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The Impact of Green HRM Practices on Green Employee Behavior: The Interplay of Managerial Support, Hedonic and Eudaimonic Well-Being in Islamic Banks

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ABSTRACT

As global warming intensifies, transformative action is increasingly essential, with the banking sector playing a crucial role in fostering sustainability. However, the Pakistani banking sector has yet to adopt green initiatives fully. This study, grounded in the Ability-Motivation-Opportunity theory, investigates how green HRM practices influence green employee behavior, with environmental managerial support as a moderating factor and hedonic and eudaimonic well-being as mediators. Employing a quantitative approach, data were collected from 385 respondents through surveys across Islamic banking branches in Punjab, Pakistan. Data analysis was conducted via IBM SPSS Statistics (version 26), using regression and process macro techniques. The findings reveal important insights into the relationships among these variables, addressing the previously unexplored mediating roles of well-being in this context. This research emphasizes the need for Pakistani Islamic banks to adopt green HRM practices as both a moral obligation and a strategic necessity for market sustainability. Additionally, the integration of green HRM practices enhances employee well-being and promotes green behavior, highlighting the importance of coordinated efforts between banks and managers to cultivate sustainable practices. Ultimately, this study offers valuable implications for enhancing the appeal of green banking initiatives within the Islamic banking sector.

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1. Introduction

In recent years, organizations, legislators, and scholars have been more interested in the dedication to sustainability and the preservation of the environment (Abdalla, 2026). Pursuing sustainable development is based on the understanding that environmental protection and economic prosperity are inextricably linked (Feng et al., 2024). The global discourse on climate change and sustainable economic development has prioritized environmental protection for developing nations (Majeed et al., 2022). It is difficult to strike a balance between environmental sustainability and economic growth, particularly in developing countries. The United Nations' 13th Sustainable Development Goal, Climate Action, aims to address climate change, supported by initiatives like Pakistan's Clean Green Pakistan and Ten Billion Tree Tsunami, which focus on ecosystem rehabilitation and pollution management (MOCC, 2023; United Nations, 2023; UNEP, 2023). Particularly, banks are under pressure to adopt green banking practices due to growing ecological awareness (Aslam & Jawaid, 2023a). The banking sector is crucial in transitioning to a sustainable future, responding to increased regulatory focus on environmental issues (Khan et al., 2024; Smith, 2024). Despite traditional banking not directly relating to sustainability, its practices can positively impact the environment (Rehman et al., 2021). In this context, Islamic banks, with around US$3 trillion in Sharia-compliant assets, are increasingly participating in green initiatives (Khan & Masood, 2024). Although Pakistan has only 22 Islamic banks, their sustainable practices can significantly influence the financial industry's efforts to meet sustainability goals and advance the US SDGs (Khan et al., 2024).

One creative approach to addressing climate challenges is green banking, which combines environmental care with financial considerations (Thapliyal et al., 2025). Green banks have the power to deter deforestation, reduce waste, and preserve natural resources. The emergence of "green banking" aims to mitigate the environmental harm caused by banks. This concept involves actions such as going paperless, implementing energy-saving procedures, utilizing mass transit, and installing solar energy systems to reduce carbon footprints (Adil et al., 2024). By adopting environmental, social, and governance efforts, banks can broaden their client base and reduce investment risk, enhancing long-term growth (Smith, 2024). Despite numerous studies on eco-friendly practices, research has primarily focused on the manufacturing sector, often neglecting the crucial service sector, which significantly contributes to global GDP (Aslam & Jawaid, 2023a). The eco-friendly services, including banks, play a vital role in global environmental protection (Aslam & Jawaid, 2023b). As environmental sustainability gains importance (Majeed et al., 2022), many countries, through financial institutions, are leading the charge in implementing eco-friendly policies (Ellahi et al., 2023), highlighting the banking industry's previously underestimated impact on environmental pollution (Bukhari et al., 2020).

Abdalla (2026) argued that HR policies and practices have received very little attention when trying to integrate sustainability into a firm. By increasing employees' motivation, environmental awareness, green self-efficacy, and environmental commitment, GHRM significantly influences their eco-friendly behavior (Anshima et al., 2026; Bangwal et al., 2025). The literature on GHRMPs and their impact on Green employee behavior (GEB) is well-established in the non-banking sector (Fawehinmi et al., 2024; Faezah et al., 2024; Khan et al., 2024) and Pakistan's commercial banking sector (Gul & Zafar, 2024; Iqbal et al., 2018; Kong et al., 2021). However, Islamic banking organizations have been under-examined (Ali et al., 2022). Ali et al. (2022) highlighted the importance of GHRMPs in Islamic banks for promoting work ethics, resource conservation, and social responsibility. Significant challenges in the banking sector include a lack of green culture, confidence in green benefits, employee adaptability, management support, and a comprehensive GHRMP implementation strategy (Sulistiawa et al., 2024). Environmental managerial support (EMS) can help address these challenges and enhance sustainability (Tuan, 2022). Piwowar-Sulej et al. (2023) noted that EMS moderates the relationship between GHRMPs and GEBs, though this has not been tested in Islamic banking. GHRMPs also positively influence employee well-being (Alavi & Aghakhani, 2023; Ali et al., 2020; Al-Ghazali et al., 2022). However, existing studies primarily address overall well-being, neglecting hedonic and eudaimonic aspects, despite their potential predictive role in GEBs (Afsar et al., 2016; Danna & Griffin, 1999). Overall, the objective of this study is to determine the mediating role of employee well-being (hedonic and eudaimonic) and the moderating role of environmental managerial support (EMS) in the relationship between GHRMPs and GEB. The

