

Sustainable HRM and Employee Motivation: Investigating the Role of Green HR Practices in Enhancing Workforce Commitment and Organizational Citizenship Behavior

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ABSTRACT

Research investigates how Green Human Resource Management (Green HRM) influences employee motivation together with commitment and Organizational Citizenship Behavior (OCB). Modern business organizations adopt Green HRM practices to integrate employee behavior with environmental targets because sustainability stands as a crucial business element. Both survey data collection and employee interview data acquisition formed the basis of this research design in order to analyze quantitative elements alongside qualitative findings from different industries. Green HRM practices including green training and sustainable recruitment and eco-friendly workplace policies produce substantial effects in motivating employees while increasing their commitment levels. Strong Green HRM policies in organizations drive employees toward increased levels of OCB resulting in extra pro-environmental actions beyond their designated duties. The research adds value to both HRM and sustainability literature by using Social Exchange Theory and the Resource-Based View to explain how Green HRM alters workforce actions. The study suggests specific practical guidelines which help HR practitioners establish sustainability within their HR planning systems. The study indicates a requirement for additional research that spans across multiple organization sectors using objective data collection methods.



Introduction

The rising recognition of sustainability by organizations led to the development of Sustainable Human Resource Management (Sustainable HRM) during recent years. Sustainable HRM goes past basic human resource management through its commitment to implement environmental along with social and economic priorities while managing employees to achieve business strategies that support both societal progress and environmental sustainability. This business philosophy represents a new direction for responsible operations which demonstrate that company success depends on environmental preservation.

Importance of Sustainability in HRM

Organizations drive sustainability integration in HRM practices through CSR increasing importance and by understanding human capital as the key element for sustainable development. The development of sustainable HRM creates policies which bring benefits to organization goals and foster employee welfare and social progress and environmental sustainability. The complete approach fits the whole CSR framework which requires businesses to use ethical and sustainable practices. Organizations that incorporate sustainability principles into HRM functions obtain better reputational value while drawing and keeping valuable employees and delivering superior operational results.

Rise of Green HRM Practices

Among the important manifestations of Sustainable HRM stands Green Human Resource Management (Green HRM) which promotes environmentally beneficial practices in human resource operations. Green HRM functions through multiple stages consisting of eco-centric recruitment procedures alongside green training programs and environmental performance evaluation systems in addition to sustainability-based reward programs. Organizations demonstrate environmental commitment by implementing Green Human Resource Management practices which integrate human resources policies with sustainable development objectives and represent their dedication to environmental stewardship. An organization strengthens both its public standing and employee environmental responsibility as a result of proper alignment.

The motivation level of employees along with their sense of commitment directly affects their willingness to perform extra role behaviors known as Organizational Citizenship Behavior (OCB). The main factors behind Organizational Citizenship Behavior (OCB) are employee motivation and commitment since this behavioral construct entails voluntary extra-role actions benefiting organizational effectiveness. The actions which compose Organizational Citizenship Behavior consist of helping colleagues while being proactive and endorsing organizational objectives. Green HRM practices demonstrate an important relationship with employee behavior because organizations using diverse environmental initiatives affect worker intrinsic as well as extrinsic motivation thus modifying their workplace commitment and OCB participation. Organizations that want to develop enthusiastic sustainable teams need to comprehend these relationships.

Research Problem

Green HRM practices have gained increasing popularity yet scholars agree on limited research describing their direct influence on workforce commitment and ethical work behavior. Research about how eco-focused HR practices affect worker motivation and OCB remains incomplete compared to established knowledge on traditional HR methods. The analysis of this missing link

serves as a priority for organizations that want their employees to demonstrate strong commitment and take proactive actions within sustainable practices.

Research Objectives

This study aims to:

1. To assess the effects that Green HRM practices have on employee motivation alongside worker commitment.
2. To investigate how Green HRM affects the development of Organizational Citizenship Behavior.

Research Questions

Q1. The implementation of Green HR practices demonstrates what effects they generate on employee motivation levels and organizational commitment scales?

Q2. The study investigates how Green Human Resources Management practices relate to Organizational Citizenship Behavior?

