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Green HRM, psychological climate, and organizational support as drivers of employee pro-environmental behavior: Evidence from Indian IT firms

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Abstract

This study reconceptualizes Green Human Resource Practices (GHRP) as internal employer branding signals and examines how they shape Employee Pro-Environmental Behavior (EPEB) through two parallel psychological mechanisms: Psychological Green Climate (PGC) and Perceived Organizational Support for the Environment (POSE). Drawing on employer branding theory, organizational climate theory, social exchange theory, and signaling theory, the study proposes and tests a parallel mediation model using data from 272 full-time employees across sustainability-oriented organizations in India. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for analysis. Results confirm that GHRP directly and positively influences EPEB ($\beta = 0.428$, $p < 0.001$), PGC ($\beta = 0.786$, $p < 0.001$), and POSE ($\beta = 0.712$, $p < 0.001$). Both PGC ($\beta = 0.225$, $p = 0.002$) and POSE ($\beta = 0.231$, $p < 0.001$) significantly predict EPEB, and mediation analysis confirms significant indirect paths through both mechanisms. The findings demonstrate that contextual and relational psychological processes operate concurrently in translating green HR practices into employee environmental conduct, positioning EPEB as a behavioral manifestation of climate-conscious internal employer branding. Practical implications are offered for HR managers and sustainability strategists seeking to embed environmental values into organizational culture and employee behavior.

***Keywords*:** Green Human Resource Management, Pro-Environmental Behavior, Psychological Green Climate, Perceived Organizational Support For The Environment, Employer Branding, Parallel Mediation, Signaling Theory, Social Exchange Theory, PLS-SEM, India

JEL Classification: M54, M14, Q56

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1. Introduction

Sustainability has become a critical component of contemporary organizational strategy, influencing both employer reputation and employee perceptions and reactions within the workplace (Mazur, 2025; Özcan & Elçi, 2020). Therefore, organizations that integrate sustainability into their employer branding initiatives impact employee conduct and cultivate a culture of environmental stewardship (Dumont et al., 2017; Lievens & Slaughter, 2016; Renwick et al., 2013). Present organizations are under pressure to adopt environmental sustainability while maintaining the employer brand (Bansal & Song, 2017; Miah et al., 2024). Therefore, the growing awareness of climate change, along with regulations and evolving stakeholder expectations, has compelled organizations to incorporate environmental sustainability into operational strategies, including human resource management (Faisal, 2023; Renwick et al., 2013). Moreover, employees seek jobs that align with their values, seeking a connection among environmental awareness, the organization's identity, and goals (Lievens & Slaughter, 2016; Theurer et al., 2018). Furthermore, environmental sustainability has emerged as a significant criterion for increasing a firm's reputation and attractiveness (Aguinis & Glavas, 2019; De Roeck & Delobbe, 2012). Thus, employer branding has attained strategic importance as a means of conveying and implementing organizational values with employment to gain a competitive advantage (Backhaus & Tikoo, 2004; Edwards, 2009). Earlier research primarily focused on external employer branding, emphasizing its impact on recruitment effectiveness and employer attractiveness, but later shifted toward internal employer branding, highlighting its role in shaping brand perceptions and influencing the attitudes and behaviors of existing employees (Backhaus & Tikoo, 2004; King & Grace, 2010; Lievens & Slaughter, 2016). Hence, internal employer branding strategy has become vital in the sustainable business model (Aguinis & Glavas, 2019; De Roeck & Delobbe, 2012). Sustainability has become an important part of what employers offer, so more and more companies are marketing themselves as environmentally friendly places to work (Lievens & Slaughter, 2016; Miah et al., 2024). In this highly competitive environment, organizations can achieve sustainability by integrating environmental objectives into their human resource practices, such as recruitment and selection, training and development programs, performance management systems, reward mechanisms, and employee engagement initiatives (Renwick et al., 2013; Shah, 2019). This study introduces psychological green climate (PGC) and perceived organizational support for the environment (POSE) as parallel mediators that are essential to sustainable organizations. Furthermore, the study found a positive relationship between green human resource practices and employee behavior in the natural environment (Dumont et al., 2017; Iftikar et al., 2022). However, a considerable portion of this research adopts a functional human resource management approach, thereby providing a narrow perspective on how it influences the employer branding strategy on employee behavior (Edwards, 2009; Faisal, 2023).

