alternatives and paperless work processes (Jora et al., 2023). Companies achieve lower carbon emissions through technological uses of virtual meetings combined with digital documentation and resource automation which enhances their operational performance. Participation from employees in green HRM strategies achieves dual benefits that enable them to protect the environment while meeting organization-wide sustainability goals through their work tasks. Organizations must establish employee empowerment as the main pillar which determines the success of GHRM practices because it enables staff members to govern sustainability practices and progress them forward.

Linkages Between Employee Participation, Green HRM Practices and Green Transformational Leadership.

The active involvement of employees serves as a powerful tool to improve the performance of Green Human Resource Management (GHRM) practices that strongly relate to Green Transformational Leadership. GHRM consists of diverse green recruitment practices and training sessions and performance assessment systems together with reward mechanisms which help staff embrace environmentally friendly behaviors (Noor et al., 2023). Environmental sustainability becomes more important to employees because they take part in these organization-wide sustainable initiatives. GHRM increases employee participation levels through systematic integration of green conduct into working obligations which develops sustainable organizational cultures (Din et al., 2025). The long-term involvement in green HRM requires employee motivation along with leadership support which transforms into an important moderating factor for sustainability.

Green transformational leadership (GTL) plays an essential role in strengthening GHRM practices and it stimulates employee commitment toward sustainability initiatives. Through GTL employees become inspired while receiving motivation toward sustainability which makes sustainable actions become natural work duties (Chen & Wu, 2022). A leader who shows deep environmental awareness establishes a bright example which guides employees to connect their work activities with sustainability objectives. GTL serves to improve employee green mindfulness together with pro-environmental actions through continued motivation and sustainability reinforcement (Iftikhar et al., 2021). Organizations which unite GHRM practices with GTL strategies obtain better employee engagement results because employees feel enabled through such alignment to support environmental initiatives. Organizational structures that unite GHRM and GTL create sustainability commitment within corporate culture instead of limited sustainability initiatives.

Environmental sustainability performance of organizations receives substantial improvement when employee participation combines with GHRM practices and GTL. The implementation of GHRM-driven initiatives by staff directly supports company sustainability targets through green training combined with sustainable resource handling and eco-friendly work practices (Ahmad et al., 2023). GTL maintains a moderating function that helps GHRM strategies become permanent behavioral changes instead of temporary adherence to standards (Weber & Kassab, 2024). Sustainability champions among leadership create a united direction that unites personal staff values to corporate sustainable mandates thus producing sustained voluntary

environmental conduct and long-lasting organizational sustainability results. The integration between employee participation along with GHRM and GTL creates an energetic system which drives sustainability adoption throughout the entire organizational structure.

Linkages Between Employee Participation, Green HRM Practices and Employee Green Behavior.

Staff engagement fully supports Green Human Resource Management (GHRM) practices because these practices bring environmental sustainability into operational workplace activities. GHRM implements various initiatives for green recruitment training performance appraisals and rewards systems which motivate employees to show environmental support (Veerasamy et al., 2024). Program involvement stimulates employee environmental consciousness leading to enhanced workplace sustainability practices while they promote sustainability programs inside and outside organizational boundaries. Studies indicate that GHRM approaches trigger two kinds of environmental engagement from employees through both workplace green actions and outside-work participation in sustainability campaigns (Usman et al., 2024). Employees need both leadership backing and organizational dedication to sustainability in order to maintain active engagement in GHRM programs long-term.

Green Transformational Leadership (GTL) serves essential functions to enhance GHRM practices while forming employee green conduct. Leaders in GTL motivate others while inspiring employees about sustainability visions to establish cultures where workers receive rewards through pro-environmental behaviors (Shen et al., 2018). Worker commitment to green behaviors depends heavily on sustained leadership support of sustainability initiatives because these initiatives help employees merge their personality beliefs with their company's environmental objectives. GTL maintains a workplace environment which promotes employee-driven learning about environmental subjects while stimulating their search for new ecological solutions to implement in their work. Combining transformational leadership approaches with GHRM practices provides employees continuous sustainability signals which promotes better engagement results with both sustainable decision-making and enduring environmental behavior improvements (Revathy & Sudha, 2024).

The outcome of effective employee participation and GHRM and GTL strategies results in employee green behavior (EGB). Environmental knowledge serves as a mediator to increase the link between green HR policies and sustainable employee conduct according to Vanisri and Padhy (2024). Research demonstrates that employees who get adequate performance-based green training tend to adopt pro-environmental behaviors at the workplace (Saeed et al., 2019). The introduction of green HRM practices leads workers to display sustainable behaviors within their personal lives as well as their professional environment thus making sustainability universal beyond organizational limits. Companies which integrate employee participation with GHRM and GTL systems will develop a work environment based on sustainability as an inherent employee practice leading to enduring organizational success.

