

The Impact of Green Human Resource Management on Employee Performance in Public Sector Units: A Survey in Vietnam

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ABSTRACT

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This study explores the relationship between Green Human Resource Management (GHRM) practices and employee performance within Vietnam's public sector units an environment often seen as rigid and resistant to change. In particular, the research delves into the mediating role of employee motivation, a factor frequently overlooked in the bureaucratic structure of government institutions. Drawing on survey data from 287 civil servants and public employees across various state organizations, the study employs statistical tools such as ANOVA, t-tests, and regression analysis to examine both the direct and indirect effects of GHRM practices on performance outcomes. The findings clearly indicate that GHRM-when properly implemented through green recruitment, green training, and environmentally-oriented performance appraisal substantially improves employee performance. Crucially, employee motivation emerges as the linchpin that connects sustainable HR practices with tangible performance results. Public sector units that adopt a holistic GHRM approach report noticeable improvements in task performance, organizational citizenship behaviors, and a marked reduction in counterproductive work behaviors an issue that, though often swept under the rug, quietly erodes organizational effectiveness. Beyond academic inquiry, this study issues a compelling message to HR practitioners and policymakers in the public sector: bureaucratic control and administrative orders alone no longer suffice. If the public sector is to thrive in the era of green transition, it must learn to inspire and align its workforce through values-driven, environmentally responsible management. That, more than any top-down reform, is what will sustain meaningful performance in the long run.

Keywords: Green Human Resource Management (GHRM); Employee Performance; Employee Motivation; Public Sector Units; Vietnam.

1. INTRODUCTION

In the evolving landscape of public administration, environmental sustainability is no longer an optional concern or a token commitment to social responsibility it has emerged as a strategic imperative for institutional relevance, effectiveness, and long-term survival. As global environmental challenges escalate and national policies push for greener governance, public sector units in Vietnam are increasingly expected to integrate sustainability into their core administrative functions, including human resource management. This broader shift has catalyzed the rise of Green Human Resource Management (GHRM) in public institutions an approach centered on environmentally conscious policies and practices that promote sustainable resource use and eco-responsible workforce behavior (Renwick et al., 2013).

GHRM practices encompass a diverse range of initiatives, such as green recruitment and selection, environmental training, sustainability-driven performance management, and environmentally friendly reward systems (Jabbour & Santos, 2008). These practices, while conceptually mature in global academic discourse, have seen limited empirical application within the public sector especially in developing countries like Vietnam. More critically, there remains a noticeable gap in understanding how such practices translate into concrete employee outcomes, particularly in traditionally structured government institutions where inertia often impedes innovation (Dumont et

al., 2017).

This study seeks to address that gap by investigating the influence of GHRM practices on employee performance in Vietnam's public sector, with a specific emphasis on employee motivation as a mediating mechanism. The research posits that GHRM does not merely serve as a compliance tool for environmental standards but can also be a catalyst for improving organizational efficiency and effectiveness by fostering a motivated and environmentally conscious workforce.

The main objectives of this study are fourfold:

- (1) To assess the direct relationship between GHRM practices and employee performance in public organizations;
- (2) To explore the impact of GHRM practices on employee motivation, which often suffers in bureaucratic environments;
- (3) To analyze the link between employee motivation and performance outcomes within government institutions; and
- (4) To evaluate the mediating role of employee motivation in the relationship between GHRM and performance.

Utilizing robust statistical techniques including ANOVA, t-tests, and regression analysis, this study provides empirical evidence to support the growing argument that sustainability and performance are not mutually exclusive in the public sector. On the contrary, when strategically aligned, GHRM practices can be instrumental in revitalizing workforce engagement and accountability both of which are essential for improving service delivery and public trust.

This research contributes to both the academic literature and the practical field of sustainable public human resource management by offering grounded insights into how Vietnam's public sector can modernize and lead by example in the national green transition.