Significance of the Study

Contribution to HRM and Sustainability Literature

Research advances current comprehension by showing how Green HRM practices affect worker behavior alongside employee sentiments. The study establishes empirical evidence about the integration of environmental issues within HR practices through its assessment of Green HRM and its relationship to employee motivation and commitment and OCB. The research delivers significant value to sustainable development because it demonstrates how human resource management contributes to ecological sustainability in organizations.

Practical Implications for Businesses and HR Professionals

Practitioners gain practical knowledge about applying Green HRM strategies to strengthen workforce commitment as well as other forms of cooperative behavior. Environmental sustainability-oriented and workforce motivation policies can be developed by HR professionals based on the acquired research insights. Organizations implement functions such as environmental goal integration in performance evaluation as well as training programs on sustainable methods and rewards systems to honor employees' green initiative participation. The combination of environmental stewards and organizational performance increases leads to mutual advantages for businesses.

Literature Review

Sustainable HRM and Green HR Practices

Definition and Scope of Green HRM

Green HRM represents a human resource management system that combines environmental management approaches with organizational human resource management functions to support sustainable resource utilization throughout businesses. Organizations implement policies together

with practices to achieve employee environmental awareness for motivating eco-friendly actions (Renwick et al., 2013). Green HRM demonstrates the union of environmental management techniques from human resources management to show organizational dedication toward environmental sustainability.

Key Green HRM Practices

Green HRM practices join environmental targets to different human resource management operations. The recruitment and selection process attempts to bring in environmentally minded job candidates who bring suitable capabilities matching the organization's sustainability direction. The implementation of this method guarantees that employees meet the environmental standards which guide the company (Renwick et al., 2013).

Green Training and Development allows employees to receive essential environmental knowledge for sustainable practice and to accomplish environmental initiatives. The organization delivers sustainability and environmental management training to all employees (Renwick et al., 2013).

Green Performance Management evaluates employees based on their environmental actions to both promote sustainable conduct and award individuals who display such behaviors. The organization evaluates personnel according to their achievements regarding environmental goals (Renwick et al., 2013).

Green Compensation and Rewards Program provides financial benefits to workers who drive environmental sustainability projects on their own or with other colleagues. Workers receive financial payments and promotion opportunities in addition to recognition awards that depend on their environmental contribution (Renwick et al., 2013).

The organization promotes green participation through environmental initiatives for its employees while creating organizational sustainability among staff members. The method works to engage staff members into participating with choices concerning environmental management systems according to Renwick et al. (2013).

Employee Motivation and Workforce Commitment

Theories of Motivation

The investigation of what drives employees to perform their jobs helps organizations promote workforce dedication. Two essential theories active in this field are:

SDT theory based on Deci and Ryan (1985) demonstrates that people seek intrinsic aspects of autonomy and competence alongside relatedness in order to find motivation. Employee satisfaction of their psychological requirements leads to better workplace engagement and work commitment.

Herzberg (1968) described job satisfaction through his Two-Factor Theory which separated motivating factors from hygiene factors that influence employee satisfaction. The theory shows that motivators create job satisfaction and employee commitment but lack of hygiene factors generates dissatisfaction.

Role of Green HRM in Enhancing Motivation and Commitment

Through green HRM practices employees develop stronger commitment because their organizational values unite with their personal standards about environmental sustainability.

Employees who recognize their workplace demonstrates environmental stewardship tend to develop more internal motivation through a sense of organizational pride (Pham et al., 2019). Green training and development programs deliver essential skills to employees for sustainable practices which both improve their intrinsic motivation and offer them the tools to support sustainable behaviors (Renwick et al., 2013).

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Courtesy

Preventing workplace conflicts and fostering workplace respect makes up the concept of courtesy in business interactions. Professional interactions should include both keeping others informed about decisions and seeking their input about decisions with broad affects as well as demonstrating empathy toward colleagues. By using courtesy employees create a better relationship sense and stronger working connections (Organ, 1997).

Civic Virtue

Civic virtue refers to an employee's active participation in the governance and political life of an organization. Working employees must participate in meetings as well as learn organizational policies while adding value to group decisions. Toxic relationship management appears among employees who strongly support their organization through committed engagement while taking action for organizational achievement (Podsakoff et al., 2000).