Linkages Between Employee Participation and Pro-Environmental Behaviors.

Workplace pro-environmental behaviors develop through employee involvement and their involvement in both corporate social responsibility initiatives and sustainability-oriented company programs. Participation in corporate social responsibility activities helps workers develop environmental goal ownership which drives their willingness to practice eco-friendly office methods (Min et al., 2024). Urban resilience strengthens through employee participation which turns sustainability into a collective corporate obligation beyond being a top-down

corporate order. Reporting to a favorable organizational setting enables worker participation in green programs and sustains pro-environmental practices as an essential corporate culture component.

Various obstacles stand in the way of achieving pro-environmental behaviors through employee participation even though the process has shown positive outcomes. Research demonstrates that employees experience both workplace limitations including insufficient incentives and work-related conflicts and inadequate managerial backing to prevent sustainability involvement (Yuriev et al., 2018). Research conducted on workplace environmental behaviors shows that using standardized sustainability practices is inefficient because workers show varying responses to sustainability programs based on their subcultural environments together with motivational factors (Wells et al., 2024). Organizations that divide their workforce by participation levels and environmental care standards should establish specialized programs to engage staff members within the parameters of their professional and personal aspirations.

Additionally, workplace climate and leadership influence employee participation in pro-environmental behaviors. Research evidence shows employees actively participate in eco-initiatives as they experience both a green-oriented work setting and meaningful purpose at their workplace according to Gusmerotti et al. (2023). Active supervisors who promote sustainability while blending environmental responsibility throughout operational workdays act as sources that spark employees to create their own eco-initiatives. Employee pro-environmental conduct contributes positively to their performance levels while simultaneously improving workplace wellness and production effectiveness (Bohlmann et al., 2018). Organizations that integrate participatory green approaches into their human resources policies will keep employees interested in sustainability initiatives which leads to sustainable environmental results alongside lasting organizational achievements.

Linkages Between Employee Participation, Pro-Environmental Behaviors and Pro-Environmental Goal Clarity.

The participation of employees functions as a fundamental factor that encourages pro-environmental behaviors (PEB) at work through effective sustainability goal definition and organizational backing. Employees will actively participate in workplace environmental initiatives when they understand the nature and their capability to meet established sustainable targets (Farrukh et al., 2025). Pro-environmental goal clarity (PEGC) describes the effectiveness of sustainability objective communication that enables staff to understand organizational reward systems together with their green impact and performance standards. Studies support the essential character of leadership in creating clear environmental goals because transformational leaders combined with support create sustainable funding priorities that remove uncertainties and boost employee involvement (Albrecht et al., 2024). Organizations that develop structured environmental policies alongside transparent communication channels enable employees to understand sustainability objectives which increases their participation in both their assigned and voluntary pro-environmental work (Guo et al., 2024).

The extent to which staff participates in PEB depends on how they view organizational backing and the positive and negative aspects of environmental initiatives. Business staff tend to delay environmental behavior adoption when they experience challenges that include more work responsibilities and insufficient incentives or conflicting work demands (Allen, 2023). Funding from organizations that communicate sustainability targets combined with purposeful training

and dedicated management enables workers to adopt environmental actions as day-to-day practices (Yuriev et al., 2018). Workplace sustainability effectiveness relies on three elements including defined goals and corporate social responsibility programs and co-worker support to generate high employee involvement according to Zhang et al. (2021). The spillover effect has been shown to exist as employees adopt extra-role sustainability projects when corporate sustainability goals become both clear and reinforced (Guo et al., 2024).

The clear definition of environmental goals establishes a connection between workplace participation and durably pro-environmental employee conduct. Workers need an organized sustainability guidance system which defines specific requirements together with quantifiable targets besides substantial rewards to stay motivated in environmental initiatives (Min et al., 2024). Organizations adopt transparent environmental goals which become clear through their leadership programs combined with CSR initiatives and workplace-friendly green environments in order to develop robust sustainability cultures that empower their employees to take active environmental responsibility for corporate performance. Employable participation becomes sustainable when businesses provide concrete action plans and eliminate ambiguity because this leads to enduring pro-environmental commitment and enhanced organizational sustainability results.

Linkages Between Employee Participation, Pro-Environmental Behaviors and Employee Culture.

Organizational employee participation in pro-environmental behaviors depends greatly on the cultural aspects that define shared values, beliefs and behaviors inside a company. The research identifies three engagement levels within employee culture that scientists call 'Acorns' (low participation) and 'Saplings' (moderate engagement) and 'Trees' (highly engaged employees). This shows workers demonstrate sustainability behaviors distinctively based on their knowledge of sustainability practices together with their workplace power and their personal drive for environmental action (Wells et al., 2024). Organizations with sustainability-focused awareness programs help more workers advance toward sustainable involvement leading to better workplace environmental results. Organizational leadership maintains a vital function in employee involvement by providing environmental initiative-focused guidance and motivational support which motivates workers to accept environmentally conscious behaviors for their work identity (Azhar & Yang, 2022).

