

**Is it fashionable to be green?
Exploring Organizational and Individual Drivers of
Employee Pro-Environmental Behavior in the
European Textile Industry**

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ISCTE- Instituto Universitário de Lisboa

Departamento de Recursos Humanos e Comportamento Organizacional

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Abstract

Looking fashionable has never been so environmentally impactful as it is today. The urgency for an environmentally conscious textile industry grows as the climate change becomes increasingly visible. However, technology is not sufficient to address this problem: organizations must thrive in promoting sustainable practices among their employees. This study investigates the organizational and individual drivers to employee pro-environmental behaviors. In other words, it explores how green human resources management (GHRM) practices, individual green values (IGV), organizational identification (OI) and supervisor support for environmental sustainability promote employee pro-environmental behaviors (PEB) in the European textile industry. A quantitative survey was conducted with 130 employees. The findings reveal that both GHRM and IGV significantly predict employees' adherence to PEB. Additionally, although OI significantly mediates the relationship between GHRM and PEB, its effect was not significant when mediating between IGV and PEB. Interestingly, supervisor support moderates the link between GHRM and OI, but contrary to expectations, this relationship is stronger when supervisor support is low. Finally, this study highlights that despite low levels of formal GHRM practices and supervisor support, employees report high levels of PEB, suggesting the influence of personal environmental values. This study aligns and contributes to the emerging GHRM literature. Practical implications include the need for organizations to strengthen formal GHRM systems and align them with leaders to maximize their impact on sustainability goals. Limitations and directions for future research are also discussed.

Keywords: Green human resources management; pro-environmental behaviors; supervisor support; organizational identification; individual green values.

APA Classification Codes:

3600: Organizational Psychology and Human Resources

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Resumo

“Estar na moda” nunca foi tão degradante para o ambiente como hoje. A urgência de uma indústria têxtil ambientalmente consciente cresce à medida que as alterações climáticas se tornam mais visíveis e desafiantes. Contudo, a tecnologia por si só não basta: as organizações devem também promover práticas sustentáveis junto dos colaboradores. Este estudo investiga fatores organizacionais e individuais que impulsionam os comportamentos pró-ambientais (PEB) dos trabalhadores. Analisa como as práticas de gestão de recursos humanos verdes (GHRM), os valores verdes individuais (IGV), a identificação organizacional (OI) e o apoio do supervisor para a sustentabilidade influenciam tais comportamentos na indústria têxtil europeia. Foi aplicado um inquérito quantitativo a 130 colaboradores. Os resultados mostram que tanto as práticas de GHRM como os IGV predizem significativamente a adoção de PEB. Além disso, a OI medeia a relação entre GHRM e PEB, mas não entre IGV e PEB. De forma inesperada, o apoio do supervisor modera negativamente a relação entre GHRM e OI, sendo mais forte quando esse apoio é baixo. Curiosamente, apesar dos reduzidos níveis de GHRM e de apoio percebido dos supervisores, os colaboradores reportam elevados níveis de PEB, sugerindo um peso relevante dos valores ambientais pessoais. Este estudo contribui para a literatura emergente de GHRM ao evidenciar que os sistemas formais de RH verdes devem ser reforçados e articulados com as lideranças para maximizar o impacto nos objetivos de sustentabilidade. São ainda discutidas limitações e propostas para futuras investigações.

Palavras-chave: Gestão de recursos humanos verdes; comportamentos pró-ambientais; apoio do supervisor; identificação organizacional; valores verdes individuais.

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Acronym List

GHRM – Green Human Resources Management

PEB – Pro-Environmental Behavior

IGV – Individual Green Values

OI – Organizational identification

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Introduction

Climate change refers to long-term shifts in global temperatures and weather patterns, which in the past occurred naturally but are now mainly driven by human activities, especially the burning of fossil fuels. The Earth is currently warming faster than ever before, disrupting ecosystems and weather systems and creating serious risks for both people and the natural environment (United Nations, n.d.). Thus, researchers consistently highlight the need to address environmental deterioration and climate change, which are among the biggest concerns of the century (Shah et al., 2023).

According to Mordor Intelligence (2023), the European textile market plays a significant role in the economy, employing nearly 6% of the workforce. The industry is further projected to grow, reaching USD 219.89 billion by 2029.

However, the textile industry is recognized as one of the most environmentally impactful sectors, responsible for significant water pollution, carbon emissions, and waste, accounting for approximately 10% of annual global greenhouse gas emissions (Razzaq et al., 2018). The urgency of an environmentally sustainable transformation is underscored by the United Nations Global Resources Outlook 2024, which emphasizes the critical need for sustainable resource management considering the ongoing climate crisis. Without immediate action, material extraction is projected to increase by 60% by 2060, posing severe environmental and economic risks (UNEP, 2024).

In this sense, each year, textile waste worth an estimated \$150 billion in raw materials value is lost. In the European Union (EU), textiles products are in the top five contributors to climate change. Thus, the environmental and economic case is clear: reducing textile waste would conserve valuable resources and reduce environmental impact. In this regard, as regulatory pressure is rising to compel the textile industries to act, reshaping the fashion industry into a circular economy became a crucial goal (Boston Consulting Group, 2025).

However, enhancing the environmental performance of textile industries requires more than just technological solutions. It also demands that organizations implement clear policies and procedures to encourage environmentally friendly behaviors among employees (Nisar et al., 2021; Zafar et al., 2024). Then, effectively managing employee environmental behaviors requires understanding the factors that drive both positive and negative green behaviors, and how these drivers can be strategically leveraged through human resources management (HRM) tools (Klein et al., 2018).

According to Dilchert and Ones (2012), employee pro-environmental behaviors (PEB) are actions that contribute to environmental sustainability. These behaviors include developing environmental awareness, proposing and implementing strategies to reduce the organization's ecological footprint, and participating in practices such as recycling and resource conservation (Nisar et al., 2021). Understanding what influences these behaviors is essential for organizations aiming to operate sustainably (Dilchert & Ones, 2012).

This study explores workplace pro-environmental behavior (PEB) among administrative/non-production employees in the textile industry across Europe, focusing on four key factors: Green Human Resource Management (GHRM), organizational identification (OI), individual green values (IGV) and supervisor support for environmental sustainability.

First, GHRM practices, conceptualized as HRM policies and initiatives aimed at promoting environmental sustainability (Kramar, 2014), are examined as a driver of employee PEB. Additionally, individual green values (IGV), which represent the individual psychological state of being concerned and feeling responsible about environmental sustainability is also studied as a driver of employee' green friendly behavior (Shah et al., 2023). Third, organizational identification (OI), defined as the extent to which employees perceive a sense of belonging and alignment with their organization (Mael & Ashforth, 1992), is proposed as the mediator in the relationships between GHRM and PEB, as well as between IGV and PEB. Employees who strongly identify with their organization, whether due to its green practices or the alignment of personal and organizational values, are more likely to internalize its environmental principles and transform them into sustainable actions (Blader & Tyler, 2009). Finally, supervisor support for environmental sustainability, the degree to which leaders encourage and prioritize eco-friendly behaviors (Priyankara et al., 2018), is assessed as a potential moderator that may strengthen or weaken the effect of GHRM on OI and on employee PEB.

Accordingly, the central research question guiding this study is: To what extent do Green Human Resources Management practices and individual green values influence employee pro-environmental behaviors in the European textile industry and how is this relationship mediated by organizational identification and moderated by supervisor support?

This study contributes to the literature by examining pro-environmental behavior across administrative employees in the textile industry, a sector with considerable environmental impact but where non-production staff have received limited scholarly attention. Theoretically, it integrates Social Identity Theory (Tajfel & Turner, 1979) and Social Exchange Theory (Blau, 1964) by positioning organizational identification as a mediator and supervisor support as a moderator, while also considering individual green values as a personal-level driver of

sustainable behavior. Beyond its theoretical contribution, the study provides practical insights into how organizations can effectively foster employee pro-environmental behavior, a critical requirement for advancing sustainability goals. In the textile sector, where environmental pressures are pronounced and regulatory demands are intensifying, identifying the drivers of green behavior is particularly important for ensuring compliance, enhancing performance, and strengthening long-term competitiveness.

This dissertation is structured as follows: The first chapter presents the literature review, introducing the key concepts and their interrelationships based on existing literature. The second chapter outlines the methodology used in the empirical study, followed by a presentation of the results in the third chapter. Finally, in the fourth and last chapter, the study's contributions, practical implications, and recommendations for future research are discussed.

CHAPTER 1

Literature Review

1.1 Green Human Resources Management

Kramar (2014) defines Human Resources Management (HRM) as “a wide term that refers to the activities associated with the management of the people who do the work of organizations” (p. 1072). With climate change intensifying interest in environmentalism, environmental management has been framed as an element of HRM (Renwick et al., 2013). In this context, Kramar (2014) describes Green HRM (GHRM) as a new approach that extends HRM strategies beyond economic outcomes to include ecological ones. Growing global concern has therefore given GHRM increasing relevance as organizations seek to adopt sustainable practices (Renwick et al., 2013; AlKetbi et al., 2024).

According to Haden et al. (2009), environmental management is the organization-wide process of using innovation to achieve sustainability, reduce waste, fulfill social responsibility, and gain a competitive advantage by aligning environmental goals and strategies with organizational objectives through continuous learning and development. Based on Jabbour et al.'s (2011) insights, companies that align human resources dimensions with the objectives of environmental management can be successful in the organizational journey towards environmental sustainability, as GHRM practices can foster green behaviors and activities among employees (Nguyen et al., 2025). This alignment indicates the importance that organizations give to sustainability and in fostering environmentally conscious behaviors (Gupta et al., 2024).

In this regard, HR managers are tasked with managing, developing, and retaining a workforce that not only embraces individual eco-friendly practices but also collaborates on group-based environmental initiatives to boost the organization's overall environmental performance (Priyankara et al., 2018). Accordingly, to achieve further sustainability goals, it is necessary an alignment of values and the development of the required skills (Kramar, 2014), reflecting a strategic investment knowing that a sustainable image of the organization can boost its reputation and image (Ansari et al., 2021). In this sense, organizations must thrive in creating efforts to promote a green organizational culture among employees, so they feel more inclined and committed to support environmental goals (Sheikh et al., 2024).

Following on this, the environmental performance is influenced by attracting and developing green skills through recruitment, selection, and environmental management

training. It also plays a role in motivating eco-friendly behaviors by managing performance and offering rewards and compensation. Additionally, HR managers create opportunities for employees to participate in green initiatives by promoting a culture of knowledge sharing, empowerment, and engagement (Renwick et al., 2013).

GHRM practices can potentially create positive outcomes among employees, which contribute to an organizational culture of green values and goals (Li et al., 2025). Finally, an employee is environmentally efficient in the workplace when “[...] green human resources practices enable them to devote part of their energy, time, cognitive and mental resources to incorporating environmental considerations into the daily flow of their everyday work tasks” (Paillé et al., 2024, p. 292).

The main GHRM practices identified in the literature (Renwick et al., 2013), including recruitment and selection, training and development, performance management and appraisal, and rewards and compensation, are examined in greater detail in the following section.

1.1.1. Green recruitment and selection

An effective green recruitment and selection program can boost the organization admiration from both the outside community and its employees (Nguyen et al., 2025). As previous studies have shown that the environmental performance and reputation of the company is an important criterion, especially for younger employees, when applying for a job (Renwick et al., 2013).