Employee behavior is of primary importance for an employer's branding, credibility, and authenticity (Backhaus & Tikoo, 2004; De Roeck & Maon, 2018). But Employee Pro-

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Environmental Behavior (EPEB) comprises behaviors such as conserving resources, reducing waste, and providing voluntary support for green initiatives, which promote environmental values in organizations (Kim et al., 2017; Zhou & Zhang, 2025). In this context, two key psychological mechanisms play a crucial role. First, employees' perceptions of a psychological green climate (PGC) reflect their judgments that environmental sustainability is valued, encouraged, and expected within the organization, thereby providing important appropriate signals that guide their behavior (Erbaşi, 2022; Schneider et al., 2013). Second, these perceptions are further strengthened by perceived organizational support for the environment (POSE), which represents employees' beliefs that the organization genuinely values environmental initiatives and provides tangible support for their green efforts (Lamm et al., 2015). These psychological mechanisms help explain how employees interpret environmental signals embedded within human resource practices. Based on these signals, make guesses about the organization's values and change their behavior to fit with the organization's environmental standards (Backhaus & Tikoo, 2004; Edwards, 2009; Theurer et al., 2018).

The theoretical contribution of this study is achieved by integrating green HR practices and employee pro-environmental behavior with parallel mediation. While prior research has studied green HR practices as functional tools that influence employee outcomes, this study reconceptualizes them as internal employer-branding signals that shape employees' perceptions and their behavior at work. By simultaneously incorporating psychological green climate and perceived organizational support for the environment as parallel mediation, the study advances understanding of how contextual and relational mechanisms jointly translate HR practices into employee pro-environmental behavior. This dual-path mediation extends existing research that has mainly examined single mediation and responds to recent calls for theory-driven, mechanism-oriented sustainability research. Furthermore, the study contributes by positioning employee pro-environmental behavior as a behavioral manifestation of a climate-conscious employer brand, thereby shifting the focus of employer branding research from perception-based outcomes to behavioral enactment.

Given the importance of the purpose of this study, as it underpins the relationship between Green HR Practices and Climate-Conscious Workplace using employer branding as an intervening factor, the study posits the following research questions:

RQ1: How do green HR practices influence employee pro-environmental behavior?

RQ2: Do green HR practices influence the employee pro-environmental behavior through parallel mediation of PGC and POSE?

RQ3: How do PGC and POSE influence green HR practices?

The purpose of this study is to address these RQs and examine how Green HR Practices influence Employee Pro-Environmental Behavior through the mediation of Psychological Green Climate

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and Perceived Organizational Support for the Environment, thereby explaining how a climate-conscious employer brand is internally constructed and behaviorally enacted within organizations (Blau, 1964; Renwick et al., 2013; Schneider et al., 2013). The expected contributions help the employers' community enhance their employer branding strategies.

2. Literature Review and Hypotheses Development

Despite significant research on green HRM and employer branding, little integration occurs between the two concepts. Previous studies have concentrated on the analysis of green HRM practices as determinants of environmental performance, and employer branding has been considered as the process of recruiting employees and the creation of perceptions of attractiveness among them. In this way, the proposed study attempts to connect the two areas of research, as the green HR practices serve as the instruments of internal employer branding, impacting employees' behavioral intentions through parallel mediation. The research community considers employer branding as not only the process created with the help of external communication, but also the experience created in relation to current employees who perceive organizational actions during the processes of interacting and working inside the organization (internal employer branding) (Backhaus & Tikoo, 2004; Edwards, 2009; Theurer et al., 2018). Consequently, internal employer branding concentrates on employees' perceptions and interpretation of values based on their behavioral intention to promote these values in practice. Employees' active participation is required for this purpose. Thus, sustainable employer branding is heavily reliant upon employees' ability to translate environmental values into effective behavioral alignment with the employer brand (De Roeck & Maon, 2018; Miah et al., 2024). With this logic, the present study synthesizes employer branding theory with existing literature to explain how climate-conscious employer brands are internally constructed and enacted through employee behavior, rather than communicated through external branding efforts (Faisal, 2023; Renwick et al., 2013).

2.1 Green HR practices (GHRP) and employee pro-environmental behaviour (EPEB)

Green HR practices (GHRP) refer to the incorporation of environmental sustainability into the essential HR functions, such as recruitment, training, performance evaluation, remuneration, and employee engagement (Renwick et al., 2013). From an employer branding perspective, HR practices function as the essential tools for the internal reinforcement of the employer brand (Backhaus & Tikoo, 2004). Applying signaling theory, such valued sustainable methods reduce uncertainty in organizational priorities by providing observable and consistent indicators (Spence, 1973). Therefore, GHRPs are expected to influence EPEB directly.

H1: Green HR practices significantly influence EPEB.