outlined questions are: (1) Does employee well-being (hedonic and eudaimonic) mediate between the relationship of GHRMPs and GEB? (2) Does environmental managerial support (EMS) moderate the relationship between GHRMPs and GEB?

The study's theoretical contributions are also notable. Firstly, it addresses the underexplored dimensions of well-being impacted by GHRMPs, responding to calls for research (Gyensare et al., 2024). Secondly, it investigates the mediating role of hedonic and eudaimonic well-being in the connection between GHRMPs and GEB, a gap prevalent in the extant literature. It offers a psychological mechanism explaining the GHRMP → GEB link via two types of well-being, contributing to the HRM and positive psychology literature. Differentiating between hedonic (pleasure-oriented) and eudaimonic (purpose-oriented) well-being deepens the understanding of psychological mechanisms that link GHRMPs to GEB. Thirdly, by introducing EMS as a moderator, this study highlights the boundary conditions of the GHRMP–GEB relationship. Veerasamy et al. (2024) called for future studies that may consider organizational context factors as moderators influencing the level of GEB. Fourthly, the study enriches AMO theory by incorporating environmentally specific constructs (e.g., GHRMPs, EMS, GEB), thereby extending its explanatory power to sustainability-related outcomes. In essence, the study builds a more holistic theoretical model by integrating insights from HRM, organizational behavior, sustainability, and psychology. Lastly, addressing under-researched Islamic banking, this study introduces contextual sensitivity into the GHRMP–GEB literature, showing how faith-based organizational contexts influence environmental HR practices and employee behavior.

The rest of the article follows the following sections: The literature review provides a critical overview of the current state of research on a topic and proposes research hypotheses. The methodology outlines the execution of a research design. The discussions continue to shed light on how current results reconcile with extant literature. Lastly, it further provides beneficial theoretical and practical suggestions.

2. Literature Review

2-1. Green HRM practices and Green Employee Behavior

GHRM is a type of HRM where it puts the human resource at the center point to achieve the competitive advantage (Abdalla, 2026). The importance of green HRM is justified by the fact that green employees, green cultures, and green organizations are sustainable outcomes in the future (Dixit et al., 2026; Ramana et al., 2025). Green HRM is essential to creating an environmentally conscious and conscientious workplace. GHRMPs have gained traction across various sectors, including the hospitality industry (Shahzad et al., 2025), public universities (Fawehinmi et al., 2024; Khan et al., 2024), government (Faezah et al., 2024), garment (Chowdhury et al., 2017), power (Kumar et al., 2020), apparel (Dayananda & Silva, 2021), and manufacturing (Mahmood et al., 2016) industries. They primarily aim to enhance environmental awareness and promote eco-friendly practices among employees (Anwar et al., 2020; Kramar, 2014). As defined by Aboramadan (2020), GHRMPs involve environmentally aware recruitment and training processes that foster sustainable behaviors (Saeed et al., 2019). Key strategies include green hiring, eco-friendly training, performance appraisal, and green compensation (Shaban, 2019). To safeguard the environment and improve company sustainability and competitiveness, GHRM uses organizational structures, policies, and practices in conjunction with employees' eco-friendly attitudes, beliefs, and commitments to promote desirable green behaviors (Abdalla, 2026). Green employee behavior (GEB), which involves prosocial actions such as recycling and energy conservation (Blok et al., 2015; Chou, 2014), is essential for organizational sustainability. GEB can be categorized into task-related actions and voluntary behaviors (Dumont et al., 2017). GHRMPs influence ecological behaviors through recruitment, training, and feedback, developing employees' commitment to sustainability (Mishra, 2017; Renwick et al., 2013). To encourage ecologically sustainable behavior, eco-friendly employee benefits offer incentives and prizes to staff members (Taneja & Bansal, 2026). Moreover, these strategies can predict voluntary and task-related ecological behavior (Chaudhary, 2019) and extend eco-friendly practices beyond the workplace (Paillé et al., 2019). Employers now increasingly seek candidates with ecological competencies and establish sustainability-based incentives (Ababneh, 2021). Ultimately, fostering motivation toward GEB is crucial for long-term sustainability and encouraging ecological responsibility (Staddon et al., 2016).