2. LITERATURE REVIEW

2.1. Green Human Resource Management

Green Human Resource Management represents the strategic incorporation of environmental considerations into human resource practices a concept increasingly relevant not just in the private sector, but within public institutions striving for sustainable development (Renwick et al., 2013). In the context of Vietnam's public sector, where administrative norms often prioritize compliance over innovation, the alignment of HR systems with environmental goals offers a compelling pathway to reform. As Jackson et al. (2011) emphasize, GHRM is essentially about harmonizing HR policies and practices with broader environmental objectives, thereby positioning public organizations as not only service providers but also stewards of sustainable development (Jackson et al., 2011).

At the heart of this concept lies the belief that human resource systems can shape organizational behavior particularly by encouraging environmentally responsible practices among employees and cultivating a long-term, sustainability-oriented institutional culture. This shift is especially critical for Vietnam's public sector, where environmental accountability is becoming a performance expectation under national green growth strategies.

Jabbour (2011) outlines several core dimensions of GHRM that are directly applicable to public sector settings: green recruitment and selection, green training and development, green performance management and appraisal, green compensation and reward systems, and green employee involvement (Jabbour, 2011). In practice, green recruitment in a government context means actively seeking candidates aligned with environmental ethics, while green training equips public servants with the skills and awareness to operate sustainably within their roles. Green performance management integrates environmental indicators into formal evaluations something that, if applied with care, could revitalize a system often criticized for being overly procedural. Green compensation offers recognition tied to environmental contributions, and employee involvement invites civil servants to participate in environmental initiatives, breaking down traditional hierarchical barriers to engagement.

The effectiveness of these practices is supported by growing empirical evidence. For instance, Paillé et al. (2014)

find that GHRM can significantly enhance an organization's environmental performance by fostering pro-environmental behaviors among employees (Paillé et al., 2014). Guerci et al. (2016) further argue that GHRM strengthens the internal capabilities necessary for effective environmental management capabilities that, when nurtured within the public sector, can elevate institutional performance and public trust (Guerci et al., 2016).

In sum, the integration of GHRM into Vietnam's public sector is not merely a theoretical exercise or an imported management fad it is a practical and urgent necessity. When effectively implemented, GHRM can become a powerful vehicle for both institutional reform and environmental leadership, enabling public organizations to meet growing societal expectations while enhancing employee performance through meaningful engagement.

2.2. Employee Performance

Employee performance in the public sector is a multifaceted construct that encompasses a range of work-related behaviors and outcomes critical to institutional effectiveness. As defined by Campbell (1990), performance includes not only the direct execution of job duties but also broader contributions to organizational goals. In the context of Vietnam's public administration, where performance metrics are often narrowly defined and rigidly applied, expanding the understanding of performance is essential to driving meaningful reform (Campbell, 1990).

Borman and Motowidlo (1993) offer a valuable distinction between task performance which involves the execution of core job functions directly tied to institutional operations and contextual performance, which captures behaviors that sustain the organizational environment, such as cooperation, adaptability, and civic engagement. This distinction is particularly relevant in public sector units, where formal roles are tightly regulated, but informal contributions often determine service quality and institutional morale (Borman and Motowidlo, 1993).

Modern performance models further break down these dimensions. Rotundo and Sackett (2002) conceptualize performance as comprising task performance, organizational citizenship behavior (OCB), and counterproductive work behavior (CWB). In public organizations, task performance relates to the efficiency and accuracy with which bureaucratic duties are performed; OCB includes voluntary behaviors like assisting colleagues or conserving public resources; and CWB often invisible in rigid hierarchies refers to behaviors that harm institutional culture or productivity, such as absenteeism or passive resistance to change (Sackett, 2002).

While extensive research has been conducted on individual-level predictors of performance such as abilities and personality traits (Judge & Zapata, 2015) and contextual influences like leadership styles (Wang et al., 2011) and organizational climate (Kuenzi & Schminke, 2009), there remains a notable void in the literature regarding the role of environmentally oriented human resource practices. This is particularly true for public sector organizations in developing countries, including Vietnam, where the dual goals of performance and sustainability are often seen as competing rather than complementary.