2.2 Green HR practices (GHRP) and psychological green climate (PGC)

Organizational climate theory highlights that employees form collective impressions of organizational priorities derived from regular designs of policies, practices, and procedures

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(Schneider et al., 2013). To build a Positive Green Culture (PGC), it is essential to use Green HR Practices. Integrating green practices into various human resources functions is a key part of this process (Dumont et al., 2017; Zhou & Zhang, 2025). PGC refers to the internalized green employer brand image in employees (Dumont et al., 2017; Schneider et al., 2013). This PGC explains the collective perception of employees on the employer branding in workplace environmental contexts. Consequently, GHRPs are anticipated to positively influence the PGC (Backhaus & Tikoo, 2004; Edwards, 2009).

H2: Green human resource practices significantly influence psychological green climate.

2.3 Green human resource practices (GHRPs) and perceived organizational support for the environment (POSE)

Psychological green climate (PGC) reflects collective contextual impressions, while employees perceive organizational support for their environmental (POSE) initiatives. Rooted in social exchange theory, POSE creates a sense of obligation among employees to compensate action with positive attitudes and behaviours (Blau, 1964). Green HR practices demonstrate organizational commitment by fostering employee environmental capabilities, acknowledging green achievements, and participating in sustainability activities (Kerse, 2024). Through the lens of employer branding, POSE expresses employees' evaluation of the authenticity and realization of the green employer value proposition. Consistent HR practices that endorse environmental behaviour enhance employees' perception of the organizational sustainability (Miah et al., 2024). Consequently, green HR practices are expected to improve POSE initiatives.

H3: Green human resource practices significantly influence the perceived organizational support for the environment.

2.4 Psychological Green Climate (PGC) and Employee Pro-Environmental Behaviour (EPEB)

The psychological green climate functions as a significant contextual mechanism influencing employee behaviour. The theory of organizational climate posits that employees modify their behaviour to conform to perceived norms and expectations in the workplace (Schneider et al., 2013). When environmental sustainability is considered as a core organizational objective, employees are more likely to show attitudes that endorse this value(Albrecht et al., 2024). Research findings strongly confirm the relationship between psychological green climate and pro-environmental behaviour among employees (Dumont et al., 2017; Erbaşi, 2022). A robust green climate enhances employees' identification with the firm as a climate-conscious workplace, inspiring them to act in alignment with the employer brand image (Zhou & Zhang, 2025).

H4: The psychological green climate significantly influences the employee's pro-environmental behaviour.

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2.5 Perceived organizational support for the environment (POSE) and the employee pro-environmental behaviour (EPEB)

In social exchange theory, employees behave positively because they experience organizational support (Blau, 1964). Within the environment, organizational support makes employees more prone to behave in ways that benefit the environment beyond what the law requires. Previous research indicates that POSE positively influences green behaviour, environmental commitment, and engagement among employees (Kerse, 2024; Lamm et al., 2015). Therefore, the following hypothesis is postulated.

> H5: Perceived organizational support for the environment positively influences employee pro-environmental behaviour.

2.6 Mediating Roles of Psychological Green Climate (PGC) and Perceived Organizational Support for the Environment

In light of the theories of employer branding, organizational climate, and signalling theory, the present study seeks to test whether psychological green climate serves as a mediator in the association between GHRP and EPEB. According to Dumont et al., (2017) and Iftikar et al., (2022), the role of PGC cannot be denied in transforming HRP into green practices. Thus, this study will help in explaining how the values of an employer brand become embedded in the organizational climate. In addition, the study argues that the way an organization treats its employees is also associated with the link between Green Human Resource Practices (GHRP) and Environmental Performance in Employer Branding (EPEB), drawing on theories of employer branding and social exchange theory.

> H6: The psychological green climate mediates the green human resource practices and employee pro-environmental behaviour.

> H7: Perceived organizational support for the environment mediates the green human resource practices and employee pro-environmental behaviour.