The basis of environmental behavior adoption in workplaces relies on establishing a green organizational culture. Organizations who establish sustainability-oriented cultures through GHRM (Green HRM) practices enable environmentally responsible behavior creation through green recruitment and sustainability-focused training and performance assessments (Ali et al., 2024). The HR strategies create a sustainable workplace through various mechanisms that develop environments which support green behaviors across work operations. Servant leadership and similar environmentally specific leadership styles help employees develop voluntary sustainability initiatives that extend beyond their job requirements (OCBE) according to Luu (2019). When workplace culture supports sustainability values employees adopt environmental responsibility because it increases their commitment to sustainability programs.

The manner in which employee participation engages with PEBs and employee culture shows variable results among organizations since workplace subcultures and employee values determine how much employees participate. Workers who identify well with sustainability-focused organizational culture commit to environmental actions more strongly than colleagues

located in subcultures less focused on environmental matters according to Luu (2019). The variable impact of environmental awareness on employees calls for specialized approaches and leadership support with sustainability-based monetary incentives to motivate individual staff groups. The development of an inclusive sustainability culture leads to long-term collective employee participation in pro-environmental behavior which supports social environmental impact and corporate sustainability results.

Conclusion

Research emphasizes the essential position of employee participation in green office management together with their contribution toward creating a sustainable workplace environment. The existing literature reviews show that workplace sustainability efforts depend heavily on organizations' sustainability policies alongside Green Human Resource Management and their corporate culture. A work environment that practices environmentally responsible behavior depends heavily on effective leadership especially green transformational leadership. The positive elements of sustainability policies do not eliminate fundamental barriers to change including worker opposition to alterations and conflicting targets between sustainability and production output along with inadequate built-in sustainability performance incentives. Organizations should implement a comprehensive approach that joins strategic HRM practices and environmental goals along with leader commitment to boost employee participation in green office programs.

Theoretical research benefits both sustainability and organizational behavior fields through an examination of voluntary and mandatory green behaviors. These findings strengthen existing academic concepts about cue consistency theory since well-organized organizational policies and HRM practices and leadership behaviors drive employee sustainability involvement. The research strengthens both the importance of transparent environmental targets in addition to workplace culture for promoting sustainable actions by employees. Through the incorporation of recruitment training and performance evaluation systems linked to sustainability objectives the study extends understanding about the effects of GHRM practices on employee environmental engagement.

This research offers business organizations essential operational methods to increase their workforce's sustainability program involvement. Organizations must establish specific sustainability policies that receive clear strategic support from organizational leadership and receive wide communication throughout the organization. HR departments should combine sustainability strategies into recruitment methods and performance evaluation systems in addition to employee training initiatives to make environmental responsibility essential for job tasks. Organizations that build sustainable office facilities as well as waste management systems within their workplace environment will strengthen eco-friendly employee conduct. Organizations must combine financial with non-financial awards including sustainability rewards together with professional advancement possibilities and recognition schemes to keep employees actively involved with green initiatives.

This analysis generates numerous applications but the research should acknowledge specific weaknesses. Research based on secondary data from published literature restricts scientists from identifying cause-and-effect relationships among studied elements. This research primarily evaluates office floors while excluding different organizational circumstances including industrial and manufacturing facilities where sustainability issues possess distinct characteristics. This research examines voluntary and mandatory green conduct but empirical

time-based evidence about worker transitions between these behavioral layers remains scarce. Reticence exists about how cultural and geographical elements impact employee involvement in green initiatives because this element received minimal examination in the study. Therefore it affects the transferability of results across distinct regions and industries.

Future studies need to tackle such research constraints by conducting experimental research which links sustainability practices from organizations to green initiative engagement from their personnel. Research following subjects over time allows scientists to understand sustainability-related employee behavior changes together with their engagement method success and failure rates. The understanding of sustainability initiative adaptations for various work situations requires analysis of industrial and cultural differences. Future research needs to understand why employees become motivated to engage in sustainability practices through assessment of their work-related meaning and their supervisors' environmental priority perceptions. Future research should focus on merging digital technology with AI surveillance programs to build sustainable work environments.

In conclusion, this study delivers an extensive explanation about which elements motivate employees to join green office programs. Organizations that use existing challenge solutions and approaches from Human Resources Management with leadership tactics and workplace culture can build long-term sustainable employee participation leading to environmental responsibility in corporate practices.

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