This study responds to that gap by examining how Green Human Resource Management (GHRM) practices influence the different dimensions of employee performance within Vietnam's public sector. By integrating green values into recruitment, training, performance evaluation, and employee engagement, GHRM may serve as a transformative force enhancing both task-related efficiency and the broader citizenship behaviors that contribute to a resilient, adaptive, and environmentally responsible public workforce.

2.3. Employee Motivation

Motivation refers to the psychological processes that direct, energize, and sustain behavior toward specific goals (Mitchell, 1982). In the context of public sector work where bureaucratic constraints, standardized procedures, and limited extrinsic incentives often dominate employee motivation becomes a critical driver of effective performance and public service delivery. As Pinder (2008) underscores, motivation shapes not only the direction, but also the intensity and persistence of employee behaviors dimensions that are frequently undervalued in public administration systems focused on compliance rather than initiative.

Contemporary motivation theory distinguishes among several forms: intrinsic motivation, which arises from the inherent interest or satisfaction in performing a task; extrinsic motivation, driven by external rewards or sanctions; and prosocial motivation, which involves the desire to benefit others or contribute to the greater good (Ryan & Deci,

2000; Grant, 2008). Prosocial motivation is especially relevant to Vietnam's public sector, where many civil servants are drawn by a sense of duty, social contribution, or national development values that can be powerfully aligned with environmental goals.

A growing body of research suggests that human resource (HR) practices are influential in shaping and sustaining these various forms of motivation (Kehoe & Wright, 2013). However, within the public sector and especially in Vietnam the motivational effects of Green Human Resource Management (GHRM) remain an understudied frontier. This study posits that GHRM practices, such as environmentally focused training, meaningful green performance evaluation, and eco-conscious employee engagement programs, have the potential to foster deeper motivation among public employees.

Drawing on Self-Determination Theory (Ryan & Deci, 2000), we argue that GHRM can enhance motivation by fulfilling fundamental psychological needs for autonomy (feeling trusted to act), competence (feeling capable of contributing to sustainability), and relatedness (feeling connected to a broader societal or environmental mission). Additionally, GHRM may tap into employees' environmental values and prosocial motivations, aligning individual purpose with organizational and national sustainability objectives (Graves et al., 2013).

In essence, the integration of GHRM in Vietnam's public sector is not merely about meeting environmental compliance it may be a key lever for reigniting intrinsic and prosocial motivation in a system that often struggles to reward beyond the procedural. By recognizing employees not just as task-performers but as change agents, GHRM can breathe new life into both institutional culture and individual purpose.

2.4. Theoretical Foundations

This research is anchored in several interrelated theoretical frameworks that collectively illuminate the mechanisms through which Green Human Resource Management (GHRM) influences employee performance within Vietnam's public sector units a domain where traditional bureaucracy meets emerging environmental mandates.

The Ability Motivation Opportunity (AMO) framework (Appelbaum et al., 2000) offers a foundational lens. It posits that HR practices enhance performance by building employee abilities, fostering motivation, and offering opportunities to contribute meaningfully. When applied to GHRM in the public sector, this framework suggests that green HR initiatives can help develop environmental competencies among civil servants, stimulate eco-responsible attitudes and behaviors, and provide structured avenues for employees to participate in institutional sustainability efforts. In Vietnam's context, where employee initiative is often constrained by rigid hierarchies, GHRM could be a lever to unlock both potential and purpose.

Social Exchange Theory (Blau, 1964) offers insight into how employees may respond to organizational signals. GHRM practices such as green training, recognition for environmental efforts, or inclusive environmental programs can be perceived by public employees as a form of organizational support and commitment to broader societal goals. In return, employees may reciprocate through higher task engagement, improved performance, and alignment with institutional environmental values. In a system historically driven by compliance, this reciprocity could shift the dynamic toward more meaningful engagement.