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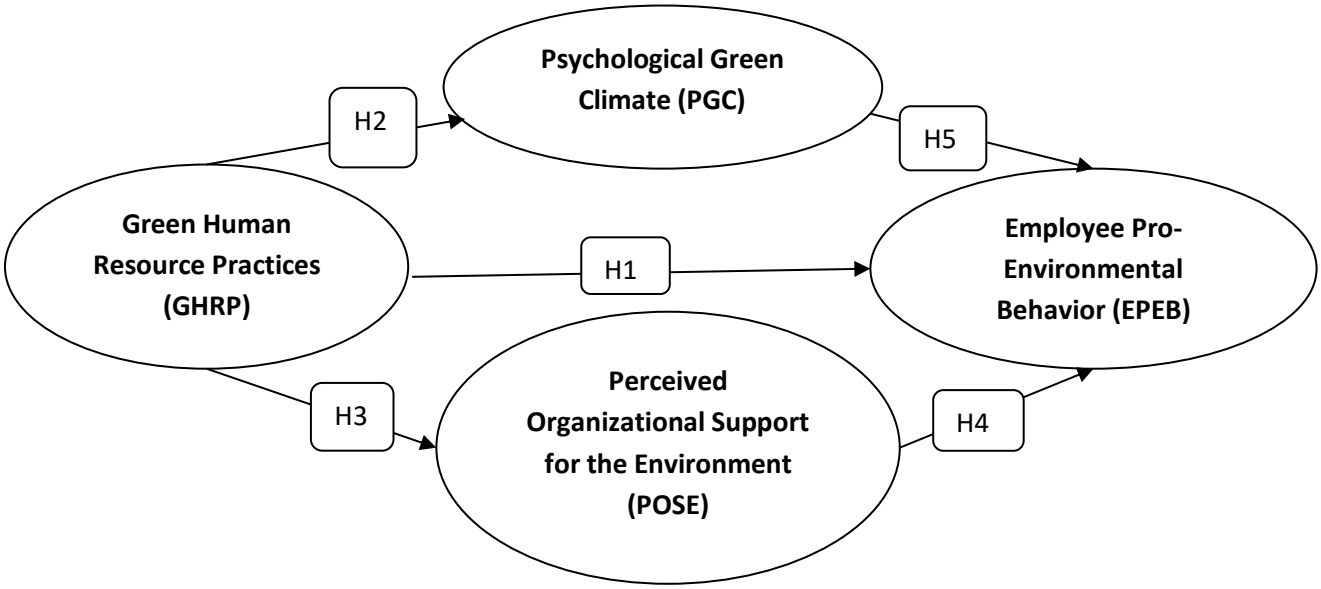
Figure 1. Research Framework



Source(s): Author's own creation.

3. Methodology

3.1 Sample and Data Collection

The target population of this study is the full-time employees working in sustainability-oriented organizations. The respondents were selected from sustainability initiative organizations, including companies in manufacturing, IT services, renewable energy, and environmentally responsible service sectors. Employees were selected as the unit of analysis because the study examines perceptual constructs, such as psychological green climate and perceived organizational support for the environment, which are inherently employee-based evaluations (Lamm et al., 2015; Schneider et al., 2013). Furthermore, internal employer branding theory emphasizes that employer brand values are internalized and enacted through employee perceptions and behaviors(Backhaus & Tikoo, 2004; Edwards, 2009). Since green HR practices will be experienced directly by employees through recruitment, training, appraisal, rewards, and involvement systems, full-time employees are the best positioned to provide reliable assessments of these practices and their behavioral outcomes. The study adopts an individual-level analysis consistent with prior green HRM research (Dumont et al., 2017; Saeed et al., 2019), which conceptualizes green behavior as employee-driven and perception-based. Respondents were selected using a purposive sample technique based on the specific criteria relevant to the research objectives. This method was chosen because the study requires participants who are working in organizations that actively implement sustainability initiatives and green HR practices. The questionnaires were distributed to employees

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across several sustainability-oriented organizations through both online and offline modes. To begin with, the initial questionnaire was given to a number of people based on the selection criteria. Upon screening of the data through deletion of non-relevant responses, as well as missing data and inconsistencies, there emerged 272 relevant responses, which were analyzed. According to Hair et al., (2017), the sample size is sufficiently adequate to conduct structural equation modeling analysis and, more specifically, partial least squares structural equation modeling (PLS-SEM).

A web-based survey instrument was developed using Google Forms to gather information on green HR practices (GHRPs), psychological green climate (PGC), employee pro-environmental behavior (EPEB), perceived organizational support for the environment (POSE), and other demographic variables. The scale used to measure the concepts under investigation was based on existing literature and validated scales previously used in earlier studies. The scales include Green Human Resource Management Practices based on Dumont et al., (2017); Psychological Green Climate from Norton et al., (2015); Employee Pro-Environmental Behavior according to (Robertson & Barling, 2013); and Perceived Organizational Support for the Environment based on (Lamm et al., 2015). The online questionnaire underwent a preliminary test after collecting a few responses to examine its validity and reliability. Cronbach's alpha coefficients were calculated to determine the reliability of each construct. According to the findings, each scale had an acceptable reliability level with alpha values of 0.86, 0.83, 0.88, and 0.85 for GHRP, PGC, EPEB, and POSE, respectively. These coefficients exceeded the recommended value of 0.70 for all scales. After ensuring the reliability of the concepts, the participants were sent a link through which they could answer the survey questions. Data collection was completed in four months, specifically between November 2025 and February 2026.