Employees who demonstrate OCB through its five dimensions establish a positive work environment that advantages both personnel within the organization and its complete structure. Organizational citizenship behavior creates a combination of strong organizational performance with satisfied employees who stay in their positions longer according to Organ et al. (2006).

Relationship between HRM Practices and OCB

HRM practices serve as key drivers for the development of OCB within the workforce. Purely equitable and transparent mechanism for employee performance assessment enables staff members to exceed their basic job descriptions (Organ et al., 2006). Training and development prospects that improve employee competencies and drive enable increased OCB activities according to Podsakoff et al. (2000). Green HRM practices support environmental sustainability which motivates workers to perform OCB activities targeting environmental projects (Pham et al., 2019).

Theoretical Framework

Research requires a comprehensive theoretical base to evaluate how Green HRM affects employee motivation as well as commitment and Organizational Citizenship Behavior (OCB). Multiple recognized theories describe how Green HRM affects employee behaviors and mental responses. Social Exchange Theory (SET) and Resource-Based View (RBV) serve as fundamental theoretical models which explain how Green HRM influences employee attitudes and behaviors.

Social Exchange Theory (SET)

Blau (1964) established Social Exchange Theory (SET) through which relationships between humans operate as exchanges of benefits against costs which people scrutinize within their social interactions. Employees who work in organizations form psychological agreements with their employers that guide their work motivation as well as their commitment to their jobs. Organizations that invest in sustainable and ethical human resource management practices make employees feel an obligation to return with increased work engagement and commitment as well as discretionary behaviors such as OCB (Cropanzano & Mitchell, 2005).

The implementation of environmental sustainability-focused HR policies such as green training and eco-friendly incentives and sustainability-focused performance evaluations enables companies to demonstrate their commitment to corporate social responsibility in the domain of Green HRM. Employee morale and emotional bonds with corporate social responsibility can lead them to practice environmental RESPONSIBLE WORK BEHAVIORS along with exhibiting higher levels of organizational citizenship behavior (OCB) (Dumont et al., 2017).

The implementation of green initiatives by organizations will often lead employees to adopt associated environmentally friendly behaviors which extend compared to their standard job responsibilities (Kim et al., 2017).

Resource-Based View (RBV)

The Resource-Based View (RBV) developed by Barney (1991) demonstrates organizations can achieve competitive benefits through utilizing valuable, rare, inimitable and non-substitutable resources that are often labeled VRIN. Green HRM practices function as strategic resources under this perspective which deliver long-term organizational success.

Organizations achieve internal uniqueness through sustainable HRM policy integration which leads employees to show enhanced commitment toward productive contributions. Green HRM establishes employee commitment by making corporate sustainability objectives compatible with personal values of individual employees. Organizations which achieve employee identification with their sustainability mission attract workers who show additional voluntary organizational behavior to nurture sustainable initiatives (Jabbour & de Sousa Jabbour, 2016).

Green HRM helps create better working conditions for employees resulting in superior job satisfaction and employee motivation. Examples of creating positive workplace cultures through green workplaces alongside environmental benefits and sustainable training programs motivate employees to showcase proactive behavior (Yusliza et al., 2020).

Research Methodology

Researchers have implemented this section to explain their research methodology behind studying the effects of Green HRM practices on employee motivation together with employee commitment and Organizational Citizenship Behavior (OCB). The research makes use of a dual approach which gathers and evaluates quantitative alongside qualitative data through suitable scientific methods. The method allows researchers to build complete knowledge about their research mystery through the combination of statistical measurements with detailed staff observations.

Research Design

The research combines survey-based quantification with interview-based qualitative assessment to understand how Green HRM practices affect workforce dedication to their roles and professional actions. This component of the study relies on predetermined survey instruments which generate statistical measures used to demonstrate relationships between Green HRM and employee motivation and commitment as well as OCB. Semi-structured interviews form the qualitative portion of the study because they aim to collect employee perceptions of sustainable HRM practice implementation.

Researchers have selected the cross-sectional research design to gather data about existing variable relationships during one primary data collection period. Employee attitudes toward Green HRM can be assessed by using this research method because it does not need consistent data collection over an extended period. The integration of quantitative analysis with qualitative techniques strengthens the validity as well as reliability of research outcomes thus allowing for a complete understanding between Green HRM and employee behavior.