Firstly, a successful green employer branding is considered a good way to guarantee that the environmental values between the company and the candidates are aligned (Saeed et al., 2018). Pfiffelmann et al. (2025) research on employer attractiveness found that a green employer label has a strong positive effect on job attractiveness. In other words, job ads reflecting an organization’s environmental values are more persuasive to job seekers due to value alignment and credibility, with prestige and attractiveness tied to influence, status, and reputation (AlKetbi et al., 2024).

In this sense, Deepa et al. (2025) argues that organizations must look to the messages that are being transmitted externally, so in this way the right kind of talent is attracted. Hence, recruitment and selection efforts that emphasize the importance of environmental management, as well as the company's commitment to sustainability, can attract candidates who are both qualified and motivated to actively participate in green initiatives (Renwick et al., 2013).

When organizations implement a successful green recruitment and selection program, candidates are evaluated and selected based on the alignment of environmental values and awareness, where questions related to environmental knowledge, values and beliefs can be

asked (Renwick et al., 2013). Further, according to Saeed et al. (2018), candidates' personality factors such as green consciousness is the basic aspect of green recruitment and selection. Thus, employee green awareness must be tested to ensure that candidates are positive about environmental issues (2018). In sum, recruiting ecologically conscious candidates is essential to firms to achieve green goals (Nguyen et al., 2025).

1.1.2. Green training and development

Nisar et al.'s (2021) findings suggest that simply recruiting and selecting individuals based on their environmental personal values may not be enough: textile firms must foster employees' green practices through training, especially at the entry level.

The environmental training allows the employees to be able to achieve the objectives of environmental management programs (Jabbour et al., 2011). Although, the literature on the domain of green training and development is still limited (Sheikh et al., 2024), the importance of employee green training has been highlighted as a serious and systematic practice to give needed knowledge, skills, and attitude for an efficient environmental management (Opatha, 2016). In this regard, as employees with environmental competencies are more likely to engage in green practices at the workplace, it is pivotal that they develop an interest in green knowledge sharing, as their engagement is critical for companies to achieve environmental goals (Li et al., 2025).

Considering the significant environmental damage of the textile industry (Razzaq et al., 2018), employees who are equipped with the necessary knowledge and skills to perform according to the firm's environmental goals may feel more aware of their ecological footprints in daily activities, making them more environmentally sensitive to their actions (Nisar et al., 2021).

Alam et al. (2023) state that environmental knowledge is related to employee tasks and pro-environmental behaviors in textile companies from Pakistan. The authors also highlight the urgent need of organizational investment on employee education to raise and improve their environmental awareness, such as workshops and seminars, which can promote the understanding of environmental issues by fostering proactive behaviors. Additionally, an integrated training can create an emotional involvement in environmental concerns (Renwick et al., 2013).

Finally, according to Saeed et al. (2018), green training must be provided to all members of the organization, not exclusively to those in the environmental departments, as it can make them more sensitive about the importance of ecological practices. Well-trained and environmentally

aware employees are ideally placed to identify and reduce waste, as they are closest to it (Renwick et al., 2013).

1.1.3. Green performance management and appraisal

The performance appraisal is the aspect that will affect the process and effectiveness of rewards and compensations; therefore, clear green performance indicators are indispensable in performance management systems (Saeed et al., 2018). Thus, an effective green performance management and appraisal play an important role in motivating employees to act environmentally friendly (Nguyen et al., 2025).

Renwick et al. (2013) address that environmental performance management presents many challenges. According to the authors, the key aspect is how to assess environmental performance standards across various departments within the organization and gather valuable data on the environmental performance of the staff. According to Saeed et al. (2018), organizations should develop a systematic approach to implementing green performance management by incorporating a set of green criteria into performance appraisals. These criteria should address areas such as environmental incidents, accountability for environmental responsibilities, carbon emission reduction, and the communication of environmental concerns and policies.

In the textile sector context, Zafar et al. (2024) argue that an organizational leader must clearly advocate green initiatives among employees, while monitoring the outcomes, serving as a reminder of the firm's environmental concerns. According to the authors, the lack of information and monitoring may not motivate employees to act environmentally friendly. Thus, providing workers with valuable information, feedback and evaluation on their environmental performance motivate them to achieve green goals, and the subsequential impact on their rewards and compensation (Nguyen et al., 2025). Finally, an effective performance management, followed by clear and consistent communication are crucial to signal employees to achieve organizational goals (Deepa et al., 2025).

1.1.4. Green reward and compensation

Green reward and compensation are a system that offer both financial and non-financial incentives, designed to attract, retain, and motivate employees to support and achieve environmental objectives (Jabbour et al., 2011). It enhances employee's commitment on their organization green goals, which are achieved by the implementation of previous green training and development programs that offer the necessary knowledge and skills (Sheikh et al., 2024)

Saeed et al. (2018) state that among all HRM practices, rewards are the most powerful measure of aligning employees' performance with the firm's goals. Additionally, non-financial rewards should be offered alongside financial incentives, as most research agree that combining monetary and nonmonetary rewards is more effective in motivating employees, potentially leading to feelings of pride (Saeed et al., 2018). These rewards are seen as a positive message, which creates a good atmosphere that boosts green behaviors among employees (Nguyen et al., 2025). In the textile industry context, Zafar et al. (2024) suggests that managers can further boost employees' sense of pride by recognizing when they engage in green behaviors that go beyond organizational policies, celebrating environmental achievements.

Table 1.1 summarizes the Green Human Resource Management practices explored in this study, based on the existing literature.

Table 1.1. Overview of the GHRM practices

Source	Practices
Green recruitment and selection	
Deepa et al. (2025) Haden et al. (2009) Renwick et al. (2013) Saeed et al. (2018)	1. Effectively communicate through recruitment processes organization's environmental values and concerns 2. Evaluate and select candidates based on the alignment of values, where questions related to environmental knowledge and beliefs can be asked during the interview process
Green training and development	
Alam et al. (2023) Costa et al. (2022) Saeed et al. (2018) Sheikh et al. (2024)	3. Provide environmental training to all members of the organization, not only to those in sustainability departments 4. Promote environmental knowledge and awareness through employee education with workshops and seminars
Green performance management and appraisal	
Nguyen et al. (2025) Saeed et al. (2018) Zafar et al. (2024)	5. Incorporate green criteria that addresses environmental incidents, accountability, responsibilities, carbon emission reduction, and green policies communication 6. Clearly and formally advocate green initiatives while monitoring outcomes; providing feedback regarding workers environmental performance
Green reward and compensation	
Jabbour et al. (2011) Renwick et al. (2013) Zafar et al. (2024)	7. Offer financial incentives to reward employee's environmental performance alongside with non-financial rewards 8. Celebrate and recognize employees' environmental achievements, and green skills acquisition

Note. Table created by the author

1.2. GHRM and Employee pro-environmental behavior in the workplace

“Understanding how and why employees differ in terms of behaviors with an environmental impact should be of concern to organizations aiming to operate in environmentally sustainable ways” (Dilchert & Ones, 2012, p. 453). Organizations cannot achieve their environmental goals without employee interest in engaging in green behaviors (Li et al., 2025).

According to Dilchert and Ones (2012), employee pro-environmental behavior (PEB) can be defined as “scalable actions and behaviors that employees engage in that are linked with and contribute to environmental sustainability” (2012, p. 453). These employee’ behaviors include many activities, for instance, by deepening their knowledge of environmental issues, generating, and implementing innovative strategies to reduce the company’s ecological footprint, and actively participating in initiatives such as recycling and reusing materials (Nisar et al., 2021). Further, various employee PEB activities have been highlighted in the literature, such as “turning off lights when not in the office, double-sided printing, minimizing disposable cup usage, supporting organizational greening initiatives, reducing waste, and developing new ideas to prevent environmental degradation” (Saeed et al., 2018, p. 427).

As noted by Ramus and Killmer (2005), the literature categorizes green actions performed by employees into two types: in-role and extra-role behaviors. In-role behaviors encompass actions that are part of an employee’s formal job responsibilities; failure to perform these duties may result in sanctions (Ones & Dilchert, 2012). In contrast, extra-role behaviors are not included in employee’s formal job descriptions, extending beyond formal duties and responsibilities in the workplace (Paillé & Boiral, 2013).

As mentioned by Duarte and Mouro (2022) “both types of behaviors contribute to organizations’ good functioning and business goal attainment” (p. 02). However, the study relies on employee voluntary pro-environmental behavior (i.e., extra-role behaviors) which, while not formally monitored or rewarded, benefit organizations by conserving resources and protecting the environment.

In sequence, Duarte and Mouro (2022) argue that corporate environmental practices play a critical role in encouraging employees to voluntarily engage in eco-friendly behaviors within the workplace. In this context, prior research indicates that GHRM practices promote behaviors that are consistent with an organization’s environmental objectives as it increases social responsibility awareness among employees (Ansari et al., 2023). Thus, it is important to foster employee environmental knowledge, which can be achieved by GHRM practices (e.g., green training, green performance management, green rewards, and compensation), as employees with environmental competencies are more likely to engage in pro-environmental behaviors (Li et al., 2025). For example, Nisar et al. (2021) sustain that in textile organizations, environmental awareness is managed specifically through designed training programs that educate employees with the right skills and knowledge, and in return, employees develop an improved perception of the firm’s green policies, finally being encouraged to perform PEB.

Deepa et al. (2025) found that when organizations consistently transmit specific values through HR systems, employees perceive these messages and may feel compelled to act accordingly. This aligns with Signaling Theory (Spence, 1978), which explains how individuals demonstrate qualities such as skills or values through recognizable signs that employers interpret when making decisions. Applied to HRM, this theory suggests that GHRM practices signal organizational priorities and responsibilities to employees (Pffiffelmann et al., 2025), creating pressure for them to respond in kind (Sheikh et al., 2024). In other words, individuals are encouraged to align their environmental behaviors with organizational expectations (Li et al., 2025).

This statement can be complemented with Social Exchange Theory (SET) (Blau, 1964), which refers to the reciprocal exchange of value between an organization and its employees. In this regard, SET frames the employment relationship as an exchange in which employees trade effort and loyalty for benefits and rewards (Rhoades & Eisenberger, 2002). Thus, when employees perceive that they are supported and valued by their organization, they develop a sense of obligation to reciprocate through trust and commitment (Musenze & Mayende, 2022).

Finally, Ribeiro et al. (2024) findings sustain that GHRM practices enhance green performance through the development of human competences. Further, the authors found that careful green hiring, selection, and training with an association of green rewards motivate employees to act environmentally friendly. In result, both employee's green performance and the firm's green performance are increased. For instance, when employees perceive their organization's commitment on green efforts, they are likely to engage in behaviors that align with those efforts.

In light of this, the following hypothesis is proposed:

Hypothesis 1: GHRM practices are positively related to employee PEB in the workplace.

1.3. Individual Green Values

Schwartz (1994) defines values as general desirable goals that vary in importance and guide people's lives, influencing their beliefs, attitudes, norms, intentions, and behaviors. Among them, biospheric values highlight the intrinsic worth of nature and the environment (Steg & De Groot, 2012). Environmental concern reflects the evaluation of environmental issues through beliefs, worries, and attitudes about the need for protection, and is shaped by underlying values, which in turn influence norms and behaviors (Steg & De Groot, 2012). Importantly,

environmental values are not fixed but evolve in response to sociocultural, sociodemographic (e.g., income, geographic location), and educational contexts (Zainuri et al., 2022).