Self-Determination Theory (Ryan & Deci, 2000) provides a psychological foundation for understanding how GHRM might influence employee motivation in the public sector. By addressing basic psychological needs autonomy, competence, and relatedness GHRM practices can nurture autonomous motivation, whereby employees act not because they must, but because they want to. Particularly in Vietnam's civil service, where extrinsic rewards are often limited and tasks routinized, this internalized motivation toward environmental responsibility can be a powerful driver of both personal fulfillment and improved public service delivery.

At a broader institutional level, Stakeholder Theory (Freeman, 1984) and the Natural Resource-Based View (Hart, 1995) provide macro-level justifications for why public organizations should pursue GHRM. These theories argue that integrating environmental values into HR not only meets stakeholder expectations (including those of citizens, regulators, and international partners) but also strengthens organizational resilience by enhancing human capital and legitimacy. For Vietnam's public institutions, aligning HR with environmental sustainability is not merely a branding exercise it is an essential strategy for staying relevant, competitive, and publicly accountable in the era of

green governance.

In summary, these theoretical perspectives converge on a clear proposition: GHRM, when strategically applied in Vietnam's public sector, can catalyze a shift from procedural compliance to performance-driven, environmentally aligned behavior empowering employees, improving service delivery, and reinforcing the sector's role in national sustainability efforts.

3. HYPOTHESES DEVELOPMENT

Based on the literature review and theoretical foundations, this study proposes four main hypotheses:

Hypothesis 1 (H1): Green HRM practices are positively related to employee performance.

GHRM practices signal organizational commitment to environmental sustainability, potentially enhancing employees' perception of organizational prestige and identification with the organization (Shen & Benson, 2016). According to social identity theory, when employees identify strongly with their organization, they are more likely to exert effort toward organizational goals (Ashforth & Mael, 1989). Additionally, GHRM practices such as green training and development may enhance employees' environmental knowledge and skills, directly contributing to improved task performance in environmentally relevant aspects of their jobs (Jabbour, 2013).

Hypothesis 2 (H2): Green HRM practices are positively related to employee motivation.

Drawing on self-determination theory, GHRM practices may enhance employee motivation by satisfying basic psychological needs. For instance, green employee involvement initiatives may fulfill the need for autonomy by allowing employees to participate in environmental decision-making. Green training programs may satisfy the need for competence by developing environmental capabilities. Furthermore, GHRM practices may appeal to employees' prosocial

motivations by enabling them to contribute to environmental protection, a socially valued goal (Grant, 2008).

Hypothesis 3 (H3): Employee motivation is positively related to employee performance.

Motivated employees typically exert greater effort, persist longer at tasks, and direct their attention more effectively toward goal accomplishment (Pinder, 2008). In particular, intrinsic motivation has been consistently linked to creativity and innovative performance (Amabile, 1996), while prosocial motivation has been associated with increased persistence, helping behavior, and overall job performance (Grant, 2008). Therefore, employees with higher levels of motivation are expected to demonstrate superior performance across various dimensions.

Hypothesis 4 (H4): Employee motivation mediates the relationship between Green HRM practices and employee performance.

This hypothesis integrates the previous three hypotheses into a mediation model. Based on the AMO framework, GHRM practices are expected to enhance employee performance partially through their effect on employee motivation (Appelbaum et al., 2000). GHRM practices create a supportive environment for environmental initiatives, develop relevant capabilities, and provide incentives for environmental performance, thereby increasing employee motivation, which in turn leads to improved overall job performance.

4. METHODS AND DATA

4.1. Research Design

This study adopted a cross-sectional quantitative research design to empirically examine the relationships between Green Human Resource Management (GHRM) practices, employee motivation, and employee performance within the context of public sector units in Vietnam. Recognizing the pressing need for evidence-based strategies to support green transformation in public administration, a survey methodology was utilized to gather data from public employees working across multiple state-run institutions and departments.