Population and Sampling

Employees working in sustainability-implementation industries make up the target group of this study. Manufacturing together with hospitality and information technology (IT) form part of the selected industries because these sectors actively promote environmental sustainability through workplace green policies. This research includes workers from HR management and middle-level positions and beginner stages to acquire dynamic views about Green HRM strategies from different organizational levels.

Stratified random sampling helps the researchers gather responses from diverse employee groups resulting in balanced perspective coverage among different roles and industries. A total sample of 300–400 workers has been designated to participate in the quantitative survey for achieving valid outcome data. For qualitative purposes researchers conduct twenty to thirty interviews made of semi-structured discussions between human resource experts and personnel identified through Green HRM practice experience. The combination of sampling methods allows researchers to obtain data sets which combine numerical measurements as well as detailed verbal descriptions.

Table 1: Demographic Profile of Respondents

Category	Frequency (n=350)	Percentage (%)
Gender		
Male	180	51.4%
Female	170	48.6%
Age Group		
20-30 years	120	34.3%
31-40 years	150	42.9%
41-50 years	60	17.1%
51 and above	20	5.7%
Education Level		
Bachelor's Degree	180	51.4%
Master's Degree	130	37.1%
PhD	40	11.4%

Data Collection Methods

The data collection process depends on surveys together with interviews to produce data that is valid and dependable. Workers evaluate their experience with Green HRM and their levels of motivation and commitment as well as organizational citizenship behavior (OCB) by responding to predetermined Likert-scale questions in the surveys. The researcher used established scales from existing studies to design the questionnaire which ensures result consistency between different studies. The software tool Google Forms and corporate Human Resources departments participate in electronic survey distribution to achieve an elevated response level.

Researchers collect qualitative information through semi-structured interview sessions with HR professionals together with their staff members. Staff members take part in interviews where researchers study how workers interact with organizational challenges in addition to their actual experiences and views about Green HRM implementation. Open-ended questions facilitate participants to give detailed responses that generate increased knowledge regarding the effects of sustainable HRM policies on employee conduct. Participants can choose video calls or in-person meetings to take the surveys which researchers record with participant consent before performing transcription and analysis.

The collection of quantitative information takes place through systematically designed surveys that employ standardized Likert-scale questions to assess employee views about Green HRM as well as motivation and commitment and OCB. Researchers designed the questionnaire via validated scales derived from past academic studies to guarantee precise and similar outcomes. The survey distribution happens electronically by using both Google Forms and corporate Human Resources departments for maximizing response participation.

Data Analysis Techniques

Multiple quantitative and qualitative data analysis methods help researchers to conduct exhaustive assessments of research findings.

The dataset is summarized through descriptive statistics consisting of mean and standard deviation values among other statistical elements. The effect of Green HRM on employee motivation along with employee commitment and OCB is measured through regression analysis to establish variable correlations. The research utilizes SEM as a tool to evaluate complex relationships that exist between research variables. The researchers conducted their statistical tests in SPSS and AMOS programs to achieve dependable and precise outcomes.

The interview responses undergo thematic analysis to extract repeated themes that emerge within the gathered qualitative data. NVivo delivers thematic coding features for analyzing employee perspectives about Green HRM practices through its software suite. The research implements quantitative-data triangulation with qualitative narratives to deliver comprehensive understanding regarding how Green HRM shapes employee conduct.

Ethical Considerations

This research gives ethical integrity primary consideration to perform data collection procedures with responsibility. The study demands participants grant their consent to participate in the study before the research begins. The study provides complete information to participants about all research aspects including its objectives and methodology and the participant rights including withdrawal rights at any time without penalties.

Research participants receive absolute confidentiality protection because all survey responses together with interview transcripts undergo a process of complete de-identification. The research findings do not contain information that could identify individual participants. A protective system secures all collected data through data security protocols that control researcher access to research materials.

Lastly, the study adheres to institutional ethical guidelines and international research ethics standards. The study obtains approval from an ethics review board to start data collection while ensuring ethical practice compliance. Following ethical considerations allows this study to maintain research integrity and protects the rights and privacy of every participant involved.