Ramus and Killmer (2005) highlight that individuals' values and beliefs shape pro-social behaviors, including pro-environmental actions at work. Individual green values (IGV) represent an employee's psychological state of concern and responsibility toward environmental sustainability. Employees who are knowledgeable and concerned about environmental issues, such as pollution and waste, are more inclined to engage in environmental protection (Shah et al., 2023). In this sense, Ruepert et al.'s (2017) findings suggest that employees with strong IGV are more likely to consider the environmental consequences of their workplace actions and adapt their behaviors accordingly.

Evolving on this, Wagner et al. (2025) argue that the link between IGV and PEB was found to be explained by intrinsic motivation beliefs. Rooted in self-determination theory (Ryan & Deci, 2017), intrinsic motivation reflects autonomous engagement, where behaviors are driven by internal desire rather than external rewards and punishments. As Hoxha et al. (2024, p. 01) describe, intrinsic motivation means "[...] doing something with desire and will that come from within.". It arises from enjoyment and interest in the activity, which is a driver for employee engagement in extra-role behaviors, but can also stem from moral obligation (Steg, 2016; Wagner et al., 2025). Thus, employees who behave pro-environmentally often do so because such actions align with their values, making them feel good about themselves (Steg, 2016).

Empirical evidence supports this connection. Shah et al.'s (2023) study on environmental sustainability in textile firms, found that environmental consciousness, which is rooted in IGV, leads to enhanced employee PEB. Similarly, Nisar et al. (2021) found that environmental passion strongly predicted green behavior intentions in textile workers, which was translated into PEB. These findings highlight the importance of employee's IGV in fostering pro-environmental actions, particularly in the textile industry, which faces mounting pressure to address its environmental impact (Razzaq et al., 2018).

Based on these statements rooted in the sustainability research, the following hypothesis is proposed:

Hypothesis 2: Employee IGV is positively related to employee PEB in the workplace.

1.4. Organizational Identification

The HRM behavioral literature suggests that HRM practices may influence employee attitudes and behaviors through different social and psychological processes (Shen et al., 2017), including organizational identification (OI).

Mael and Ashforth (1989) firstly clearly define the concept of organizational identification as an individual's sense of unity or belonging to an organization, where they see themselves as embodying the characteristics of that organization. The authors state that this effect happens through an internalization of values and beliefs of the organization by employees. Hence, it is reflected in employee loyalty and commitment. Grounded in Social Identity Theory (SIT) (Tajfel & Turner, 1979), this perspective posits that individuals define part of their self-concept through their membership in social groups, including the workplace. This creates a notion of social identity, which in turn impacts employees' behaviours, and whether they engage or not in extra-role behaviours (Blader & Tyler, 2009). Further, OI is not only a cognitive perception of oneness but also an emotional attachment between employees and their organizations (Rhoades & Eisenberger, 1990).

Building on this foundation, Social Identity Theory (Tajfel & Turner, 1979), suggests that a related consequence of organizational identification is the experience of pride in one's group and its activities. This occurs because "the distinctiveness of the group values and practices, group prestige, [and] salience of and competition with out-groups" foster stronger identification, as individuals perceive their group as distinctive and worthy of esteem (Mael & Ashforth, 1989, p. 26).

In this sense, as organizations have been under pressure due to the growing need for sustainable economies, working for an environmentally responsible company can foster individuals to develop feelings of pride and self-worth (De Roeck & Delobbe, 2012; Duarte & Mouro, 2022). Thus, CSR practices (e.g., GHRM) can be understood as symbolic signals of an organization's priorities, reinforcing its distinctiveness and prestige, finally fostering employee identification with their organization (De Roeck & Delobbe, 2012).

In fact, a recent study by Alshahrani and Iqbal (2024), found that organizations can strengthen their relationships with their employees and enhance their reputation by demonstrating environmental commitment through the adoption of GHRM practices. Further, the findings suggest that employee's sense of pride and identification with their organizations are powerful drivers of environmental commitment. In the textile industry context, Zafar et al.'s (2024) findings show that GHRM practices influence organizational pride when employees perceive that their companies are committed to green actions, such as reducing energy costs

and mitigating pollution. Additionally, Gao et al.'s (2025) research on Chinese manufacturing companies reinforce that organizations that encourage green training programs promote a feeling of ownership and accountability among employees, which in turn promote environmental initiatives within companies.

Ultimately, as Mael and Ashforth (1989) state, OI promotes a classification of oneself, fostering the individual to exemplify the group, finally making the group behavior possible. This happens as individuals often desire for positive associations and identifications, since the prestige of the group affects self-esteem. In this sense, OI serves as a mediator between environmental CSR practices (e.g., GHRM) and employee PEB at work (Duarte & Mouro, 2022). Specifically, when employees perceive their organization's commitment to sustainability, they are likely to experience pride in being associated with an environmentally responsible company. Such pride, in turn, fosters a strong motivation to engage in behaviors that reflect and support the organization's environmental values, driven by a desire to positively represent the group. Ultimately, this process contributes to enhanced organizational environmental performance (Alshahrani & Iqbal, 2024).

Therefore, based on Social Identity Theory (SIT; Tajfel & Turner, 1979), this study explores the mediating effect of OI on the relationship between GHRM and employee PEB. Based on the arguments presented above the following hypothesis is proposed:

Hypothesis 3: OI mediates the relationship between GHRM practices and employee PEB in the workplace.

In organizational behavior research, understanding the alignment between employees and their work environment has long been a priority. Early studies on the congruence between individual characteristics and environmental attributes emphasize higher satisfaction, commitment, and performance as a result (Muchinsky & Monahan, 1987). The alignment between an individual and the organization is defined as person-organization fit (P-O fit) by Kristof (1996). The author distinguished this mechanism in supplementary fit, where similarity in values, goals, or culture forms the basis of compatibility, and complementary fit, where each part fulfills needs or compensates for in the other. Thus, perceived P-O fit helps employees to develop a stronger identification with their company (Duarte & Mouro, 2022).

Following on SIT, Mael and Ashforth (1989) affirm that similarity, proximity, and shared goals are traditionally associated with group formation, as it affects the extent to which individuals identify with their groups. According to the authors, this happens because

individuals tend to support institutions and activities congruent with aspects of their identities. Thus, when employees perceive a strong alignment between their personal values and those of their organization, they are more likely to experience a sense of integration and to view themselves as an integral part of the organizational community, developing a sense of organizational identification (Cable & DeRue, 2002; Weisman et al., 2022).

Building on this, Cheema et al. (2018) argue that when organizational green values align with employees' IGV, pro-environmental practices are more likely to be perceived as morally mandatory by employees. High levels of value congruence are therefore reflected in individuals' behaviors. As Mael and Ashforth (1989) note, individuals tend to adopt characteristics they perceive as prototypical of the groups with which they identify. In this sense, employees are motivated to act in accordance with the values of the groups they belong to (Wagner et al., 2025).

On the other hand, when employees' values are incongruent with those of the organization, or when their needs are not met, they are less likely to engage in green behaviors at work (Dumont et al., 2017). Since employee support and commitment to the organization are strongly influenced by employee OI, a lack of value alignment weakens this identification and reduces the positive outcomes typically associated with group membership (Mael & Ashforth, 1989). Finally, from SIT perspective (Tajfel & Turner, 1979), such incongruence diminishes the process of defining the self through organizational membership, thereby limiting the extent to which employees internalize group values and translate them into behaviors, in this case, PEB.

Finally, it is proposed that employee's OI, promoted by the alignment of IGV and organization's environmental values, motivates them to perform environmentally friendly at work (Wagner et al., 2025).

Hence, a high level of OI, promoted by values alignment, will result in a highly motivated workforce carrying out pro-environmental behaviors (Zafar et al., 2022). Based on these statements, it is suggested that OI serves as a mediator between IGV and employee PEB. Finally, the next hypothesis is proposed:

Hypothesis 4: OI mediates the relationship between IGV and employee PEB in the workplace.

1.5. Supervisor support for environmental sustainability

The success of an organization's environmentally sustainable efforts is mainly dependent on its leaders (Robertson & Barling, 2015). Priyankara et al. (2018) define supervisor support for the

environment as the degree to which leaders actively encourage and empower employees to engage in sustainability efforts. Such support encompasses providing autonomy for eco-friendly initiatives, championing environmental programs, fostering environmental skill development, promoting open dialogue on environmental issues, endorsing green behaviors, and recognizing employees' contributions to sustainability.

Since PEBs are rarely included in formal job descriptions, managers cannot easily mandate them. Furthermore, a subordinate's commitment to eco-friendly practices is not a direct outcome of their supervisor's values; rather, it is influenced by the subordinate's perception of how supportive their supervisor is toward environmental sustainability (Cantor et al., 2015). This concept of managerial support emphasizes employees' belief that their leaders value their contributions, care about their well-being, and exhibit supportive behaviors (Eisenberger et al., 2002). When leaders extend this support to environmental efforts, they convey a strong commitment to sustainability that goes beyond formal job requirements (Priyankara et al., 2018).

Ramus (2001) highlights the influence of supportive supervisory behaviors on employees' environmental protection attitudes. By fostering open and democratic communication, managers encourage employees to voice ideas for green initiatives, while providing green training equips employees with the skills and resources necessary to act. Recognition and rewards for sustainability efforts reinforce such behaviors, and clear communication of organizational environmental goals signals guidelines and targets for employees to follow. Similarly, when leaders endorse GHRM practices, employees perceive this as an implicit expectation to engage in PEBs, aligning with findings by Priyankara et al. (2018) and Paillé and Valéau (2021)

Conversely, a lack of supervisor support is a major barrier to fostering employee PEBs. Yuriev et al. (2018) identify it as one of the most significant organizational obstacles, often exacerbated by insufficient internal resources. Addressing this challenge requires equipping supervisors with the necessary tools to innovate and implement green initiatives (Paillé et al., 2013). In the textile industry context, Nisar et al. (2021) demonstrate that tailored green leadership training for managers and direct supervisors have an enormous impact on the employee's motivation. The authors also highlight the importance of clear and consistent feedback, which helps employees recognize their contributions and feel encouraged to reciprocate with PEBs.

Leaders who encourage employees to go beyond their own needs for the collective good, inspire them to engage in environmentally sustainable behaviors (Robertson & Barling, 2012).

By signaling that these behaviors are valued and expected, managers who support GHRM practices foster the internal competencies needed to improve green performance (Rubel et al., 2021; Singh et al., 2019). Indeed, Cantor et al. (2015) show that employees' perceptions of supervisory support are positively related to their own environmental commitment, suggesting that employees motivated by such support are more likely to adopt PEBs in the workplace. Based on this understanding, the following hypothesis is proposed:

Hypothesis 5: Supervisor support for environmental sustainability moderates the relationship between GHRM and employee PEB, being this relationship stronger when support is high.

The literature on supportive work environments underscores the significant influence of leaders and their support on employees' sense of pride and organizational identification (Deepa et al., 2025). Supervisor support plays a crucial role in shaping employees' psychological connection to organizational goals by fostering loyalty, pride, and commitment (Eisenberger et al., 1986). In this context, literature has shown that GHRM practices, such as green recruitment and selection, green training, green performance appraisal, and green rewards, boost employees' affective commitment with their organizations, thereby nurturing employee OI (Ribeiro et al., 2024). However, the extent to which these practices affect employees may depend on the support they receive from their supervisors (Rafique et al., 2024). Leaders act as role models and interpreters of organizational values (Eisenberger et al., 1986), shaping how employees experience and respond to GHRM practices.

According to Robertson and Barling (2012), leaders play a crucial role on their followers' behaviors and perceptions of GHRM practices through idealized influence, value-sharing, inspirational motivation, intellectual stimulation, and relationship-building with their employees. A strong perception of supervisor support signals that employees are valued, reinforcing a deeper connection to the organization and encouraging alignment with its sustainability goals (Rafique et al., 2024).