Empirical studies (Khan et al., 2023; Veerasamy et al., 2024) have validated the GHRMPs and GEB link. Theoretically, AMO theory links GHRMPs with GEB by suggesting that green HRM practices enhancing employees' ability, motivation, and opportunity lead to greater engagement in green behaviors. Thus, it is proposed:

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

2-2. Environmental Managerial Support as a Moderator

Environmental managerial support (EMS) refers to employees' perception that management provides the necessary tools and encouragement for environmental projects (Cantor et al., 2012). Research indicates that effective managerial support motivates participation in ecological initiatives (Paille, 2016; Ramus & Steger, 2000). Implementing green policies encourages staff to adopt environmentally friendly behaviors, with EMS energizing GEB (Pellegrini et al., 2018). Management support enhances employee involvement in environmental management (Liebowitz, 2010) and fosters positive attitudes toward sustainability (Mishra, 2017), emphasizing the importance of HRM strategies in promoting GEB (Obeidat et al., 2020; Shen et al., 2018; Yusliza et al., 2019). Empirically, Piwowar-Sulej et al. (2023) validated the conditional role of EMS in the relationship between GHRMPs and GEBs. In contrast, Barasa and Kariuki (2025) found no support for the moderating role of managerial support between organizational practice (i.e., leadership) and employee outcomes (i.e., satisfaction). The AMO theory suggests that employees need the opportunity to perform (e.g., supportive environment, resources), and EMS enhances the 'opportunity' component of AMO. Thus, EMS, as a moderator, ensures that opportunity is realized, allowing ability and motivation from GHRMPs to translate effectively into actual green behaviors. Hence, it is proposed:

H2: EMS moderates the relationship between Green HRM practices and GEB.

2-3. Green HRM Practices and Hedonic Well-Being

Hedonia is the pleasure aspect of well-being, emphasizing pleasure attainment and pain avoidance (Rahmani et al., 2018; Ryan & Deci, 2001; Schmitz et al., 2025). GHRMPs enhance employee well-being and hedonic wellness, leading to increased happiness and productivity (Kim & Plester, 2019; Ruggeri et al., 2020). A supportive green environment fosters staff engagement and aligns management with environmental goals (Ali et al., 2020; Benevene & Buonomo, 2020). GHRMPs also promote recycling and energy-saving, impacting environmental and social psychological performance (Arulrajah & Opatha, 2016; Haldorai et al., 2022; Sathasivam et al., 2021). Empirically, studies validate that GHRMPs positively influence employee well-being (Ansari & Irfan, 2023; Kim et al., 2019; Lu et al., 2023; Paillé & Francoeur, 2022; Wagner, 2013; Yong et al., 2020; Zhang et al., 2020). In contrast, Shahzad et al. (2025) found that GHRM policies directly affect employee sustainability and motivation, indirectly affecting employee well-being. Theoretically, AMO theory links GHRMPs to hedonic well-being by enhancing employees' ability, motivation, and opportunity to engage in meaningful environmental actions, which in turn fosters positive emotions and satisfaction. Hence, it is proposed:

H3: There is a positive relationship between Green HRM practices and HWB.

2-4. Hedonic Well-Being and Green Employee Behavior

Ryan and Deci (2001) identified hedonism as a state of happiness and highlighted the strategic relevance of employee well-being (EWB) for individuals and organizations (Knapp, 2003; Pradhan & Hati, 2022). Danna and Griffin (1999) emphasized the need for employers to support new staff through green HRM initiatives (Kehoe & Wright, 2013). GHRMPs influence behaviors through perceived organizational support (Pascal et al., 2020) and encourage ecological actions (Masterson, 2001). Empirical studies validate that employee well-being predicts GEBs (Afsar et al., 2016; Danna & Griffin, 1999; Dumont et al., 2017; Hopfensitz & Reuben, 2009; Knapp, 2003; Krause, 2013; Pradhan & Hati, 2022). AMO theory suggests that HWB determines GEB in that when employees experience positive emotions and job satisfaction (i.e., are motivated and feel good at work), they are

more likely to engage voluntarily in GEBs, especially when they have the ability and opportunity to do so. Hence, it is proposed:

H4: There is a positive relationship between HWB and GEB.

2-5. Hedonic Well-Being as a Mediator

The concept of well-being, focusing on "how to spend a happy life," is explored through hedonistic and eudaimonic perspectives (Ryan & Deci, 2001). Hedonism, originating from Aristippus, emphasizes maximizing pleasure and minimizing suffering (Smith & Diekmann, 2017). Hedonic well-being is linked to life fulfillment and positive emotions (Huta, 2016) and is relevant in tourism through enjoyable experiences (Lengieza et al., 2019). In HRM, the AMO framework (Appelbaum et al., 2000) examines motivation, ability, and opportunity (Boxall & Purcell, 2011; Schimansky, 2014), showing HRM's role in promoting employee well-being (Pham et al., 2019; Ramus & Killmer, 2007). The AMO theory suggests that GHRMPs enhance employees' ability, motivation, and opportunity, leading to increased positive emotions and job satisfaction (HWB), and this improved well-being in turn encourages employees to engage more willingly and enthusiastically in green behaviors. Hence, it is proposed:

H5: HWB mediates the relationship between Green HRM practices and GEB.