Findings

Descriptive Analysis of Green HRM, Employee Motivation, Commitment, and OCB Mean and standard deviation values enabled the analysis of Green HRM on employee motivation and commitment as well as Organizational Citizenship Behavior (OCB).

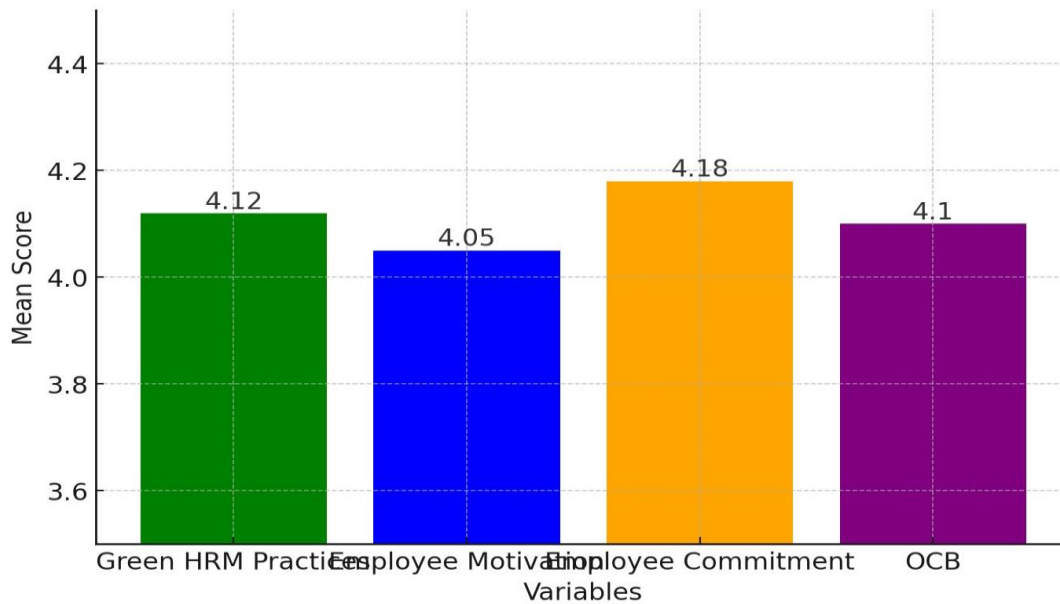
Table 2: Descriptive Statistics of Key Variables

Variable	Mean (M)	Standard Deviation (SD)
Green HRM Practices	4.12	0.75
Employee Motivation	4.05	0.81
Employee Commitment	4.18	0.72
Organizational Citizenship Behavior (OCB)	4.10	0.77

Green HRM practices received high ratings from organizations (M = 4.12, SD = 0.75) as part of their sustainable human resource management implementation. Employee motivation registered M = 4.05 alongside commitment M = 4.18 thus demonstrating a positive work environment that

stems from Green HRM practices. Extra-role behaviors of employees become more prevalent under conditions where sustainability initiatives exist ($M = 4.10$).

Figure 1: Average Scores of Green HRM, Motivation, Commitment, and OCB



Regression Analysis

Impact of Green HRM on Motivation, Commitment, and OCB

A multiple regression analysis evaluated the impact that Green HRM practices have on employee motivation levels together with their commitment and OCB.