From a SIT perspective (Tajfel & Turner, 1979), leader support may affect the way subordinates interpret and internalize GHRM practices, therefore, when employees feel encouraged to engage on environmental practices, they experience pride and are more motivated to identify with a green organization (Alshahrani & Iqbal, 2024). This support may amplify the effect of GHRM practices in fostering employee integration and identification with an environmentally responsible company (De Roeck & Delobbe, 2012; Zafar et al., 2022).

Empirical evidence further supports that leaders who provide strong motivation for environmental causes empower employees to remain resilient and focused on sustainability, thereby enhancing OI (Zafar et al., 2024). Supportive leaders also foster employees’ sense of integration and responsibility (Ahmed et al., 2020; Alam et al., 2023).

Conversely, low perceived supervisor support may weaken the impact of GHRM practices on OI, potentially leading employees to experience negative emotions such as dissatisfaction and disengagement. Then, without reinforcement from leaders, GHRM practices may leave employees uncertain about their relevance and value, undermining OI (Suthatorn & Charoensukmongkol, 2022).

In sum, employees with higher levels of perceived supervisor support are more likely to interpret GHRM practices as a genuine investment in their growth. Thus, GHRM practices are more effective in fostering OI when employees feel supported by their leaders (Rafique et al., 2024). Hence, the following hypothesis is proposed:

Hypothesis 6: Supervisor support for environmental sustainability moderates the relationship between GHRM and OI being this relationship stronger when support is high.

Figure 1.1. shows the conceptual model proposed for this study in alignment with the hypotheses presented. The next chapter describes the method adopted to empirically examine it.

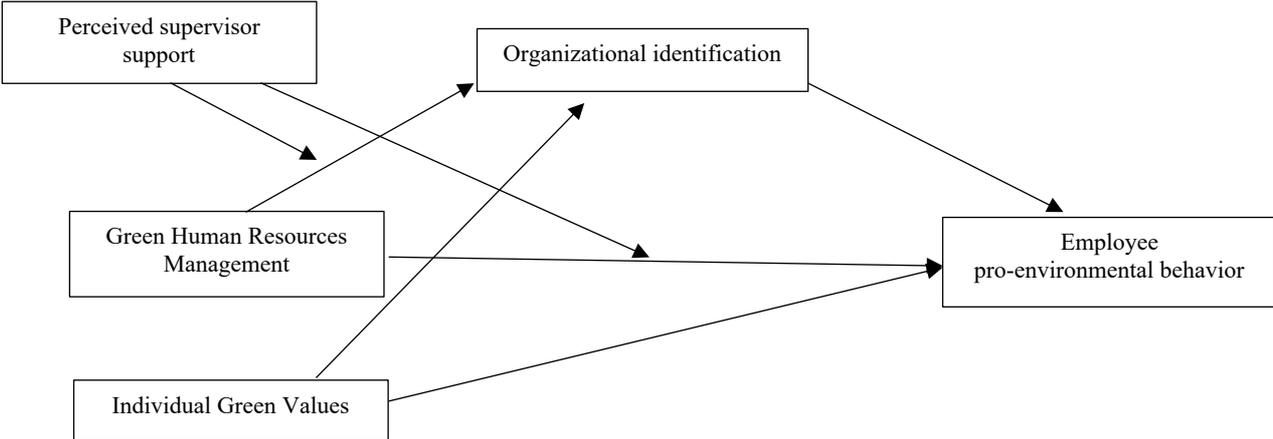


Figure 1.1. Conceptual model

CHAPTER 2

Methodology

2.1. Method

To test the research model, a quantitative, correlational, and cross-sectional study was carried out. The data was collected through *Qualtrics*, an online survey platform, and the questionnaire had an estimated completion time of around 5 minutes.

Initially, this study targeted administrative employees working in Portuguese textile companies. However, due to challenges in participant accessibility, the scope was broadened to include employees from textile and fashion companies across Europe. This adjustment was made to secure a sufficient sample size while maintaining the study's focus on the textile sector. Additionally, to increase the sample size, participants were also recruited through *Prolific*, a widely used online research platform known for providing data. A total of 22 participants were recruited through this platform, and £1.50 was paid to each individual contribution, making a total payment of £44.20, approximately 52€.

Participants were recruited online and informed about the study's purpose and relevance. The survey was distributed via an anonymous link shared through email and LinkedIn, and further disseminated using convenience sampling on social media platforms such as Instagram. Prior to participation, respondents were presented with informed consent detailing confidentiality and the voluntary nature of their involvement (Appendix A). Upon completion of the survey, participants received a debriefing message that thanked them for their contribution and reiterated the assurance of confidentiality (Appendix B).

As this study was initially conducted in a Portuguese market context, the survey was originally made in Portuguese language, but after the mentioned changes, the survey gained an option to be made in English. Finally, the survey was open for responses between February 2025 and June 2025. After data collection, and in order to analyze the results, statistical analyses were carried out using SPSS (*Statistical Package for the Social Sciences*) and Macro PROCESS (Hayes, 2017) to test the research hypotheses.

2.2. Sample

The study was conducted with a sample of 130 participants, with ages ranged from 19 to 79 years ($M= 36.29$, $SD= 13.69$). Among the respondents, 73.8% were women, while 23.8% men (Table 2.1). With respect to educational attainment, 42.3% of respondents possess a bachelor's degree, 30.8% have attained a master's degree, 3.1% hold a doctoral degree (PhD), and 26%

have completed secondary education (10th to 12th grade). The average organizational tenure was approximately 8 years ($M= 7.8, SD= 10.04$), with individual tenures ranging from 3 months to 40 years in the same organization. The most represented nationality among respondents was Portuguese (37%), reflecting the study’s original target population. However, following the expansion of the sampling scope, additional participants were reached across Europe, including individuals from Spain, the United Kingdom, Italy, Germany, and other European countries. Notably, 35.4% of respondents did not specify their nationality, which limits the ability to draw conclusions about the full distribution of nationalities within the sample and is acknowledged as a limitation of this study.

With regard to the sector, 80% of the respondents are employed in private organizations, and 83% work for profit-oriented companies. Concerning functional areas, the majority are engaged in Marketing and Sales (30%), followed by Management and Finance (18%), Purchasing and Logistics (15%), Research and Development (9%), and Design (7%). In terms of contractual status, 73.1% of participants hold a permanent contract, while 15% are employed on a fixed-term basis, 6% work as freelancers, and 5% are undertaking internships.

Regarding the length of time respondents have worked with their current direct supervisors, the average tenure is 5 years ($M= 5.2, SD= 7.1$), ranging from a minimum of three months to a maximum of 40 years. In terms of interaction frequency, 67% of respondents reported interacting with their direct supervisor on a daily basis. Finally, 45% of the supervisors identified by the respondents are male, while 55% are female.

Table 2.1. Summary of the main relevant sociodemographic and socio-organizational characteristics

N	130 participants
% Women	73.8%
Average age (years)	36.29
% Higher Education	42.3%
Average tenure (years)	7.8
% Organization	80% – Private 83% – Profit-oriented
% Functional areas	30% – Marketing and Sales
% Contract Type	73.1% – Permanent contract
Average supervisor tenure (years)	5.2
% Daily supervisor interaction frequency	67%
% Supervisor gender	55% – Women

2.3. Measurement of Variables

As stated previously, in the introduction participants were informed that the survey was voluntary, and that confidentiality of data was guaranteed. After reading the conditions of the survey, the participants could choose whether to participate or not. After pressing yes, the questions designed to measure each of the constructs encompassed within the research model are presented. In addition, to mitigate the potential biasing effects of method factors on construct validity and reliability (Podsakoff et al., 2024), the survey possessed one control variable (Social Desirability), and a marker variable (Job Boredom). Finally, by the end of the survey, some sociodemographic data was requested for statistical purposes (gender, age, educational level, organization seniority, and nationality) (Appendix J).

Eventually, to ensure the reliability of these items, their internal consistency was tested using *Cronbach's Alpha* (α), which ranges from zero to one. Following on DeVellis (1991), an alpha coefficient of .60 is considered the minimum acceptable threshold in social science research. Therefore, when the *Cronbach's Alpha* is below this value, it is deemed inadequate to proceed with more advanced statistical analyses.

2.3.1. Green Human Resources Management practices (predictor 1)

The GHRM variable was assessed through an adapted six-item scale from Dumont et al. (2017) (Appendix C), focusing on green training, performance management, and rewards that align with environmental objectives. Respondents indicated on a 5-point Likert scale (1= Totally disagree; 5= Totally agree) their agreement levels with the items, such as “*my organization establishes green goals for their employees*” and “*my organization relates employee green behaviors with rewards*”. Finally, this scale presented a *Cronbach's Alpha* of .87.

2.3.2. Individual green values (predictor 2)

According to Ramus and Killmer (2005), individuals' pre-existing values, beliefs, and habits play a crucial role in shaping pro-social behaviors, including pro-environmental behaviors in the workplace. In line with this, individual green values serve as a predictor variable in the present study, as employees' intrinsic concern for the environment may independently influence their engagement in workplace pro-environmental behavior (Ramus & Killmer, 2005). Following Chou (2014), individual green values were measured using an adapted four-item scale (Appendix D) that assesses employees' attitudes toward environmental protection and sustainability. Responses were collected on a 5-point Likert scale (1 = Totally disagree; 5 = Totally agree). Example items include: “*I care about the environmental problems affecting*

the world” and *“I feel guilty when I contribute to environmental degradation.”*. This scale presented a *Cronbach’s Alpha* of .66.

2.3.3. Employee pro-environmental behavior (criterion variable)

The criterion variable, employee pro-environmental behavior (PEB) at workplace, was assessed using an adapted ten-item pro-environmental behavior scale developed by Robertson and Barling (2012) (Appendix E). Respondents indicated on a 5-point Likert scale (1= Totally disagree; 5= Totally agree) their agreement levels with the items, such as *“At work, I get involved in environmentally responsible initiatives”*, and *“At work, I avoid wasting resources such as electricity or water”*. This scale presented a *Cronbach’s Alpha* of .81.

2.3.4. Organizational Identification (mediating variable)

To measure the organizational identification mediator variable, a six-item scale adapted from Mael and Ashforth (1992) (Appendix F) was used to measure the degree to which employees feel a sense of belonging and alignment with the organization’s identity and values. The scale was assessed on a 5-point Likert scale (1= Totally disagree; 5= Totally agree), where participants indicated their agreement levels with the items, such as *“When somebody mentions my organization I feel personally involved”*, and *“I feel emotionally attached to my organization”*. This scale presented a *Cronbach’s Alpha* of .90.

2.3.5. Supervisor support for environmental sustainability (moderator variable)

The supervisor support for environmental sustainability moderator variable was assessed through a seven-item scale based on Cantor et al. (2015) (Appendix G), evaluating perceptions of supervisory support for environmental efforts and their impact on employees’ behaviors. Respondents indicated on 5-point Likert scale (1= Totally disagree; 5= Totally agree) their agreement levels with the items, such as *“My direct supervisor encourages environmentally responsible practices in the workplace”*, and *“My direct supervisor rewards or publicly recognizes contributions related to environmental sustainability”*. This scale presented a *Cronbach’s Alpha* of .95.

2.3.6. Social desirability (control variable)

According to Podsakoff et al., social desirability refers to *“items written in such a way as to reflect more socially desirable attitudes, values, beliefs, traits, behaviors, or perceptions”* (2024,

p. 29). Eventually, it can lead to biased responses in research, especially in self-reported surveys, where participants might over-report socially acceptable behaviors.