2-6. Green HRM Practices and Eudaimonic Well-Being

Eudaimonic well-being (EWB) refers to the individualized experiences tied to living a moral life aimed at human perfection, emphasizing self-awareness and personal growth (Niemiec, 2014; Ryff, 1989). Cropanzano and Wright (2001) describe EWB as personal decisions made by employees to enhance success, linked to self-determination and creativity, which companies seek for competitive advantage (Seligman & Csikszentmihalyi, 2000). HR strategies enhance skills in alignment with company goals, promoting ongoing growth and motivation (Jiang et al., 2012; Tharenou et al., 2007). Employee involvement in green tasks fosters EWB through personal achievement (Amrutha & Geetha, 2020; Mathieu et al., 2006; Paillé & Francoeur, 2022). Empirically, studies validate that GHRMPs positively influence employee well-being (Ansari & Irfan, 2023; Kim et al., 2019; Lu et al., 2023; Paillé & Francoeur, 2022 Wagner, 2013; Yong et al., 2020; Zhang et al., 2020). AMO theory links GHRMPs to eudaimonic well-being by empowering employees with the ability, motivation, and opportunity to engage in purposeful, values-driven environmental actions that promote personal growth and a sense of meaningful contribution. Hence, it is proposed:

H6: There is a positive relationship between Green HRM practices and EWB.

2-7. Eudaimonic Well-Being and Green Employee Behavior

Eudaimonia, a concept from Aristotle, represents the ultimate goal of reaching human potential and flourishing (Smith & Diekmann, 2017). It involves autonomy, harmonious relationships, a sense of significance, and self-acceptance (Ryff, 2014). EWB reflects a cheerful disposition and promotes authenticity, leading to long-term benefits (Knobloch et al., 2017). It emphasizes self-realization and personalized growth (Waterman, 2014). Additionally, subjective well-being fosters positive social behavior and reduces punitive actions, while encouraging environmental sustainability for future generations (Veenhoven, 2019). Empirical studies validate that employee well-being predicts GEBs (Robertson & Carleton, 2018; Ryan & Deci, 2001; Ryff & Singer, 2008; Scherbaum et al., 2008; Stern, 2000; Su & Swanson, 2019; Veenhoven, 2009; Zheng et al., 2015). AMO theory guides that EWB predicts GEB by proposing that when employees find meaning, purpose, and personal growth in their work (reflecting high motivation), and are supported with the ability and opportunity to act, they are more likely to engage in sustained, value-driven green behaviors. Hence, it is proposed:

H7: There is a positive relationship between EWB and GEB.

2-8. Eudaimonic Well-Being as a Mediator

Eudaimonic well-being, rooted in Aristotle's "Nicomachean Ethics," highlights a deeper, lasting happiness linked to personal development, achieved through good behavior (Crespo & Mesurado,

2015). While hedonic and eudaimonic well-being can coexist, eudaimonic well-being often enriches moral actions over immediate joy (Dłużewska, 2017). Challenges in measuring these dimensions exist, with hedonic well-being providing clearer indicators (Crespo & Mesurado, 2015). Eudaimonic well-being aligns more with societal traits and sustainability (Lamb & Steinberger, 2017) and plays a vital role in organizational contexts by enhancing staff interaction and performance (Grant et al., 2007), highlighting the importance of decision-making (Conway et al., 2016). AMO Theory proposes that GHRMPs enhance employees' ability, motivation, and opportunity to engage in meaningful, purpose-driven work, which fosters a deeper sense of fulfillment and personal growth (EWB), ultimately encouraging sustained and intrinsically motivated green behaviors. Hence, it is proposed:

H8: EWB mediates the relationship between Green HRM practices and GEB.