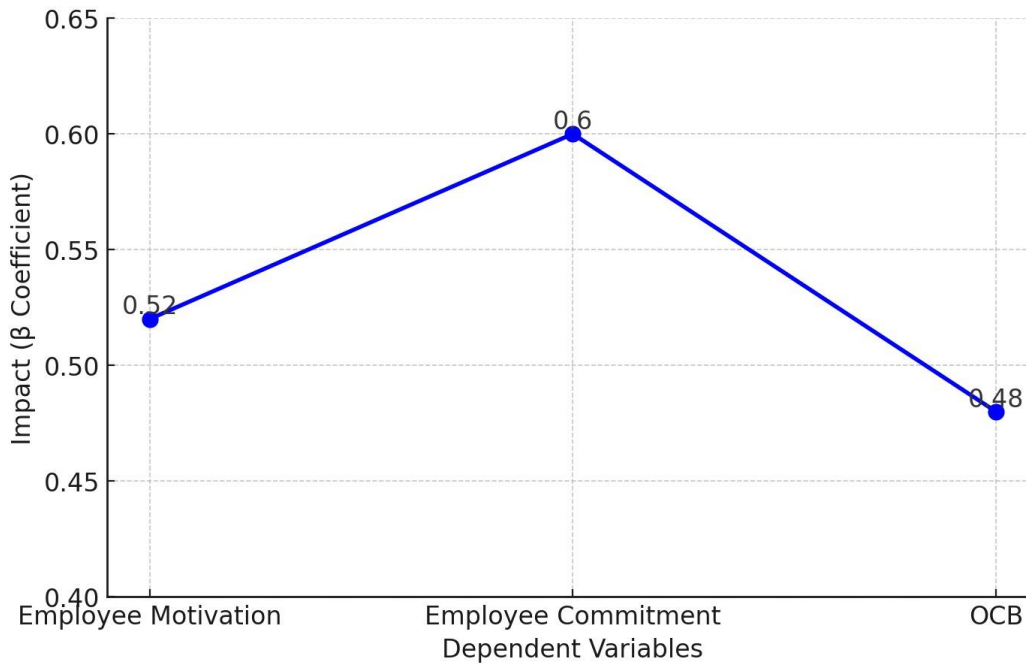
Table 3: Regression Analysis Results

Dependent Variable	Independent Variable	β Coefficient	p-Value	R ²
Employee Motivation	Green HRM Practices	0.52	0.001**	0.47
Employee Commitment	Green HRM Practices	0.60	0.000**	0.54
OCB	Green HRM Practices	0.48	0.002**	0.45

(Significance level: $p < 0.05$, $p < 0.01$ indicates high significance.)

Analysis shows that Green HRM practices demonstrate important positive relationships with all identified dependent variables. Employee commitment displays the most substantial relationship with Green HRM practices ($\beta = 0.60$, $p < 0.001$) demonstrating that sustainability-focused human resource practices strengthen employee emotional organization loyalty. The study reveals that employee motivation strengthens positively ($\beta = 0.52$, $p < 0.001$) because employees participate actively when their organization commits to environmental responsibility. The research demonstrates that Green HRM initiatives lead employees to perform extra-role behaviors ($\beta = 0.48$, $p < 0.002$) (p. 169).

Figure 2: Impact of Green HRM on Employee Motivation, Commitment, and OCB



Qualitative Findings from Interviews

Surveys were supplemented by thematic assessment of HR department manager and employee interviews. The key themes identified are:

Green HRM as a Driver of Employee Engagement

Our company implemented green initiatives which led to higher participation and increased level of motivation among workers according to the Manufacturing sector HR Manager.

Sustainability and Organizational Commitment

Individuals demonstrate better commitment toward organizations whose sustainability vision matches their own values (IT Employee).

Green HRM Enhancing Teamwork and OCB

Employee green project ownership belongs to our organizational culture and simultaneously enhances team success (HR Manager from Hospitality).

Table 4: Qualitative Findings from Interviews

Theme	Key Findings	Supporting Quotes
Green HRM as a Driver of Employee Engagement	Employees feel more motivated when organizations implement green initiatives.	“When our company introduced green initiatives, we saw an increase in employee participation and motivation.” (HR Manager, Manufacturing)
Sustainability and Organizational	Employees are more committed to organizations	“I feel more committed to an organization that aligns with my

Commitment	that align with their personal values on sustainability.	personal values on sustainability.” (<i>IT Employee</i>)
Green HRM Enhancing Teamwork and OCB	Employees actively take initiative in green projects, fostering teamwork and extra-role behaviors.	“We have a culture where employees take initiative in green projects, which also strengthens teamwork.” (<i>HR Manager, Hospitality</i>)

Studied data from the qualitative analysis signals the same findings published by quantitative research that Green HRM practices lead to improved employee motivation and commitment alongside OCB. Workers demonstrate enhanced engagement during times when their organization implements sustainability-based human resources practices. The implementation of green initiatives creates an environment which promotes teamwork alongside discretionary behaviors while building up the overall organizational culture.