In the present study on pro-environmental behaviors, social desirability might influence participants to overstate their environmentally friendly behaviors or their support for sustainability practices due to ethical concerns. In this regard, an adapted social desirability scale from Fischer and Fick (1993) (Appendix H) was assessed on 5-point Likert scale (1= Totally disagree; 5= Totally agree) to measure difficulties in social situations, including the tendency to avoid interactions due to anxiety. Respondents indicated their agreement levels with the scale items: *“I always follow the rules, even when no one is looking”*, *“There were occasions that I took advantage of someone”*, and *“I always help those who necessitate, even when it is inconvenient for me”*.

This scale showed low internal consistency, with a *Cronbach’s Alpha* of .369, which is well below the acceptable threshold recommended by DeVellis (1991). To further examine the relationships among the items, a Pearson correlation analysis was conducted; The Pearson’s *r* coefficients ranged from .155 to .271, with two correlations reaching significance at .05 and .01 levels. These values also remained below the minimum acceptable levels, therefore, the control variable “Social Desirability” was excluded from subsequent analyses in this study.

Finally, the potential influence of social desirability cannot be overlooked in this research, highlighting the need to interpret the results with caution.

2.3.7 Job boredom (marker variable)

To mitigate the potential biasing effects of method factors on construct validity and reliability of research, it is recommended to include a marker variable that is conceptually unrelated to the study constructs. This helps to control for extra variance that could affect the relationships between the study variables (Podsakoff et al., 2024).

For this reason, job boredom was chosen to be included as a marker variable. This concept refers to employees’ perception of their work tasks as monotonous and unchallenging (Reijseger et al., 2012). The choice of this variable as a marker is grounded in the idea that job boredom is related to the lack of mental and work demands, being primarily an affective response to job task (Reijseger et al., 2012) rather than attitudes toward environmental sustainability. Additionally, Reijseger et al.’s (2012) findings have evidence that job boredom is positioned as a predictor of burnout, suggesting minimal overlap with the present study constructs (Podsakoff et al., 2024). In this sense, selected items from the Dutch Boredom Scale (Reijseger et al., 2012) (Appendix I) were used on a 5-point Likert scale (1 = Totally Disagree;

5 = Totally Agree). Since job boredom is conceptually unrelated to GHRM, pro-environmental behaviors, organizational identification, and perceived supervisor support, its inclusion helps ensure that observed relationships are not driven by general levels of work engagement or dissatisfaction. Respondents indicated their agreement levels with the scale items such as “*At work, time goes by very slowly*”, and “*At my job I feel restless*”. This scale presented a *Cronbach’s Alpha* of .85.

2.4. Common Method Bias

This present study uses a self-report survey on topics that respondents may feel pressure to answer in a socially desirable way. This effect can influence in the validity of the research as literature shows (Podsakoff et al., 2024). The efforts to avoid common method bias (CMB) in this study help to assure that the results reflect true relationships rather than measurement artifacts. In this sense, job boredom (Reijseger et al., 2012) was used as a marker variable, which is conceptually unrelated to the study construct variables. Therefore, significant correlations between the marker variable and key study variables could indicate potential CMB.

Aligned with what was expected, the marker variable (job boredom) was moderately correlated with only one of the main study variables “organizational identification” ($\rho = -.47$, $p < .05$). Since this value is negative, it is assumed that low levels of organizational identification (i.e., weaker sense of belonging with the organization) are linked with high values of job boredom (i.e., feeling restless at work), as the more bored employees feel, the less committed to the organization they might be (Reijseger et al., 2012). Consequently, common method bias seems not to be a concern in the present study.

To complement this analysis, Harman’s single-factor test was conducted to further assess the presence of common method bias (CMB). According to Podsakoff et al. (2024), if the first unrotated factor does not account for the majority of the variance (i.e., more than 50%) in the items, it can be inferred that CMB is unlikely to be a serious concern. In this study, the test indicated that the first factor accounted for only 28.8% of the total variance, suggesting that CMB is not a significant issue (Appendix M).

Although the results show that CMB is not a significant problem for the validity of this study and considering all the previous efforts to avoid this issue, it is still pivotal to analyze and interpret the results with caution.

CHAPTER 3

Results

In this following chapter, the analyses of the study hypotheses will be presented and discussed. The statistical analyses were carried out using SPSS (*Statistical Package for the Social Sciences*) (29.0.1.0 version). Additionally, to test the research model, Macro PROCESS (Hayes, 2017) (5.0 version) was implemented.

3.1. Descriptive analyses and variables correlations

After describing the sample, the means, standard deviations, and correlations for the main variables in the research model, as well as the control variable were calculated. Regarding the descriptive statistics of the composite variables under study, and as presented in Table 3.1, the results show that the respondents somewhat perceive the presence of GHRM practices in their organization since the mean score is slightly above the neutral midpoint of the five-item Likert scale ($M= 3.16$, $SD= 1.08$). This suggests a moderate level of agreement regarding the implementation of those practices within their organization, while the relatively high standard deviation shows that these perceptions vary across respondents. Similarly, the mean value of supervisor support for environmental practices ($M= 3.33$, $SD= 1.18$) indicates a moderate perception of supervisor support, with substantial variation among respondents.

As for employee pro-environmental behavior ($M= 4.31$, $SD= .56$), results show that respondents generally report high levels of engagement in environmentally friendly behaviors at work, substantially above the scale's midpoint. Next, respondents scored very high individual green values relative to the scale midpoint ($M= 4.60$, $SD=.49$), reflecting those employees tend to hold strong pro-environmental personal values.

Finally, the mean score for OI ($M= 4.24$, $SD =.82$) indicates that employees tend to feel a strong sense of belonging and attachment to their organization, with the average score well above the scale midpoint. In addition, *one-sample t-test* was conducted to determine whether the mean scores for each variable differed significantly from the scale midpoint. Results showed that PEB ($M= 4.31$), OI ($M= 4.24$), Supervisor Support ($M= 3.33$), and IGV ($M= 4.60$) were all significantly higher than the neutral midpoint ($p < .05$). In contrast, GHRM ($M= 3.16$) did not differ significantly from the scale midpoint ($p= .091$).

To examine the degree of association between the variables under investigation, *Spearman's* correlation coefficient was computed. This non-parametric statistic allows for the

assessment of the strength and direction of the relationship between two variables, indicating whether the association is positive or negative, as well as its statistical significance.

As presented in Table 3.1, the results indicate that GHRM practices are positively correlated with employee PEB ($\rho = .34, p < .01$) suggesting that the implementation of green practices within an organization is associated with higher levels of environmentally friendly actions among employees. In addition, GHRM practices are positively correlated with organizational identification ($\rho = .33, p < .01$). Furthermore, OI, proposed as a mediator in this study, shows significant positive correlation with PEB ($\rho = .52, p < .01$). This suggests that stronger GHRM practices are associated with greater employee OI and higher levels of environmentally sustainable behavior at work.

In addition, supervisor support for environmental sustainability is strongly and positively associated with both GHRM practices ($\rho = .65, p < .01$) and OI ($\rho = .46, p < .01$), as well as with PEB ($\rho = .53, p < .01$). These significant correlations highlight the potential of supervisor support to strengthen the link between GHRM and both OI and employees' pro-environmental behaviors. These substantial correlations suggest that when supervisors actively encourage environmental initiatives, employees are more likely to perceive the organization's GHRM practices as credible and to align more strongly with the organization's identity, which can foster greater PEB.

As for IGCV, it showed a significant positive correlation with PEB ($\rho = .49, p < .01$) and supervisor support ($\rho = .25, p = .004$), and a weaker but significant association with OI ($\rho = .19, p = .035$), however, a not significant correlation with GHRM ($\rho = .53, p = .083$). These findings are consistent with the literature (e.g., Ramus & Killmer, 2005) and reinforce the notion that employees' intrinsic environmental concern may independently influence their workplace pro-environmental behavior, irrespective of organizational-level green practices.

Finally, with regard to the sociodemographic and socioprofessional variables relationships with the criterion variable (PEB), a significant positive correlation was found between gender and PEB ($\rho = .19, p < 0.05$), implying that women reported slightly higher levels of environmentally friendly behaviors at work, compared to men in this study. Additionally, there was a significant positive correlation between age and PEB ($\rho = .19, p < 0.05$), suggesting that older employees tend to report higher levels of environmentally friendly behaviors at work. Lastly, a significant negative correlation was found between the employee contract type (i.e. permanent, and temporary contracts) and PEB ($\rho = -.19, p < 0.05$), potentially indicating that employees with a permanent contract tend to report slightly higher levels of pro-environmental behaviors than those with a temporary contract (Table 3.1).

The remaining sociodemographic and socio-professional variables did not show any statistically significant relationships with PEB; therefore, these variables were not considered to further analyses.

Table 3.1. Means, Standard Deviations, Correlations between Variables and Internal Consistencies

	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
1. Gender	-	-									
2. Age	36.3	13.7	-.19*								
3. Contract Type	-	-	-.04	-.25**							
4. Individual Green Values	4.59	.48	.08	.14	-.20*	(.66)					
5. Job Boredom	2.40	1	-.01	-.25**	.20*	-.13	(.85)				
6. Supervisor Support	3.33	1.18	.12	.09	-.13	.25*	-.28**	(.95)			
7. Green Human Resources Management	3.16	1.08	.05	-.02	-.05	.15	-.18*	.65**	(.87)		
8. Organizational Identification	4.23	.82	.13	.22*	-.28**	.19*	-.47**	.46**	.33**	(.90)	
9. Pro-Environmental Behavior	4.31	.56	.19*	.19*	-.19*	.49**	-.24**	.53**	.34**	.52**	(.81)

Notes: * $p < .05$; ** $p < .01$; Cronbach's alpha coefficients in parentheses.

1. Gender: 0= Male, 1= Female

2. Contract Type: 0= Permanent, 1= Temporary

3.2. Hypothesis Test

To test the model proposed in the present study, Macro PROCESS (Hayes, 2017) (5.0 version) was implemented to validate the research hypothesis.

Hypothesis 1 in the conceptual model implies that GHRM practices are positively related to employee PEB in the workplace, predicting that the implementation of green practices within an organization is associated with higher levels of environmentally friendly actions among employees.

In this sense, Table 3.2 presents Model 4 for an initial analysis of the total effect of the predictor variable GHRM on the criterion variable PEB, additionally, the variables Gender, Age, Contract Type, Individual Green Values and Job Boredom were included as covariates. In this regard, the total effect model showed a weak positive significant value which support that GHRM practices increase PEB ($B = .095$; $CI = .020, .169$), explaining 38.7% of the variance in PEB ($R^2 = .39$). These results support Hypothesis 1.

Table 3.2. Total effect of GHRM on PEB

	Pro-Environmental Behaviors		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			
Constant	1.43	.588	2.28
Green Human Resources Management	.095*	.020	.169
Gender	.171	-.010	.353
Age	.005	-.0108	.012
Contract Type	-.030	-.260	.198
Individual Green Values	.528**	.360	.696
Job Boredom	-.068	-.151	.014
		$R^2 = .38$	
		$F(6, 123) = 12.97, p < .05$	

Notes: ** $p < .01$; * $p < .05$

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

Hypothesis 2 of the conceptual model implies that IGV are positively related with employee PEB, predicting that employees with strong personal environmental values engage in sustainable behaviors. In this sense, Table 3.3 presents the values of this analysis, together with the variables Gender, Age, Contract Type, GHRM and Job Boredom, which were included as covariates to better understand this interplay. The results show that IGV strongly positively predicted PEB with a significant total effect ($B = .528$; $CI = .360, .696$). This interaction explains 38% of the variance ($R^2 = .38$), indicating that Hypothesis 2 is fully supported.