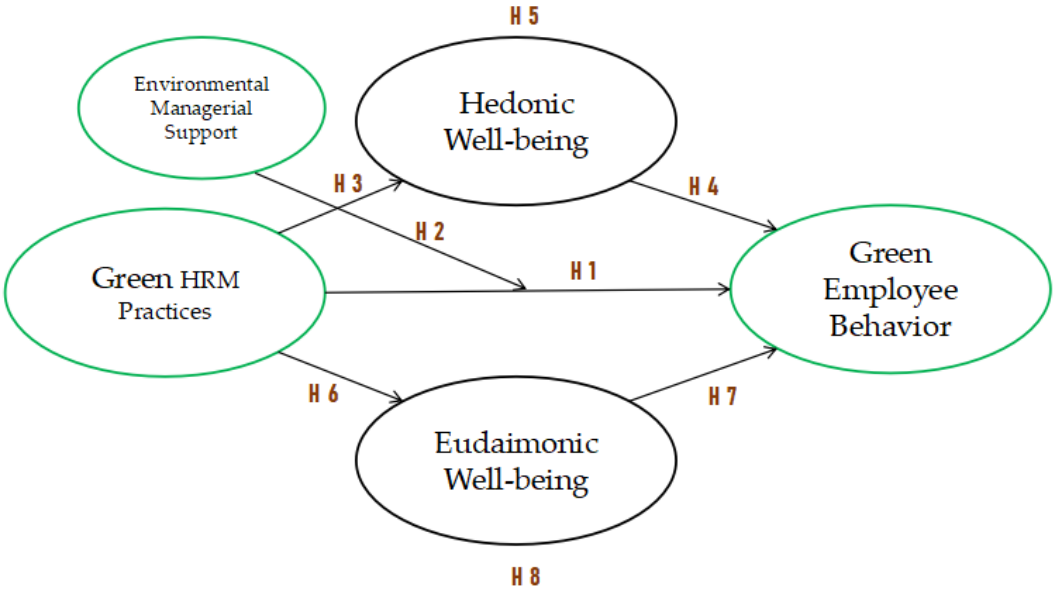


Fig. 1. Theoretical Framework

3. Methodology

The researchers employed a quantitative research design to examine the relationships among the study variables using a cross-sectional survey. Positivist paradigm guided the study, emphasizing observable phenomena (Collins, 2010; Crowther & Lancaster, 2012; Ponterotto, 2005; Wilson, 2010). A deductive approach formulated hypotheses based on existing theories (Babbie, 1990). Due to the lack of a sample frame, a non-probability sampling method (NPS) was employed, yielding a sample of 385 participants (Bryman, 2016; Saunders et al., 2019; Sedgwick, 2013). The study examined the Islamic Banking Industry in Pakistan, focusing on 22 banks: 6 full-fledged Islamic banks and 16 conventional banks with Islamic branches. Islamic banks inherently operate under Shariah principles, which emphasize ethical behavior, social justice, and environmental stewardship. Islamic banks are playing a proactive role, making them a critical context for evaluating GHRMPs. Islamic banks typically operate with a value-based management system that promotes employee well-being and ethical conduct. Studying this population could help assess whether such a cultural foundation amplifies the effects of GHRMPs and EMS. Moreover, there is limited empirical research focusing on Islamic financial institutions, especially in developing countries like Pakistan. Hence, these reasons made Islamic banks a relevant and unique setting to be explored. To gather the data required to conduct this study, a total of 703 branches across the Punjab province were chosen, including both front-line workers and the management personnel, to provide a broad and representative range of insights. The procedure placed a focus on confidentiality and purposefulness, and the participants were aware of the voluntary nature of participation and the academic purpose of the study. A mixed-mode design was used to achieve accessibility and response maximization. Google Forms were used to send out an online survey, and the paper-based questionnaires were distributed in branches with limited internet access. The surveys were distributed among the respective HR departments, which helped in the coordination

of the communication and smooth distribution and collection. Before the actual data collection, a short orientation session was held (online and in-person where possible) to tell them about the purpose of the survey, the instructions, and ethical factors to reduce the bias in responses and increase the quality of data. The data collection process was projected to take 6-8 weeks, while there was a consistent follow-up and a decent coverage of all the intended branches. A 5-point Likert scale questionnaire was developed for this study, comprising 28 items on GHRMPs from Shah (2020), 6 items on GEBs from Bissing-Olson et al. (2013) and Kaiser et al. (2007), 6 items on EMS from Paillé et al. (2019), 5 items for HEB from Lengieza et al. (2019), Diener et al. (1985), and Su et al. (2016), and 6 items on EWB from Ryff and Keyes (1995) and Gao et al. (2018). Control variables included age, qualifications, and tenure (Hmieleski & Sheppard, 2019). Data from surveys were analyzed using SPSS, allowing for the generalization and evaluation of GHRMPs' impact on EWB and GEBs. Descriptive statistics and regression analyses were employed (Porta, 2008).

4. Results

The demographic information, scales, reliability, correlations, regression, mediation, and moderation results are highlighted. Data was analyzed through SPSS software (version 26).

4-1. Demographics

The filled questionnaire includes the socio-demographic attributes of respondents, consisting of 239 (62.1%) male and 146 (37.9%) female respondents (N = 385). Most of the respondents aged between 26 to 34 years, which is 53.0%, and most had master's degrees and 5-10 years of experience (40.3%).

4-2. Reliability Analysis

The Cronbach's alpha for the scales used ranges from 0.819 to 0.934 (as shown in Table 1), indicating good reliability.