3.2 Measures

In total, 33 questions were considered (willingness to participate 1 item, demographics 6 items, green HR practices 10 items, psychological green climate 6 items, Employee pro-environmental behavior 6 items, and perceived organizational support for the environment 6 items). Green Human Resource Practices were measured using 10 items adapted from Renwick et al. (2013b) and Tang et al. (2018), covering green recruitment, green training, green performance management, green rewards, and green employee involvement, 2 items each. Example questions are: Environmental values are considered during employee recruitment; The organization provides awareness programs on environmental protection. A five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) was used for the valuation. Measured Psychological Green Climate (PGC) obtained 6 questions using a five-point Likert scale (1: never, 2: occasionally, 3: sometimes, 4: often, 5: always), questions like Management actively supports environmentally responsible practices, Supervisors encourage environmentally friendly behavior at work. Questionnaire developed by Erbaşi, (2022) 6 questions to Employee Pro-Environmental Behaviour used a five-point Likert scale (1 = never, 2 = rarely, 3 = sometimes, 4 = often, 5 =

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always), questions like I reduce paper usage by avoiding unnecessary printing, I switch off lights and equipment when not in use, questionnaire developed by Iftikar et al., (2022); Kim et al., (2017). For evaluation of perceived organizational support for the environment, only 2 items, a five-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) questions are “My organization values employees’ efforts to protect the environment," and "The organization supports employees who engage in eco-friendly behavior”, scale adopted from (Lamm et al., 2015).

3.3 Common Method Bias

To assess the potential presence of common method bias, Harman’s single-factor test was conducted in SPSS using an unrotated principal component analysis. The first factor accounted for 44.176% of the total variance, which is below the 50% threshold, suggesting that common method bias is not a major concern. In addition, procedural remedies such as assuming respondent anonymity and separating the measurement of variables were applied further reduce the likelihood of bias.

4. Results

The results were drawn from software packages; SPSS is used for demographic profiles and Common Method Bias, SMART-PLS 4 is used to calculate the relationship between the variables

Table 1. Demographic Profile of the sample

Demographics		Frequency	Percentage
Gender	Male	150	55.10
	Female	116	42.60
	Other	3	1.100
	Prefer not to say	3	1.100
Age Group	Below 25	75	27.60
	25 – 34	92	33.80
	35 – 44	82	30.10
	45 – 54	21	7.700
	55 and above	2	0.700
Educational Qualification	Graduate	89	32.70
	Postgraduate	153	56.30
	Doctorate	17	6.30
	Other	13	4.80
Organizational Tenure	Less than 1 year	68	25.00
	1-3 years	74	27.20
	4-6 years	75	27.60
	More than 6 years	55	20.20

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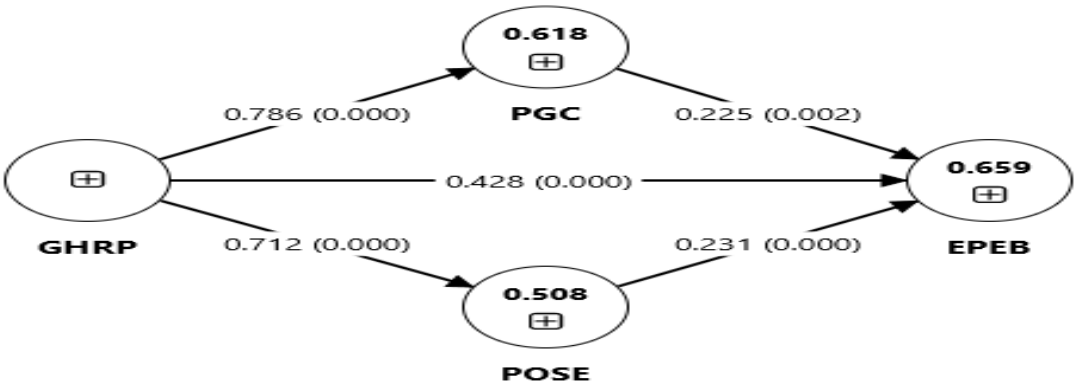
Job Level	Entry-level	135	49.60
	Middle level	76	27.90
	Senior-level	44	16.20
	Managerial	17	6.30
Industry Type	Manufacturing	51	18.80
	IT	61	22.40
	Service	33	12.10
	Education	56	20.60
	Healthcare	48	17.60
	Other	23	8.50