Table 3.3. Total effects of IGV on PEB

	Pro-Environmental Behaviors		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			
Constant	1.43	.558	2.28
Individual Green Values	.528**	.360	.696
Gender	.171	-.010	.353
Age	.005	-.001	.011
Contract Type	-.030	-.260	.198
Green Human Resources Management	.094*	.020	.169
Job Boredom	-.068	-.151	.014
<i>R</i> ² = .38			
<i>F</i> (6, 123) = 12.97, <i>p</i> < .05			

Notes: ***p* < .01; **p* < .05

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

The Hypothesis 3 of the study model implies that OI mediates the relationship between GHRM practices and employee PEB in the workplace.

In this sense, it is suggested that the presence of a strong OI among employees contributes to a positive significant relationship between GHRM and PEB. Additionally, the variables Gender, Age, Contract Type, Individual Green Values and Job Boredom were included as covariates in the following analysis. Firstly, regarding the direct effect of the predictor variable on the mediator, the mediation analysis model (Table 3.4) showed that GHRM significantly predicted OI (*B*= .193; *CI*= .074, .312).

Table 3.4. Direct effect of GHRM on mediator (Organizational Identification)

	Organizational Identification		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	3.53	2.17	4.89
Green Human Resources Management	.193*	.074	.312
Gender	.134	-.157	.452
Age	.005	-.004	.015
Contract Type	-.370*	-.737	-.003
Individual Green Values	.088	-.180	.356
Job Boredom	-.231*	-.364	-.098
<i>R</i> ² = .27			
<i>F</i> (6, 123) = 7.60, <i>p</i> < .05			

Notes: **p* < .05

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

OI, in turn, significantly predicted PEB ($B = .228$; $CI = .124, .332$) (Table 3.5). Although, the direct effect of GHRM on PEB with the mediation of OI was not significant ($B = .050$; $p = .170$), the indirect effect of GHRM on PEB with the mediation of OI is significant but not strong ($B = .044$; $CI = .010, .087$) as Table 3.5 presents. The indirect effect is the part of the relationship that operates through the mediator, in this case OI. It shows that GHRM practices have an effect on employee PEB by the fact that GHRM increases OI, which in turn promotes PEB.

Finally, because the direct effect of GHRM on PEB was not significant, there is evidence that OI fully mediates this relationship, supporting Hypothesis 3 of this research's conceptual model.

Table 3.5. Direct effect of GHRM on PEB through mediator (Organizational Identification)

	Pro-Environmental Behaviors		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	.630	-.245	1.50
Green Human Resources Management	.050	-.022	.122
Organizational Identification	.228*	.124	.332
Gender	.140	-.030	.311
Age	.003	-.002	.009
Contract Type	.054	-.163	.272
Individual Green Values	.508**	.351	.666
Job Boredom	-.015	-.097	.065
$R^2 = .46$			
$F(7, 122) = 15.41, p < .05$			
Indirect Effect			
GHRM > OI > PEB	.044	.010	.087

Notes: ** $p < .01$; * $p < .05$

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

In sequence, Hypothesis 4 of the conceptual model suggests that OI mediates the relationship between IGTV and PEB. Similarly, the variables Gender, Age, Contract Type, GHRM and Job Boredom were included as covariates.

In this context, IGTV did not significantly predicted OI ($B = .088$, $p = .518$) (Table 3.6). Additionally, the indirect effect of IGTV on PEB via OI was also not significant ($B = .020$, $CI = -.044, .101$), as Table 3.6 shows. These results suggest that while IGTV directly enhances employees' PEB ($B = .508$; $CI = .351, .666$), this relationship does not operate through OI. Finally, these values do not sustain a mediation effect of OI on IGTV and PEB, therefore, Hypothesis 4 is rejected.

Table 3.6. Direct effect of IGV on mediator (Organizational Identification), and Indirect effect of IGV on PEB through mediator (Organizational Identification)

Organizational Identification			
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	3.53	2.17	4.89
Individual Green Values	.088	-.180	.356
Gender	.134	-.157	.4
Age	.005	-.004	.015
Contract Type	-.370*	-.737	-.003
Green Human Resources Management	.193*	.074	.312
Job Boredom	-.231*	-.364	-.098
<i>R</i> ² = .27			
<i>F</i> (6, 123) = 7.60, <i>p</i> < .05			
Direct Effect			
IGV > PEB	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
	.508	.351	.666
Indirect Effect			
IGV > OI > PEB	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
	.020	-.044	.101

Notes: **p* < .05

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

Hypothesis 5 implies that supervisor support for environmental sustainability moderates the relationship between GHRM and employee PEB, being this relationship stronger when support is high. To test this hypothesis model 8 of Macro PROCESS (Hayes, 2017) was used.

Following on this, Table 3.7 presents the direct effects of the interaction between the GHRM and the moderator (supervisor support) on PEB. The results show that the interaction is not significant (*B*= .040; *CI*= -.018, .099; *p*=.177), indicating that supervisor support for environmental sustainability did not moderate this direct link.

This result can also be confirmed by analyzing the conditional direct effects of GHRM on PEB (Table 3.7) which at low, mean, and high levels of supervisor support presented non-significant values. Finally, these values suggest that respondents may engage in pro-environmental behaviors due to other contextual factors. Therefore, Hypothesis 5 is rejected.

Table 3.7. Direct and Conditional Effects of GHRM on PEB through moderator (Supervisor Support)

Pro-Environmental Behaviors			
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	1.04	.072	2.00
Green Human Resources Management-Organizational Identification	-.158	-.370	.053
Supervisor Support	.213*	.106	.320
Interaction: GHRM x Supervisor Support	.006	-.189	.202
Gender	.040	-.018	.099
Age	.106	-.059	.273
Contract Type	.003	-.002	.008
Individual Green Values	.055	-.155	.265
Job Boredom	.471*	.317	.625
	.007	-.073	.088
<i>R</i> ² = .51			
<i>F</i> (9, 120) = 14.04, <i>p</i> < .05			
Conditional Effects			
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
2.00	-.07	-.192	.037
3.42	-.02	-.107	.066
4.71	.03	-.089	.151

Notes: ***p* < .01; **p* < .05

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

Hypothesis 6 sustains that perceived supervisor support for environmental sustainability moderates the relationship between GHRM and OI being this relationship stronger when supervisor support is high. In other words, employees exposed to both strong GHRM practices and high supervisor support were expected to identify more strongly with their organization.

The results (Table 3.8), show a significant moderation effect on this path (*p*= .004). However, interestingly, the coefficient value of this interaction is negative (*B*= -.141; *CI*= -.237, -.045), thus, contrary to the hypothesis.

Additionally, the conditional effects reveal that when supervisor support is low, the effect of GHRM on OI is significant and positive (*B*= .254; *CI*= .066, .442; *p*= .008). However, when supervisor support is average and high, the effect is non-significant, as it is presented on Table 3.8.

Table 3.8. Direct and Conditional Effects of GHRM on mediator (Organizational Identification) through moderator (Supervisor Support)

	Organizational Identification		
	<i>B</i>	<i>LLCI</i>	<i>ULCI</i>
Direct Effect			
Constant	2.14	.564	3.73
Green Human Resources Management	.537*	.194	.880
Supervisor Support	.590	.278	.902
Interaction: GHRM x Supervisor Support	-.141*	-.237	-.045
Gender	.106	-.173	.385
Age	.006	-.002	.016
Contract Type	-.326	-.676	-.023
Individual Green Values	.068	-.190	.372
Job Boredom	-.233*	-.363	-.103
<i>R</i> ² = .35			
<i>F</i> (8, 121) = 8.17, <i>p</i> < .05			
Conditional Effects			
2.00	.254	.066	.442
3.42	.052	-.092	.198
4.71	-.128	-.330	.072
Index of Moderated Mediation			
Sup S X (GHRM > OI > PEB)	0.17	-.070	-.003

Notes: ***p* < .01; **p* < .05

1. Gender: 0= Male, 1= Female
2. Contract Type: 0= Permanent, 1= Temporary

This unexpected result might suggest that when supervisor support is weak, employees may rely more heavily on formal GHRM practices to form OI, likely because these practices are one of the few visible environmental initiatives employees can rely on.

On the other hand, when the support is high, GHRM practices may be less impactful in forming OI as employees already feel supported.

Although this moderation showed itself somehow significant, it goes on the opposite direction of what it was expected. Therefore, Hypothesis 6 is rejected.

Figure 2.1 presents this moderation effect for a better visualization of this interaction.

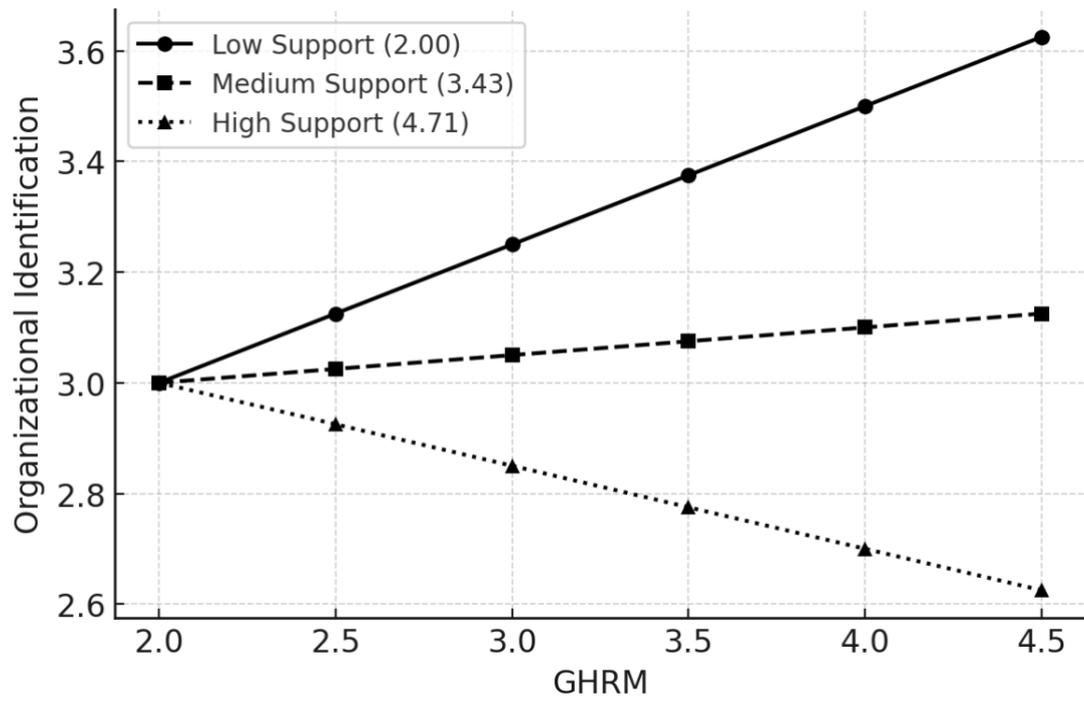


Figure 2.1. Moderation effect of Supervisor Support on GHRM and Organizational Identification

CHAPTER 4

Discussion

This study aimed to investigate what are the organizational and individual drivers that promote environmental performance among employees in textile companies. Particularly, it aimed to understand the factors that drive positive green behaviors, and how these drivers can be strategically leveraged through human resource management tools (Klein et al., 2018). Additionally, the roles of OI as a mediator, and of supervisor support as a moderator, were considered to this study and added to the analysis.