Table 1. Reliability Results

Sr No.	Variables	No. of Items	Reliability
1	GHRMPs	28	0.934
2	EMS	6	0.889
3	HWB	5	0.848
4	EWB	6	0.819
5	GEB	6	0.876

Note. GHRM = Green Human Resource Management Practices, EMS = Environmental Managerial Support, HWB = Hedonic Well-being, EWB = Eudiamonic Well-being, GEB = Green Employee Behavior

4-3. Correlation and Descriptive Statistics

Table 2. Correlations, Reliability(α), Mean, Standard Deviation

	Variable	M	SD	GHRM	EMS	HWB	EWB	GEB
1	GHRMPs	3.6179	0.62916	(0.934)				
2	EMS	3.5506	0.85228	.646**	(0.889)			
3	HWB	3.8234	0.78752	.457**	.378**	(0.848)		
4	EWB	3.8013	0.72508	.482**	.379**	.489**	(0.819)	
5	GEB	3.8004	0.77817	.503**	.455**	.396**	.639**	(0.876)

*Note. ** means that correlation is significant at the 0.01 level (2-tailed), M = Mean, SD = Standard Deviation, GHRM = Green Human Resource Management Practices, EMS = Environmental Managerial Support, HWB = Hedonic Well-being, EWB = Eudiamonic Well-being, GEB = Green Employee Behavior*

Analysis was performed through SPSS software, GHRMPs, EMS, HWB, EWB, and GEB. GHRMPs have a strong positive correlation with EMS ($r = .646$, $p < 0.01$. The GHRMPs have a moderate positive correlation with HWB ($r = .457$, $p < 0.01$), indicating that with the increase of GHRMPs, the HWB will also increase the sense of satisfaction and happiness. GHRMPs also have a positive correlation for EWB ($r = .482$, $p < 0.01$), and GHRMPs have a moderate positive correlation with GEB ($r = .503$, $p < 0.01$). Results are presented in Table 2.

4-4. Regression Analysis

Table 3. Results of Regression Analysis

Hyp	IV	DV	R^2	F	β	t-test	p	Result
H1	GHRMPs	GEB	0.253	129.44	0.503	11.38	0.000	Supported
H3	GHRMPs	HWB	0.209	101.01	0.457	10.05	0.000	Supported
H4	HWB	GEB	0.157	71.065	0.396	8.43	0.000	Supported
H6	GHRMPs	EWB	0.232	115.68	0.48	10.76	0.000	Supported
H7	EWB	GEB	0.408	263.34	0.64	16.24	0.000	Supported

Note. Hyp = Hypothesis, R^2 = Coefficient of determination, F = F-statistic for the model, β = Standardized regression coefficient (Beta), T=t-statistic, p = p-value, GHRM = Green Human Resource Management Practices, EMS = Environmental Managerial Support, HWB = Hedonic Well-being, EWB = Eudiamonic Well-being, GEB = Green Employee Behavior

Linear regression analysis confirmed that hypotheses H1, H3, H4, H5, H6, and H7 were significant, with positive standardized regression coefficients (β). These results, presented in Table 3, indicate a strong positive relationship between the variables under study.

4-5. Mediation Analysis (GHRMPs → HWB → EGB)

SPSS version 26 and Hayes' PROCESS version 4.2 were used to analyze the data to determine whether mediation existed (5,000 random samples) (Model 4). Following Preacher and Hayes' recommendations, a bootstrap analysis of mediation was performed (2008). For the indirect effect of HWB between GHRMPs and GEB, the confidence interval did not include zero (LLCI = 0.0558; ULCI = 0.1842), indicating that mediation exists. In addition, the direct effect was significant (LLCI = 0.385; ULCI = 0.6211), indicating partial mediation. These results support H5.

Table 4. Mediation Result Analysis (GHRMPs → HWB → GEB)

(GHRMPs → HWB → GEB)					
	Effect	**S. E**	**P**	**LLCI**	**ULCI**
Total Effect	0.6216	0.0546	.0000	0.5142	0.729
Direct Effect	0.5031	0.0601	.0000	0.385	0.6211
Indirect Effect	0.1185	0.033	SIG	0.0558	0.1842

Note. *N = 385, Reported estimates are unstandardized, SE = Standard Error, P = Probability, LLCI = Lower Limit Confidence Interval, ULCI = Upper Limit Confidence Interval*

4-6. Mediation Analysis (GHRM → EWB → GEB)

For the indirect effect of EWB between GHRMPs and GEB, the confidence interval did not include zero (LLCI = .2155; ULCI = .4074), indicating that mediation exists (LLCI = .2095; ULCI = .4187). The direct effect was significant, indicating partial mediation. These results support H8.

Table 5. Mediation Result Analysis (GHRM → EWB → EGB)

(GHRM → EWB → GEB)					
	Effect	**S. E**	**P**	**LLCI**	**ULCI**
Total Effect	.6216	.0546	.0000	.5142	.7290
Direct Effect	.3141	.0532	.0000	.2095	.4187
Indirect Effect	.3075	.0494	SIG	.2155	.4074

Note. *N = 385, Reported estimates are unstandardized, SE = Standard Error, p = p-value, LLCI = Lower Limit Confidence Interval, ULCI = Upper Limit Confidence Interval*

4-7. Moderation Analysis (GHRM → EMS → GEB)

Hayes process (Model 1) was used to test the moderation analysis.