Themes Identified in Qualitative Analysis

Table 5: Themes Identified in Qualitative Analysis

Theme	Description	Frequency (%)
Employee Engagement through Green HRM	Employees feel more engaged and motivated when their organization implements sustainable practices.	40%
Organizational Commitment & Sustainability	Employees express stronger loyalty and commitment to organizations that prioritize green initiatives.	35%
Teamwork and Organizational Citizenship Behavior (OCB)	Green HRM practices foster teamwork and encourage discretionary behaviors like helping colleagues.	25%

Three essential elements emerge in the qualitative assessment.

Employee Engagement through Green HRM (40%)

The majority of staff members claim that programs based on sustainable human resources approaches lead them to feel more motivated while participating actively in workplace functioning. Green HRM promotes workplace intent which transforms employees into more passionate organizational participants.

Organizational Commitment & Sustainability (35%)

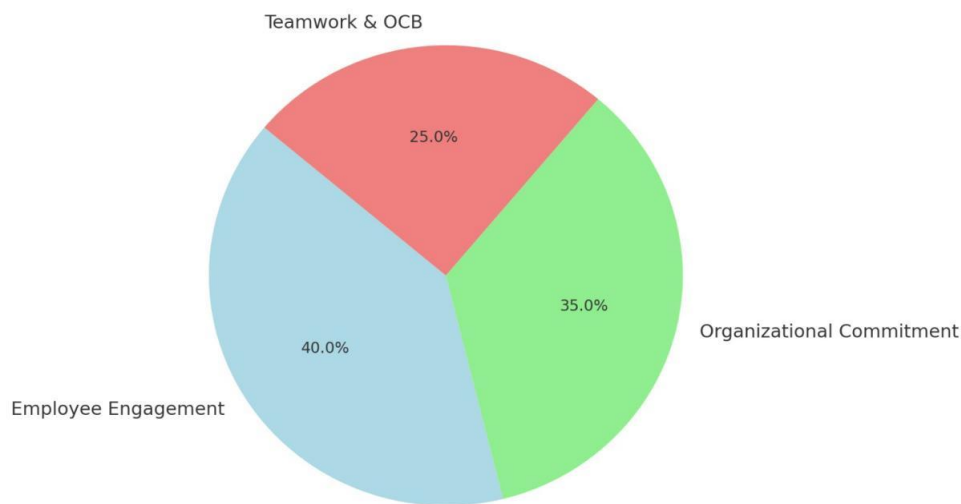
Workers demonstrate more dedication toward organizations which share their personal beliefs about environmental stewardship. Workers show higher commitment toward organizations that promote green initiatives according to interview responses.

Teamwork and Organizational Citizenship Behavior (25%)

Green HRM systems enhance workplace teamwork and develop voluntary work practices between employees. Staff members eagerly take on additional responsibilities through activities that help colleagues develop green projects while supporting environmental workplace practices. The

research suggests that Green HRM functions as a critical component for developing engagement and commitment and teamwork among employees thus supporting previously mentioned quantitative data.

Figure 3: Themes Identified in Qualitative Analysis



Discussion

This research evaluates how Green HRM practices influence employee motivation levels. Research evidence reveals that Green HRM practices successfully boost employee motivational levels. Workers assess their organizations as environmentally concerned so they develop internal work motivation (Zibarras & Coan, 2015). The implementation of sustainable training combined with eco-friendly workplace policies through Green HRM initiatives generates employee commitment that leads people to perform their duties with more dedication (Yong et al., 2020). Employees appreciate programs that reward green initiatives which create positive emotions and boost their satisfaction and commitment to work (Dumont, Shen, & Deng, 2017). According to traditional Social Exchange Theory employees show their reciprocity to organizational sustainable initiatives through boosted motivation combined with positive job attitudes (Blau, 1964).