Hypothesis 1 advocates that GHRM practices positively influence employee PEB in the workplace. The findings confirmed this assumption, as GHRM significantly predicted employee PEB, even if relatively weak. This result aligns with prior research showing that corporate green practices play a critical role in promoting employees to voluntarily engage in workplace eco-friendly behaviors (Duarte & Mouro, 2022). In the textile sector, Ali et al. (2023), also emphasized that GHRM practices, particularly green training, strengthen sustainability performance. Thus, the present findings reinforce the idea that structured environmental HRM practices can stimulate employees' voluntary engagement in PEB.

Hypothesis 2 of the present study posited that IGV are positively associated with employees' PEB in the workplace. This hypothesis was fully supported, confirming that employees with stronger personal environmental values are more likely to act environmentally sustainably at work. This echoes Dumont et al. (2017) and Shah et al. (2023), who found that internalized green values are central drivers for PEB. In the textile industry, this result also aligns with the findings of Nisar et al. (2021), who provided further evidence of this relationship by showing that employees' individuals environmental passion strongly predicted their intentions to engage in green behaviors in the textile industry sector.

Hypothesis 3 implies that OI mediates the relationship between GHRM practices and employee PEB in the workplace. The mediation analysis supported this hypothesis since the indirect effect of GHRM on PEB through OI was significant. This suggests that GHRM practices promote PEB by strengthening employees' identification with their organization, which in turn fosters environmentally responsible actions. These findings are consistent with Alshahrami and Iqbal (2024) and Ali et al. (2023), who showed that OI is an important psychological mechanism linking management practices and pro-environmental outcomes. Thus, by providing meaningfulness, clear expectations, and a sense of pride (Deepa et al., 2025;

Nguyen et al., 2025; Weisman et al., 2022), GHRM practices encourage employees to internalize organizational goals to act environmentally friendly.

Hypothesis 4 examined whether OI mediates the relationship between IGV and PEB. Contrary to expectations, the results did not support this mediation, since IGV did not significantly predict OI, nor was there an indirect effect through OI. This unexpected finding suggests that personal values operate independently in shaping PEB and do not necessarily foster stronger OI. This aligns with Weisman et al. (2022), who argue that OI depends more on organizational structures and practices than on individual dispositions. Thus, the authors show that there are other organizational contextual factors (e.g., management practices) that outweigh personal values in shaping OI. Additionally, this result aligns with Zafar et al.'s (2024) findings, which underscore the critical role of GHRM practices in shaping employees OI. In this sense, the results of this present study context suggest that in textile companies GHRM is more decisive in shaping employees OI rather than their personal green values, showcasing the importance of structured organizational practices. Finally, while IGV directly motivate sustainable actions, their impact on OI appears limited in this study context.

Hypothesis 5 proposed that supervisor support for environmental sustainability would moderate the relationship between GHRM practices and employee PEB, such that the relationship would be stronger when supervisor support was high. However, the findings did not confirm this expectation, as the interaction effects were non-significant, indicating that supervisor support did not play a moderating role. This aligns with Paillé and Mejía-Morelos (2014), who argue that employees may rely more heavily on formal organizational practices than on direct leadership behaviors when shaping pro-environmental attitudes. Similarly, Klein et al. (2021) note that while organizations increasingly seek to enhance environmental performance, they often fall short in embedding formal sustainability duties among supervisors. In the context of this study, this lack of moderation may exist because supervisors are not systematically positioned as sustainability role models, and their support may lack the organizational visibility and reinforcement provided by formal GHRM practices.

Hypothesis 6 predicted that supervisor support moderates the relationship between GHRM and OI. Interestingly, the interaction was significant but contrary to expectations: GHRM practices were more strongly associated with OI when supervisor support was low, whereas the relationship became non-significant under average or high levels of support. This counterintuitive finding may reflect a compensatory mechanism, in line with the leadership substitutes theory (Kerr & Jermier, 1978). When supervisor support is weak, employees may rely more heavily on formal GHRM practices to guide their identification with the organization.

Conversely, when support is high, GHRM practices may lose relative importance, as employees already feel supported.

As most research assumes that supervisor support enhances the effects of GHRM systems (e.g., Zafar et al., 2022; Suthatorn & Charoensukmongkol, 2022) the present study shows that GHRM practices and supervisor support can act as functional substitutes, echoing evidence from Ehnrooth et al. (2023) and Han et al. (2021), who found similar compensatory dynamics between HRM systems and leadership. Additionally, it can indicate that robust, credible GHRM practices are especially critical in contexts where supervisors may not consistently promote sustainability, ensuring that employees still form a strong sense of identification with the organization's environmental mission (Paillé & Mejía-Morelos, 2014).

4.1. Limitations and future research

Despite its contributions, this study has several limitations that should be acknowledged for the interpretation of the results.

First, the correlational and cross-sectional design limits the ability to draw strong causal inferences about the variable's relationships. Additionally, the data relies exclusively on self-reported measures, which may introduce CMB and social desirability effects, especially because this study theme might influence participants to over-report socially acceptable behaviors (Podsakoff et al., 2024). In this sense, although several procedures were applied to minimize the risk of CMB, such as ensuring participant anonymity, including a marker variable (i.e., Job Boredom), and conducting Harman's single-factor test, which did not point CMB as a threat, it is not certain that the bias was completely avoided. Given this, future studies should aim to gather data at different times and from multiple sources to reduce the risk of biases that can arise when relying solely on a single source method.

Third, this study is focused on the textile sector, making data gathering and participants accessibility especially challenging, resulting in a relatively small sample size. As mentioned in the methodology, the initial scope of the survey was the Portuguese textile industry, but eventually it was decided to include participants from other European countries. This limits the generalizability of the findings to broader cultural contexts (e.g., nationality). Future research could replicate this study with larger and more diverse samples to enhance external validity.

Fourth, this research did not take into accountability certain organizational contextual factors such as company size, the level of formalization of sustainability policies, and the national environmental norms. Future studies could include these variables for a more nuanced understanding of how such contextual conditions shape the relationships between

organizational and individual drivers and employee' PEB in the workplace, for example, examine how legislative contexts influence these interplays.

Next, the unexpected direction found on the moderation of supervisor support indicates the need to a deeper understanding of the role of leadership substitutes in sustainability contexts. Future research could explore additional moderators (e.g. green organizational culture) which may shape how GHRM practices influence OI and PEB

Finally, this study did not examine the role of IGV in conjunction with GHRM, which means their potential interactions with formal management practices and contextual factors were not explored. As a result, it remains unclear whether personal green values could strengthen or weaken the effects of GHRM practices on OI and PEB. This omission may have limited the understanding of how individual-level drivers operate alongside organizational systems in shaping sustainable workplace behaviors. Future research could examine the relationship between IGV and GHRM practices to better understand whether individual values amplify or condition the impact of organizational policies on sustainability outcomes. Such research would clarify whether IGV primarily act as independent predictors of PEB, or whether they interact with organizational practices to reinforce identification and sustainability-related behaviors.

4.2. Theoretical and Practical Contributions

This study contributes to the existing literature on GHRM, PEB, organizational behavior, individual values, and environmental supportive leadership, which are still fields that necessitate robust research as organizations worldwide struggle with the pressing demands for environmental responsibility (Chowdhury et al., 2025). Ultimately, this study makes it possible to conclude that by strengthening the reach and effectiveness of GHRM practices, organizations have the potential to enhance their environmental performance in a more solid way.

Additionally, this outcome is not only translated into employee pro-environmental behaviors, but it is also rooted in a complex employee psychological dynamic with their organization, which in turn is translated into employee pride, commitment, and a feeling of belonging to their organization (Shen et al., 2017). Hence, this study finds a positive effect of GHRM practices on employee psychological link with their organization. This aligns and reinforces current GHRM literature, which sustains that environmental CSR practices are a tool to increase employee OI and commitment (De Roeck et al., 2016), which could be potentially translated on overall better employee performance.

Practically, this study results underline the importance of robust and credible GHRM practices in the textile industries to enhance employee sustainability performance, as previous research shows (Ali et al., 2023). HR managers should ensure that green practices and policies are clear, consistent, and well communicate across the organization (Leitão et al., 2024). Management in textile organizations can use communication channels to spread information to employees about the firm's green policies, and to raise environmental awareness (Alam et al., 2023; Zafar et al., 2022). Additionally, it is suggested for organizations to implement tangible resources and tools, such as recycling and waste management systems (Duarte & Mouro, 2022).

Further, environmental education (e.g., green training) can be offered through environmental sustainability workshops and seminars (Alam et al., 2023; Costa et al., 2022). Finally, when combined with prior training, rewards not only motivate employees but also foster pride and recognition for sustainable achievements (Nguyen et al., 2025; Zafar et al., 2024). For textile managers, implementing balanced reward systems can therefore reinforce commitment to environmental objectives and create a positive climate that encourages voluntary green behaviors.

In addition, the result of this study advocates the idea that organizations should invest in environmental leadership training to enhance employees' organizational identity in the textile industry context. Managers should also provide task-related trainings to their subordinates, together with constant green performance feedback. In this way, leaders can be prepared to be role-models of green practices, consequently enhancing their support for environmental behavior and alignment of values (Ahmed et al., 2020; Alam et al., 2023; Zafar et al., 2024).

Improving the environmental performance of textile companies cannot be resolved only with technology (Zafar et al., 2024), organizations should provide clear policies and procedures to improve employee PEB (Nisar et al., 2021). Finally, HR managers should create opportunities for all employees to participate in green initiatives by promoting a culture of knowledge sharing, empowerment, and engagement (Renwick et al., 2013).

4.3. Conclusion

This study examined the interplay of GHRM, supervisor support, IGV, and OI in employee PEB in textile companies across Europe. The findings show that GHRM positively predicts PEB, and this relationship is fully mediated by OI, highlighting the importance of employees' identification with their organizations in fostering sustainable actions. IGV also emerged as a strong predictor of PEB, although its influence weakened when considered alongside OI, suggesting that organizational structures play a more decisive role in workplace behavior.

Contrary to expectations, supervisor support did not strengthen the link between GHRM and PEB, and even weakened the relationship between GHRM and OI, pointing to the need for further research on leadership dynamics in environmental sustainability contexts.

Overall, this study contributes to the growing literature of GHRM by clarifying the mechanisms through which organizational practices and individual factors shape employees' green behaviors at work. For the textile and fashion industries, where the sustainability pressures are especially acute, this study emphasizes the role of formal green HR systems as a key tool to promote environmental practices among employees.

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Appendix

Appendix A: Informed Consent

Dear participant,

We invite you to take part in a study carried out as part of the master's degree in Human Resources Management and Organizational Consulting at ISCTE Business School.

This study aims to explore how Human Resource Management and supervisor support can influence the adoption of pro-environmental behaviors in the workplace, i.e. attitudes and actions that promote environmental sustainability. If you work in the textile industry in Europe (for example, in production as operators, supervisors and quality control technicians; in sales and commerce as shopkeepers; or in administrative work such as human resources, marketing and logistics), your collaboration will be essential for a better understanding of this issue, and the greater the number of responses, the more reliable the results will be.

The questionnaire is brief, taking about 5 minutes to complete, and involves no risk to you.

Participation is completely voluntary and you can withdraw at any time, without your decision having any consequences. There are no right or wrong answers; we only value your honest opinion. **All responses are anonymous and confidential and will be used exclusively for the purposes of this study.** Any data published will be aggregated and presented in such a way as to guarantee anonymity, and will form part of academic papers or scientific articles.