Table 1 shows the demographic profile of the respondents. Men (55.1%) and Women (42.6%) indicate that there is a higher number of male respondents in the study. Most of the respondents fall into the age category of 25-44 years, which indicates that they are early- to mid-career professionals. The level of educational qualifications is quite high, as indicated by the majority (56.30%) of the respondents being postgraduate students. The organizational tenure of the respondents is evenly distributed across the experience level, as indicated by the majority (68% Less than 1 year, 74% 1-3 years, 75% 4-6 years, and 55% More than 6 years). To address potential common method bias, both procedural and statistical remedies were employed. Procedurally, the study adopted a time-lagged design by separating the measurement of independent and dependent variables. Respondents were also assured of anonymity to reduce social desirability bias. Statistically, collinearity diagnostics were examined using variance inflation factors values, which were found to be within acceptable limits, indicating that common method bias is unlikely to be a serious concern. The Smart PLS-SEM 4 was used to examine the relationships among Green Human Resource Practices (GHRP), Psychological Green Climate (PGC), Perceived Organizational Support for the Environment (POSE), and Employee Pro-Environmental Behavior (EPEB). The following model (Figure 2) demonstrates strong explanatory power and statistically significant relationships among the constructs.

Figure 2. Structural Model Result



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NOTE: ***GHRP*** *= Green Human Resource Practice,* ***PGC*** *= Psychological Green Climate,* ***POSE*** *= Perceived Organizational Support for the Environment,* ***EPEB*** *= Employee Pro-Environmental Behavior.*

4.1 Reliability and Validity

Table 2. Reliability and Convergent Validity

Construct	Items	Loadings	Cronbach's Alpha	Composite Reliability (rho_a)	Average Variance Extracted
Green HR Practices	GHRP1	0.709	0.914	0.915	0.564
	GHRP2	0.739			
	GHRP3	0.750			
	GHRP4	0.717			
	GHRP5	0.765			
	GHRP6	0.769			
	GHRP7	0.768			
	GHRP8	0.771			
	GHRP9	0.748			
	GHRP10	0.774			
Psychological Green Climate	PGC1	0.771	0.867	0.869	0.601
	PGC2	0.784			
	PGC3	0.779			
	PGC4	0.785			
	PGC5	0.770			
	PGC6	0.763			
Perceived Organizational Support for Environment	POSE1	0.842	0.844	0.846	0.681
	POSE2	0.843			
	POSE3	0.811			
	POSE4	0.805			
Employee Pro-Environmental Behavior	EPEB1	0.767	0.876	0.879	0.617
	EPEB2	0.750			
	EPEB3	0.851			
	EPEB4	0.784			
	EPEB5	0.773			
	EPEB6	0.785			

NOTE: GHRP = Green Human Resource Practice, PGC = Psychological Green Climate, POSE = Perceived Organizational Support for the Environment, EPEB = Employee Pro-Environmental Behavior.

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Table 2 shows the reliability and convergent validity statistics for all the constructs, whereby the factor loadings are between 0.709 and 0.851, which is higher than the recommended value of 0.70 (Hair et al., 2017). All the constructs exhibit Cronbach's alpha values of between 0.844 and 0.914, thus exhibiting high internal consistency (Ten Berge, 1995). The CR values for all constructs are more than 0.70, and this suggests that all the constructs are reliable (Cheung et al., 2024; Hair et al., 2017). AVE values for Green HR practices (0.564), Psychological green climate (0.601), Perceived organizational support for the environment (0.681), and employee pro-environmental behavior (0.617) are above the recommended value of 0.50 (Fornell & Larcker, 1981).

Table 3. Discriminant Validity – Fornell – Larcker criterion

	EPEB	GHRP	PGC	POSE
EPEB	**0.786**			
GHRP	0.769	**0.751**		
PGC	0.739	0.786	**0.775**	
POSE	0.708	0.712	0.767	**0.825**

NOTE: *EPEB = Employee Pro-Environmental Behavior, GHRP = Green Human Resource Practice, PGC = Psychological Green Climate, POSE = Perceived Organizational Support for the Environment.*

Table 3 presents the discriminant validity results. As per the Fornell-Larcker criterion, the square root of the AVE for each construct (diagonal values) is greater than its corresponding inter-construct correlations. This confirms adequate discriminant validity among Employee Pro-Environmental Behavior, Green HR Practices, Psychological Green Climate, and Perceived Organizational Support for the Environment. Therefore, multicollinearity and construct overlap are not a concern. Overall, the discriminant validity of the measurement model is well established.

Table 4. Direct Relationships

Direct Path	β	Standard deviation (STDEV)	T statistics (|O/STDEV|)	Lower Limit 2.5%	Upper Limit 97.5%	P values	Decision
GHRP -> EPEB	0.428	0.077	5.586	0.270	0.568	0.000	Supported
GHRP -> PGC	0.786	0.035	22.492	0.709	0.846	0.000	Supported

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GHRP -> POSE	0.712	0.044	16.081	0.613	0.787	0.000	Supported
PGC -> EPEB	0.225	0.074	3.026	0.080	0.369	0.002	Supported
POSE -> EPEB	0.231	0.064	3.612	0.107	0.355	0.000	Supported

Note: GHRP: Green Human Resource Practices, PGC: Psychological Green Climate, POSE: Perceived Organizational Support for the Environment, EPEB: Employee Pro-Environmental Behavior.