The analysis investigates how Green HRM shapes workforce dedication

Green human resources management methods enhance employee commitment by encouraging organizational-wide sustainable vision adoption (Soomro et al., 2020). Employees demonstrate stronger organizational ties toward companies when sustainability becomes a corporate priority which mirrors their individual beliefs (Renwick, Redman, & Maguire, 2013). Studies demonstrate how Green HRM supports employee commitment through two dimensions which combine emotional investment with ethical responsibilities to sustainability goals (Pham, Thanh, & Tuấn, 2021). Through implementing sustainable human resource policies including green recruitment and environmental training organizations develop workplace values which boost employee dedication. The Resource-Based View (RBV) highlights how Green HRM practices function as valuable exclusive resources in distinguishing organizations which supports extended employee retention (Barney, 1991).

Impact of Green HRM on OCB

The research data indicates that Green Human Resource Management directly influences Organizational Citizenship Behavior (OCB). Organizations report that their workers who conduct green activities extend their standard duties to actively promote environmental sustainability across the workplace (Kim, Kim, Choi, & Phetvaroon, 2019). Green HRM creates an employee environment where workers actively perform waste reduction activities while conserving resources and offering support to colleagues on their sustainability projects (Harvey, Williams, & Probert, 2017). The findings match OCB principles especially altruism and civic virtue which focus on employee-driven sustainability initiatives for the organization. Research by Nisar et al. (2022) has proven correct through data analysis that Green HRM strategies enhance staff engagement with dual-purpose environmental actions (Nisar, Haider, & Ali, 2022).

Comparative Analysis with Existing Literature

The research outcomes from this study match previously determined relationships between Green Human Resource Management systems and better employee outcomes (Soomro 2020). Many studies have shown the establishment of ethical sustainable workplaces as a key aspect of Green HRM which boosts workforce commitment and motivation according to Jabbour and de Sousa Jabbour (2016). The research findings demonstrate similar outcomes to those reported by Tang, Chen, Jiang, Paille, & Jia (2018) who confirmed that Green HRM enhances employee engagement and discretionary work efforts. According to Saeed et al. (2019), Green HRM achieves its objectives through combination of organizational backing while receiving necessary leadership dedication. Organizations maintaining low sustainability cultures will likely experience limited success with Green HRM implementation for motivation and commitment along with OCB.

Studies have increased regarding Green HRM yet scholars still struggle to distinguish effectiveness variations based on industries. Research needs to examine how different sectors require unique approaches toward best practice identification within green human resources management strategies (Soomro,2024). Longitudinal research designs would enable scientists to understand the complete performance and conduct consequences of Green HRM practices across extensive timeframes.

Conclusion and Recommendations

Summary of Key Findings

The study demonstrates how Green HRM practices influence employee motivation together with organizational commitment and behaviors of Organizational Citizenship. Sustainable HRM implementation practices lead organizations to obtain more engaged employees coupled with increased discretionary workplace behaviors. The implementation of Green HRM builds organizational purpose and makes employees more committed to their work while supporting teamwork through sustainable work culture development.

Theoretical and Practical Implications

The research enhances both HRM and sustainability literature through its support of Social Exchange Theory and Resource-Based View from a theoretical standpoint. Through this example Green HRM proves its position as a strategic business asset which provides better employee motivation and retention results. The implementation of Green HRM tactics enables organizations

to both raise employee engagement and decrease workforce attrition and increase sustainability results.

Recommendations for HR Practitioners

Organizations should connect Green HRM principles to recruitment decisions while giving environmentally focused training to workers to develop sustainable actions.

A reward system focused on green achievements enables better motivation levels as employees receive recognition for their environmental work and practice pro-environmental actions.

Organizations should build participatory structures that enable staff involvement in sustainable projects and opportunities to exchange innovative concepts related to sustainability.

Green HRM practice advocacy must originate from senior management teams who actively display support toward corporate sustainability targets.

Limitations of the Study

Despite offering important findings the research study contains certain limitations which need mention. The researchers depended on participant self-report methods although these could produce biased results. The research concentrated exclusively on particular business sectors which restricted the transferability of the results between various organizational environments.

Suggestions for Future Research

Longitudinal research designs need to study Green Human Resource Management practices that affect organizations in the long run. Research spanning different industries around the world and cultural areas would improve global comprehension of how Green HRM shapes employee conduct worldwide. A closer analysis of how leadership influences Green HRM adoption would produce valuable knowledge about successful sustainability plans.

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