Thank you very much for your help!

Manuela Valente (author)

Ana Patrícia Duarte, Luís Miguel Simões (supervisors)

For questions and/or clarifications: xxxxx@iscte-iul.pt

By clicking the 'Yes' button, you indicate that you have understood this information and agree to participate in this study.

Appendix B: Debriefing message

Dear participant,

Thank you very much for your participation. Your contribution is fundamental to better understanding sustainability practices in the textile sector and the impact that organisational policies have on employees' environmental behaviour. We would like to remind you that all your responses will be treated strictly confidentially and anonymously and will only be used for academic purposes. It will not be possible to identify individual participants.

If you have any questions or would like more information and results about this survey, please feel free to contact us at xxxxx@iscte-iul.pt.

Finally, if you would like to know more about this topic, you can access the following open access source: Duarte, A. P., & Mouro, C. (2022). Environmental corporate social responsibility and workplace pro-environmental behaviors: person-organisation fit and organisational Identification's sequential mediation. *International Journal of Environmental Research and Public Health*, 19(16), 10355. <https://doi.org/10.3390/ijerph191610355>.

Appendix C: Adapted scale of Green Human Resources Management practices (Dumont et al. 2017)

Below are some statements related to the organisation in which you work. Please indicate to what extent you agree or disagree with each statement.

My organisation...

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
... defines green goals for its workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... provides its employees with environmental training to promote green values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... considers employees' green behaviours for promotion purposes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... provides environmental training for its employees to develop their knowledge and skills necessary for environmental management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... takes green behaviours at work into account in performance appraisals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... links employees' green behaviours with rewards and prizes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix D: Adapted scale of individual green values (Chou, 2014)

Think about how you usually think and act in your daily life and indicate the degree to which you agree with the following statements.

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
I care about the environmental problems affecting the world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to reduce my environmental impact in my day-to-day life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe it is important to adopt green behaviours to preserve the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... encourages employees to propose solutions to environmental issues in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel guilty when I contribute to environmental degradation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix E: Adapted scale of pro-environmental behavior (Robertson & Barling, 2012)

Think about the way you usually work and mark how often you do the following behaviours.

At work...

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
... I make suggestions and bring new ideas about environmentally responsible practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I get involved in environmentally responsible initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I question practices that can harm the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I reflect on the consequences of my actions before doing something that could affect the environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I report problems related to the waste of resources (water, energy, paper, etc.) in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I perform environmental tasks that are not required by my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... I avoid wasting resources such as electricity or water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... I switch off the lights
when I leave the office

... I print double-sided
whenever possible

... I recycle

Appendix F: Adapted scale of organizational identification (Mael & Ashforth, 1992)

Reflect on your relationship with the organisation you work for and indicate the degree to which you agree or disagree with the following statements.

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
When someone talks about my organisation, I feel personally involved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm very interested in what others think about my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel an important part of the organisation where I work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I talk about this organisation, I usually say "we" rather than "they"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation's successes are my successes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel emotionally attached to the organisation where I work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix G: Adapted scale of supervisor support for environmental sustainability (Cantor et al., 2015)

Think about the support you receive from your direct supervisor at work, especially with regard to promoting and encouraging environmentally responsible practices, and indicate the degree to which you agree or disagree with the following statements.

My direct supervisor...

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
... encourages environmentally responsible practices in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... recognises employees' efforts to adopt pro-environmental behaviours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... offers resources or information to facilitate sustainable behaviour at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... encourages employees to propose solutions to environmental issues in the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... regularly communicates the importance of environmental sustainability to the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... encourages meetings or discussions about how to improve environmental practices in the workplace

-
-
-
-
-

... rewards or publicly recognizes contributions related to environmental sustainability

- -
 -
 -
 -
-

Appendix H: Adapted scale of social desirability (Fischer & Fick, 1993)

Think about your usual way of being and indicate whether the statements below apply to you.

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
I always follow the rules, even when no one is looking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There were times when I took advantage of someone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always support people that ask for help, even when it is inconvenient for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix I: Adapted scale of job boredom (Reijseger et al., 2012)

Think about your daily work rhythm and rate the degree to which you agree or disagree with the following statements.

	I totally disagree	I partially disagree	I neither agree nor disagree	I partially agree	I totally agree
At work, I feel like the time passes very slowly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like the day at work never ends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get bored at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel restless at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix J: Sociodemographic questions

Finally, please provide us with some personal data that will be used for statistical purposes. We remind you that your answers are anonymous and confidential.

How old are you?

Education qualifications:

- Primary school (up to 9th grade)
- Secondary school (12th grade or equivalent)
- Bachelor's degree
- Master's degree
- PhD
- Other:

Gender:

- Male
- Female
- Non-binary
- I prefer not to say

How long have you worked in your current organization?

How long have you worked with your direct supervisor?

Gender of your direct supervisor:

- Male
- Female
- Non-binary

How often do you interact with your direct supervisor?

- Daily
- 4-6 times per week
- 2-3 times per week
- Once a week
- Every 15 days
- Monthly
- Other:

-

What is your contractual situation in your organization?

- Permanent contract (effective)
- Fixed term (temporary)
- Freelancer
- Internship
- Other:

-

The organization you work is:

- Public
- Private
- Public-private
- Cooperative
- Other:

-

Your organization is:

- Profit-making
- Non-profit

In which area do you work?

- Human Resources
- Management and Finances
- Purchasing and Logistics
- Marketing and Sales
- Sustainability and Social Responsibility
- Research and Development
- IT
- Other:

What is your nationality?

Appendix K: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
Bartlett's Test of Sphericity	Approx. Chi-Square	3325.431
	df	780
	Sig.	<.001

Appendix L: Total Variance Explained

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.057	27.644	27.644	11.057	27.644	27.644
2	3.904	9.761	37.405	3.904	9.761	37.405
3	3.077	7.692	45.096	3.077	7.692	45.096
4	2.220	5.549	50.646	2.220	5.549	50.646
5	2.086	5.214	55.860	2.086	5.214	55.860
6	1.806	4.515	60.374	1.806	4.515	60.374
7	1.358	3.395	63.770	1.358	3.395	63.770
8	1.327	3.318	67.088	1.327	3.318	67.088
9	1.136	2.839	69.927	1.136	2.839	69.927

Appendix M: Harman's Test

Component Matrix^a									
	Component								
	1	2	3	4	5	6	7	8	9
My organisation defines green goals for its workers	.448	.412	-.169	.196	-.467	.048	.173	.110	.042
My organisation provides its employees with environmental training to promote green values	.619	.446	.107	.039	-.214	-.226	-.202	-.158	-.051
My organisation considers employees' green behaviours for promotion purposes	.422	.368	-.153	.142	-.476	.051	.167	.058	.177
My organisation provides environmental training for its employees to develop their knowledge and skills necessary for environmental management	.664	.470	.048	-.009	-.083	-.123	-.258	-.063	-.042

My organisation takes green behaviours at work into account in performance appraisals	.603	.334	-.096	.237	-.372	.088	.030	.026	-.048
My organisation links employees' green behaviours with rewards and prizes	.518	.329	-.159	.228	-.423	.222	.173	.010	.023
In an effort to increase the environmental performance of my organisation, I make suggestions and bring new ideas about environmentally responsible practices	.575	-.270	.316	.026	-.188	.129	-.235	.162	-.074
At work, I get involved in environmentally responsible initiatives	.661	-.298	.152	.084	-.127	.228	-.059	.060	-.217
At work, I question practices that can harm the environment	.506	-.392	.312	-.195	.075	.195	.002	.163	.032
At work, I reflect on the consequences of my actions before doing something that could affect the environment	.507	-.173	.558	-.062	-.025	-.069	.099	.031	-.116

At work, I report problems related to the waste of resources (water, energy, paper, etc.) in the workplace	.448	-.291	.313	-.013	.152	.142	.307	.126	.341
At work, I perform environmental tasks that are not required by my organisation	.401	-.380	.293	.125	-.247	.191	.142	.083	-.335
At work, I avoid wasting resources such as electricity or water	.414	-.245	.362	.072	.189	-.116	.032	-.432	.119
At work, I switch off the lights when I leave the office	.242	-.255	.069	.121	.088	-.006	.575	-.400	.096
I print double-sided whenever possible	.366	-.134	-.102	.125	.154	-.120	.350	.279	.425
At work, I recycle	.319	.052	.289	.118	.272	.038	.297	-.258	-.487
My direct supervisor recognises employees' efforts to adopt pro-environmental behaviours	.757	.251	-.016	-.155	.161	.188	.141	.096	.056
My direct supervisor encourages environmentally responsible practices in the workplace	.755	.309	.104	-.122	.311	.079	.067	-.124	.032

My direct supervisor encourages employees to propose solutions to environmental issues in the organisation	.826	.237	.070	-.172	.200	.075	-.026	-.008	-.001
My direct supervisor offers resources or information to facilitate sustainable behaviour at work	.776	.344	-.042	-.162	.165	-.012	-.043	-.131	.049
My direct supervisor regularly communicates the importance of environmental sustainability to the organisation	.761	.312	.056	-.155	.263	.015	-.084	-.001	-.018
My direct supervisor encourages meetings or discussions about how to improve environmental practices in the workplace	.688	.463	.016	-.111	.162	-.099	.037	-.109	-.008
My direct supervisor rewards or publicly recognises contributions related to environmental sustainability	.692	.372	.017	-.190	.085	.213	-.091	.019	.180

When someone talks about my organisation, I feel personally involved	.589	-.351	-.366	.379	.187	-.097	-.138	.031	.027
I'm very interested in what others think about my organisation	.594	-.190	-.228	.145	.141	.069	-.157	-.042	-.224
When I talk about this organisation, I usually say "we" rather than "they"	.532	-.248	-.470	.310	.138	.044	-.066	.086	-.021
My organisation's successes are my successes	.542	-.463	-.340	.226	.062	-.054	-.101	-.088	.062
I feel an important part of the organisation where I work	.627	-.242	-.333	.251	.032	-.081	-.118	-.025	-.110
I feel emotionally attached to the organisation where I work	.605	-.389	-.276	.391	.245	.030	-.191	.038	.096
I care about the environmental problems affecting the world	.324	-.404	.447	.169	-.280	-.060	-.102	-.084	.242
I try to reduce my environmental impact in my day-to-day life	.322	-.145	.383	.092	-.361	-.456	-.009	.076	.033

I believe it is important to adopt green behaviours to preserve the environment	.424	-.384	.399	-.070	-.350	-.120	-.115	-.095	.063
I always follow the rules, even when no one is looking	.331	.089	.032	-.028	.230	-.618	-.002	.375	.074
I feel guilty when I contribute to environmental degradation	.281	-.075	.402	-.288	.128	-.251	-.158	.338	-.041
There were times when I took advantage of someone	.140	-.177	-.013	-.296	.034	.673	.000	.369	-.024
I always support people that ask for help, even when it is inconvenient for me	.061	.195	-.029	.262	.130	-.362	.419	.422	-.377
At work, I feel like the time passes very slowly	-.366	.238	.419	.581	.191	.216	-.010	.036	.037
I feel like the day at work never ends	-.342	.327	.358	.596	.234	.174	-.088	.143	.084
I get bored at work	-.395	.385	.439	.338	.163	.136	-.154	.124	-.014
I feel restless at work	-.337	.293	.368	.390	.141	.044	-.166	-.091	.144

Extraction Method: Principal Component Analysis.
a. 9 components extracted.