Table 6. Moderation Analysis Results

(GHRM*EMS → GEB)						
Variables	**β**	**S. E**	**T**	**P**	**LLCI 95%**	**ULCI 95%**
GHRM	0.5834	0.177	3.2963	0.0011	0.2354	0.9314
EMS	0.362	0.1894	1.9106	0.0568	-0.0105	0.7344
GHRM*EMS	-0.0444	0.0513	-0.8655	0.3873	-0.1452	0.0565

Note. GHRM = Green Human Resource Management, EMS = Environmental Managerial Support, GEB = Green Employee Behavior, β = Standardized regression coefficient (Beta), S..E = Standard Error, T = t-statistic, p = p-value, LLCI = Lower Limit Confidence Interval, ULCI = Upper Limit Confidence Interval

Moderation analysis shows a non-significant value ($\beta = -0.0444$, $p > 0.05$), which means that EMS was found to be insignificant in moderating the relationship between GHRMPs and GEBs. Hence, the results do not support H2.

5. Discussion

H1 proposed that the positive relationship between GHRMPs and GEBs is substantiated by literature demonstrating that GHRMPs enhance employees' ecological awareness (Arulrajah et al., 2015; Din et al., 2025; Fawehinmi et al., 2024). Chaudhary (2019) and Bangwal et al. (2025) highlighted that GHRMPs significantly predict both voluntary and task-related ecological behaviors, while Aboramadan (2020) emphasized their direct and indirect influence on such behaviors. These findings align with Mishra (2017), who noted that promoting sustainability through GHRMPs cultivates environmental responsibility, ultimately contributing to sustainable development (Norton et al., 2014). Together, this evidence reinforces the critical role of GHRMPs in fostering GEBs. Green performance, behaviors, attitudes, and competencies within human resources can be developed through the adoption of GHRMPs, which catalyze green enterprises and their operations (Taneja & Bansal, 2026). GHRM is a strategic program that aims to raise the knowledge of environmentally friendly activities and guarantee the involvement of both employees and the business (Dixit et al., 2026). However, the unique cultural, organizational, and ethical values in Islamic banking also influence how GHRMPs affect employee behavior compared to prior studies in other sectors.

H2 proposed that EMS moderates the relationship between GHRMPs and GEB, but this study found it insignificant, contrasting with Piwowar-Sulej et al. (2023). The results are in line with Barasa and Kariuki's (2025) study, which found no support for the moderating role of managerial support between organizational intervention and employee outcome. In our study, the factors contributing to insignificant results may include cultural differences, as Pakistan's collectivist culture values intrinsic motivations over EMS. Employee perceptions of EMS might be influenced by perceptions of sincerity, alongside external pressures such as regulations. Additionally, methodological issues arise if the sample lacks variability, affecting results. Lastly, the impact of EMS on GEB may require a longer timeframe for evidence, while intrinsic motivation related to EWB remains crucial.

H3, which posited a positive relationship between GHRMPs and HWB, is supported by existing literature. GHRMPs enhance employee satisfaction and engagement, leading to improved well-being through increased pleasure and reduced negative emotions (Rahmani et al., 2018; Ryan & Deci, 2001). Stress levels are reduced and job satisfaction increases when employees are in good physical, mental, social, and financial health (Lathabhavan & Jindal, 2026). They foster a harmonious workplace environment, which aligns with self-worth and satisfaction (Farley et al., 2023; Madero-Gómez et al., 2023). Additionally, GHRMPs promote recycling and energy-saving initiatives, contributing to both environmental and social psychological performance (Arulrajah & Opatha, 2016; Haldorai et al., 2022; Sathasivam et al., 2021), reinforcing their crucial role in enhancing HWB among employees. Different from extant literature, this study empirically validated the role of GHRMPs in predicting HWB.

Hypothesis 4, positing a positive relationship between HWB and GEB, is supported by literature indicating that enhanced employee well-being leads to increased pro-environmental actions. Schmitz et al. (2025) found that the art of living is positively impacted by the hedonic intervention. Ryan and Deci (2001) highlighted the significance of happiness in organizational contexts, while Danna and Griffin (1999) argued that green HRM initiatives facilitate staff success, aligning with Kehoe and Wright (2013). Furthermore, GHRMPs, which foster perceived organizational support (Pascal et al., 2020), are crucial in motivating ecological behavior (Masterson, 2001). Additionally, Dumont et al. (2017) revealed that increased awareness of green practices promotes GEB, reinforcing Renwick et al. (2013), who stressed the importance of both primary and additional-role green behaviors in achieving organizational effectiveness. Thus, these findings collectively underscore the beneficial interplay between HWB and GEB.

Hypothesis 5. positing that HWB mediates the relationship between GHRMPs and GEB, aligns with existing literature emphasizing the role of EWB in organizational settings. Previous studies have shown that GHRMPs, particularly those focusing on environmental aspects, enhance employee motivation and capabilities (Appelbaum et al., 2000; Pham et al., 2019). The AMO framework suggests that the ability to engage in green behaviors is supported by effective HRM strategies (Kim et al., 2019). Furthermore,

as discussed by Ramus and Killmer (2007), GHRMPs foster environmentally friendly practices, which can lead to increased HWE (Huta, 2016), thereby promoting a positive cycle of GEB.