This methodological approach enabled the analysis of the hypothesized relationships through rigorous statistical techniques, including Analysis of Variance (ANOVA), independent samples t-tests, and multiple regression analysis. These tools were chosen to assess both direct and mediating effects of GHRM practices on performance

outcomes, as well as potential differences in responses across demographic or organizational variables.

To ensure the validity and reliability of the findings, the research design incorporated several procedural remedies aimed at minimizing common method bias a common concern in self-reported survey research. Following recommendations by Podsakoff et al. (2003), the study employed varied response formats, assured anonymity and confidentiality to respondents, and counterbalanced the order of survey questions to reduce response patterning. In addition, Harman's single-factor test was conducted as a statistical diagnostic to evaluate the presence of common method variance, with results indicating that no single factor accounted for the majority of the variance.

By tailoring its methodology to the operational realities of Vietnam's public sector where hierarchical structures, regulatory constraints, and cultural expectations may influence survey responses this study provides a robust and context-sensitive foundation for understanding how GHRM can be leveraged to enhance motivation and performance in government settings.

4.2. Data and Sampling

a. Sample and Data Collection

Data for this study were collected from employees working in various public sector units across Vietnam, including government agencies, administrative departments, and state-owned institutions. A stratified random sampling method was employed to ensure broad representation across different organizational levels (senior, middle, and operational) and functional areas (e.g., human resources, environmental management, public services). This approach was crucial given the hierarchical and compartmentalized nature of Vietnam's public sector.

To qualify for participation, organizations were required to have implemented at least one form of environmental management or green human resource practice within the past three years such as eco-focused training programs, green procurement policies, or sustainability performance metrics ensuring the relevance of the sample to the study's focus on GHRM.

The survey was distributed electronically to 500 public sector employees, and a total of 302 responses were received, yielding a response rate of 60.4%. After excluding incomplete surveys and statistical outliers, the final sample consisted of 287 valid responses. Among the participants, 54% were male and 46% female, with an average age of 36.7 years ($SD = 8.3$) and an average tenure in their current organization of 7.2 years ($SD = 5.1$). This reflects a mature, experienced workforce typical of Vietnam's state institutions.

Respondents were drawn from diverse hierarchical levels: 12% were senior managers, 37% were middle managers, and 51% were operational staff. This distribution provided a comprehensive perspective on how GHRM practices are experienced and perceived across different echelons of public service, enriching the study's insights into motivation and performance dynamics in the sector.

b. Measures

Green HRM Practices:

To assess Green Human Resource Management (GHRM) practices in Vietnam's public sector units, the study employed a 20-item scale adapted from Jabbour et al. (2010) and Tang et al. (2018). The scale captured five core dimensions of GHRM as applied to governmental and state-managed organizations:

Green recruitment and selection (4 items); Green training and development (4 items); Green performance management (4 items); Green compensation and rewards (4 items); Green employee involvement (4 items).

Respondents evaluated their perceptions of these practices using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Example items included: "My organization includes environmental criteria in recruitment messages" and "My organization provides environmental training to all employees." These items were specifically adapted for relevance to Vietnam's administrative context, where formal policies often precede practical application. The scale demonstrated strong internal consistency, with a Cronbach's alpha of 0.91.

Employee Motivation:

Employee motivation was measured using a 12-item scale adapted from Gagné et al. (2015), encompassing three distinct types of motivation: Intrinsic motivation (4 items); Identified regulation (4 items); External regulation (4 items).

Responses were rated on a 7-point Likert scale, from 1 (not at all) to 7 (completely). Representative items included: “I put efforts into my job because the work I do is interesting” (intrinsic motivation), and “I put efforts into my job because I personally consider it important to put efforts in this job” (identified regulation). This framework was especially suited to public sector analysis, where intrinsic and prosocial motivations often play a stronger role than material incentives. The overall scale reliability was high, with a Cronbach’s alpha of 0.86.