Results from Table 4 indicate the findings from the analysis of the structural model. The hypothesis H1 states that the relationship between GHRP and Employee Pro-Environmental Behavior ($\beta = 0.428$, $t = 5.586$, $p < 0.001$). Thus, green HR practices have a significant direct influence on employees to exhibit pro-environmental behaviors. The second hypothesis, Hypothesis 2, suggests that GHRP influences Psychological Green Climate ($\beta = 0.786$, $t = 22.492$, $p < 0.001$). Therefore, there is a significant influence of green HR practices on shaping the perceptions of the employees about the organization and its environmental orientation. The third hypothesis, Hypothesis 3, states that GHRP, Perceived Organizational Support for the Environment ($\beta = 0.712$, $t = 16.081$, $p < 0.001$). It means that green HR practices have a positive effect on the employees' perception of organizational support for the environment. The fourth hypothesis, Hypothesis 4, proposes the relationship between Psychological Green Climate and Employee Pro-Environmental Behavior ($\beta = 0.225$, $t = 3.026$, $p = 0.002$). Hence, green climate positively impacts the employees' normative expectations. Finally, Hypothesis 5: Perceived Organizational Support for the Environment Employee Pro-Environmental Behavior ($\beta = 0.231$, $t = 3.612$, $p < 0.001$).

Table 5. Indirect Relationships

Specific Indirect Path	β	Standard deviation (STDEV)	T statistics (|O/STDEV|)	Lower Limit 2.5%	Upper Limit 97.5 %	P values	Decision
GHRP -> POSE -> EPEB	0.164	0.047	3.504	0.076	0.257	0.000	Supported
GHRP -> PGC -> EPEB	0.177	0.059	3.006	0.063	0.291	0.003	Supported

Note: GHRP: Green Human Resource Practices, PGC: Psychological Green Climate, POSE: Perceived Organizational Support for the Environment, EPEB: Employee Pro-Environmental Behavior.

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Table No 5 indicates the mediation analysis results (see fig. no.1). 1) GHRP → POSE → EPEB is positive and significant (β = 0.164, t = 3.504, p < 0.001), supporting the mediating role of perceived organizational support. 2) GHRP → PGC → EPEB is also significant (β = 0.177, t = 3.006, p = 0.003), indicating that psychological green climate functions as an important contextual mediator. The confidence intervals for both indirect effects do not include zero, further confirming the robustness of the mediation results.

5. Discussion and Conclusion

The findings of this research extend prior green HRM research by demonstrating that green HR practices not only directly influence employee pro-environmental behavior but also operate through distinct psychological mechanisms. Consistent with earlier studies (Dumont et al., 2017; Pham et al., 2019), the results confirm that the direct role of GHRP is in promoting environmentally responsible behavior. However, this study advances the literature by showing that this relationship is not merely functional but also perceptual and relational. Unlike prior studies that predominantly focused on single mediation, the present findings reveal that both psychological green climate and perceived organizational support for the environment simultaneously shape employee pro-environmental behavior. This suggests that employees respond not only to shared environmental norms but also to perceived organizational support, thereby providing a more nuanced understanding of behavioral outcomes in sustainability contexts.

Aside from this direct relationship, the results also support the notion that GHRP plays a significant role in shaping the psychological aspects of the organizational environment for employees. More specifically, this study found that GHRP positively impacts both the psychological green climate and perceived organizational support for environmental programs (Norton et al., 2015; Paillé et al., 2014). The results indicate that employees perceive GHR practices as a message from the organization that they genuinely care about the environment (Dumont et al., 2017; Renwick et al., 2013). In addition, the significant indirect results indicate that GHRP impacts EPEB through two different psychological mechanisms: one focusing on perceived organizational norms concerning the environment and the other focusing on perceived organizational care (Norton et al., 2015; Paillé et al., 2014). In total, these results support a partial mediation model in which GHRP impacts employee behavior both directly and indirectly through these mechanisms (Dumont et al., 2017; Pham et al., 2019).

Importantly, the findings also contribute to ongoing literature regarding the mechanisms through which HR practices influence employee behavior. While some studies emphasize contextual influences such as climate (Schneider et al., 2013), others highlight relational factors such as organizational support (Lamm et al., 2015). The present study demonstrates that both mechanisms operate concurrently rather than independently, thereby reconciling these perspectives and suggesting that future research should adopt integrative frameworks when examining sustainability-related behaviors.