Hypothesis 6, positing a positive relationship between GHRMPs and EWB, aligns with existing literature suggesting that employee engagement in eco-friendly initiatives enhances personal fulfillment and motivation (Amrutha & Geetha, 2020; Mathieu et al., 2006). EWB is associated with self-awareness and growth (Ryff, 1989), and green HRM practices foster an environment that promotes such experiences (Zhong et al., 2016). By integrating sustainable practices within HR strategies, organizations can enhance staff skills and creativity, leading to higher self-determination and success (Cropanzano & Wright, 2001; Jiang et al., 2012). However, Shahzad et al. (2025) found that employee engagement and sustainability are directly impacted by GHRMPs, which indirectly affect employee well-being. Different from extant literature, this study empirically validated the role of GHRMPs in predicting EWB.

The hypothesis 7 posited a positive relationship between EWB and GEB. EWB, as articulated by Aristotle and further explored by Smith and Diekmann (2017), underscores the importance of individual flourishing and authenticity, which cultivates positive attitudes and functioning (Smith & Diekmann, 2017). Schmitz et al. (2025) found that the art of living is positively impacted by the eudaimonic intervention. This aligns with Waterman's (2014) emphasis on self-realization and personalized development actions that foster prosocial behaviors. Subjective well-being can mitigate punitive actions and promote positive social interactions, suggesting that individuals with higher EWB are more likely to engage in environmentally sustainable practices. Additionally, Veenhoven (2019) highlights that EWB fosters concern for future generations, further reinforcing pro-environmental behaviors. Thus, this body of literature supports the notion that increased EWB can lead to enhanced GEB, indicating a crucial link between individual well-being and environmental sustainability.

H8 proposed that EWB mediated the relationship between GHRMPs and GEB. This hypothesis aligns with the notion that EWB, emphasizing moral actions and personal development (Crespo & Mesurado, 2015), can enhance the impact of GHRMPs on GEB, as sustainable practices often require greater employee engagement and moral commitment. Existing literature supports this link, suggesting that EWB not only fosters a sense of purpose (Waterman et al., 2008) but also aligns with long-term sustainability goals (Lamb & Steinberger, 2017). Therefore, integrating EWB within GHRMP frameworks could yield significant benefits.

5-1. Theoretical Implications

This study explores the impact of GHRMPs on hedonic and eudaimonic well-being, addressing gaps in the literature (Gyensare et al., 2024). Piwowar-Sulej et al. (2023) identified EMS as a moderator between GHRMPs and GEBs, yet this relationship has been examined in Islamic banking and largely overlooked by prior studies (Gul & Zafar, 2024; Iqbal et al., 2018; Kong et al., 2021). While research established that GHRMPs influence well-being (Pawar, 2016) and well-being affects GEBs (Pradhan & Hati, 2022), this study focuses on the mediating role of well-being dimensions in this relationship and integrates AMO theory to address both green and non-green outcomes of GHRMPs.

5-2. Practical Implications

Implied by the results of the study, considering these practical implications, Islamic banks can strengthen their role in sustainability and employee-centric practices, enhancing both organizational performance and societal impact. By integrating GHRMPs aligned with Shariah principles, they can boost employee engagement and productivity through eco-friendly workspaces and incentives. Policymakers should consider green performance appraisals to encourage environmentally conscious behaviors. Training managers in EMS ensures effective implementation. Focusing on sustainability and employee well-being gives Islamic banks a competitive edge and attracts eco-conscious clients. Collaboration between HR and operational managers is essential for practice integration, contributing to long-term growth and serving as a model for other sectors in Pakistan.

5-3. Limitations and Recommendations

The research model was tested only in the Islamic Banking branch network of Punjab using a cross-sectional study, recommending future investigations into firm-level and team-level impacts.

Expanding to different sectors like commercial banks and healthcare with a longitudinal approach could provide a more comprehensive view. The insignificant EMS interaction term suggests it might serve as a predictor of positive behavior. Non-probability sampling may introduce biases, and rigorous sampling is advised. Additionally, incorporating culture-specific (Zaidi et al., 2023; Zaidi & Jamshed, 2023; Zaidi et al., 2024) and technology-driven leadership (Zaidi et al., 2024), as well as variables like religiosity (Zaidi et al., 2022), can enrich the model. Future research can also explore the other untested variables of well-being.

5-4. Conclusion

Research suggests that though GHRMPs are widely explored, there is a lack of studies for variants of well-being, and this study fills this gap. Green HRM practices on GEB are less explored (Islam et al., 2021). EMS is rare as a moderating relationship between GHRM and GEB, and the banking sector is also less explored at the initial stage in terms of individual context. Therefore, this study fulfills the research gap with the support of a theoretical framework. In this study, HWB and EWB had a significant and positive relationship, while the moderation of EMS was insignificant with its alternative explanations.

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