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5.1 Theoretical Contributions

The current study has significant theoretical implications for the body of green human resource management and employer branding literature. Firstly, it is significant in the employer branding domain as it conceptualizes Green HR Practices as internal employer branding signals, as opposed to viewing them as functional tools of the HR department (Backhaus & Tikoo, 2004; Edwards, 2009; Lievens & Slaughter, 2016). In this regard, the current study's approach to employer branding shifts the focus of the field from outcomes of attraction to outcomes of behavioral enactment (King & Grace, 2010; Theurer et al., 2018). In addition, it shows how the legitimacy of the employer brand is signaled not only through its outward communication but also through its internal behavioral expression.

Second, this study contributes to the literature on green HRM by providing a mechanism-based approach to understanding the link between GHRP and employee pro-environmental behaviors, as suggested in previous studies (Dumont et al., 2017; Renwick et al., 2013). While previous studies focused on direct relationships, this study combines organizational climate theory and social exchange theory to understand the joint effect of contextual (psychological green climate) and relational (perceived organizational support for the environment) mechanisms on employee behaviors (Norton et al., 2015; Paillé et al., 2014). The concurrent examination of both psychological green climate and perceived organizational support for the environment as mediating mechanisms in this study provides a unique departure from previous studies, which focused on a single psychological mechanism, as suggested in previous literature (Dumont et al., 2017).

Third, the study contributes to the literature on sustainability by highlighting the importance of employees' pro-environmental behavior as a behavioral outcome measure of a climate-conscious employer brand (Norton et al., 2015; Renwick et al., 2013). This approach extends the existing literature on the outcomes of employer branding from the perceptual/attitudinal domain to the behavioral domain as a key criterion for judging the genuineness of sustainability-focused employer branding (Edwards, 2009; Lievens & Slaughter, 2016).

5.2 Practical Implications

The implications that can be derived from the findings of the study can be beneficial to organizations that want to improve the sustainability aspect and the employer brand positioning. First, organizations must not be content with merely engaging in symbolic communication about sustainability and must, instead, incorporate environmental sustainability into the HR system (Jabbour & Santos, 2008; Renwick et al., 2013). This can be achieved through green recruitment messages, green training, and green performance evaluations that can reinforce the employees' perceived importance of sustainability as an organizational value (Dumont et al., 2017; Pham et al., 2019).

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Second, organizations that want to be perceived as climate-conscious must realize that the behavior of the employees is crucial in validating this organizational identity and must encourage the employees to exhibit voluntary green behavior that can improve the credibility and reputation of the organization (Lievens & Slaughter, 2016; Norton et al., 2015).

Third, the results imply that managers should also promote a positive psychological green climate and provide tangible support to their subordinates' environmental initiatives. By providing resources and recognition for employee participation in green behaviors, managers may strengthen their subordinates' motivation to engage in green behaviors (Dumont et al., 2017; Paillé et al., 2014).

The study also accentuates the significant position of HR experts in achieving organizational sustainability results. HR managers should formulate green HR systems that simultaneously enhance employees' environmental competence, stimulate green behavior by using reward and appraisal systems, and provide opportunities for employee involvement in green initiatives (Jabbour & Santos, 2008; Renwick et al., 2013).

Additionally, HR practices should acknowledge and reward green behavior, thus reinforcing employees' perceptions of organizational support for green initiatives (Dumont et al., 2017; Paillé et al., 2014). Training programs should also move beyond providing environmental competence to employees and should also focus on encouraging environmental values and norms among employees (Pham et al., 2019; Renwick et al., 2013). By linking HR practices with green objectives, HR managers should be able to play a vital part in linking organizational environmental objectives with employee behavior, thus reinforcing internal employer branding (Backhaus & Tikoo, 2004; Edwards, 2009).

5.3 Limitations, Future Research Scope

Despite its contributions, the study is not exempt from certain limitations. First, although a time-lagged design was used, the reliance on self-reported data may still introduce common method bias. Future research should employ multi-source data, such as supervisor ratings or objective environmental performance measures. Second, the use of purposive sampling limits the generalizability of the findings, and future studies should consider probability-based sampling techniques across broader contexts. Third, the study adopts a single-level design, and future research could explore multilevel models incorporating organizational or team-level factors. Finally, the study focuses on a limited set of mediators; future research could incorporate additional mechanisms such as green leadership or organizational identification to further enrich the model. This study contributes to the literature by offering parallel mediation integration of green HRM and employer branding, demonstrating that climate-conscious employer brands are not merely communicated but internally constructed and enacted through employee behavior.

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