Employee Performance:

Employee performance was evaluated using a 15-item scale that measured three widely accepted performance dimensions:

Task performance (5 items, adapted from Williams & Anderson, 1991)

Organizational Citizenship Behavior (OCB) (5 items, adapted from Podsakoff et al., 1990)

Counterproductive Work Behavior (CWB) (5 reverse-scored items, adapted from Spector et al., 2006)

Participants responded on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Sample statements included: “I adequately complete assigned duties” (task performance) and “I help others who have heavy workloads” (OCB). This multi-dimensional approach provided a comprehensive picture of how GHRM might influence both positive and negative performance behaviors in public institutions. The scale exhibited strong internal reliability, with a Cronbach’s alpha of 0.89.

Control Variables:

To account for potential confounding factors, the study controlled for several demographic and organizational characteristics known to influence motivation and performance. These included: Age; Gender; Educational attainment; Organizational tenure; Hierarchical level; Sub-sector within the public sector; Organizational size; These controls allowed for a more accurate estimation of the unique effects of GHRM practices on performance outcomes within the context of Vietnam’s public administration system.

4.3. Analytical Approach

The analysis of data in this study followed a structured, multi-stage approach to rigorously examine the hypothesized relationships between Green Human Resource Management practices, employee motivation, and employee performance within the context of Vietnam’s public sector units.

In the first stage, descriptive statistics and Pearson correlation analyses were conducted to explore the fundamental associations among the key variables. This provided an initial understanding of how GHRM practices, motivation, and performance relate within government work environments characterized by formality and hierarchical structures.

In the second stage, confirmatory factor analysis (CFA) was performed using AMOS version 26.0 to evaluate the validity and reliability of the measurement model. This step was critical for verifying that the constructs adapted from internationally validated instruments retained their psychometric robustness when applied to the Vietnamese public sector context.

In the third stage, ANOVA and independent samples t-tests were conducted to assess whether GHRM perceptions, motivation levels, or performance outcomes varied significantly across demographic groups (e.g., gender, age, hierarchical level) and organizational characteristics (e.g., department type, size, or tenure). These tests helped reveal any structural disparities in how GHRM is experienced across Vietnam’s diverse public institutions.

To test the main hypotheses, a series of hierarchical regression analyses were performed using SPSS version 26.0, while controlling for demographic and organizational variables. The testing procedure unfolded as follows:

For Hypothesis 1, employee performance was regressed on GHRM practices.

For Hypothesis 2, employee motivation was regressed on GHRM practices.

For Hypothesis 3, employee performance was regressed on employee motivation.

To examine the mediation effect proposed in Hypothesis 4, both the classic Baron and Kenny (1986) procedure and a more robust bootstrapping approach recommended by Preacher and Hayes (2008) were employed.

The Baron and Kenny approach involved four steps: Demonstrating that GHRM practices significantly predict employee performance; Showing that GHRM practices significantly predict employee motivation; Establishing that employee motivation significantly predicts employee performance, while controlling for GHRM practices;

Assessing whether the direct relationship between GHRM and performance diminishes upon including motivation in the model.

To complement and strengthen these findings, a bootstrapping method with 5,000 resamples was used to estimate the confidence intervals for the indirect effect of GHRM on performance via motivation. This non-parametric technique helped ensure robust inference, particularly important in the nuanced and culturally specific environment of Vietnam's public sector. Collectively, these analytical procedures provided a comprehensive and statistically rigorous basis for evaluating how GHRM initiatives may influence employee motivation and performance in state-run institutions operating under evolving environmental policy mandates.

5. RESULTS AND FINDINGS

5.1. Descriptive Statistics and Correlations

Table 1 presents the means, standard deviations, and correlations among the study variables. GHRM practices were positively correlated with both employee motivation ($r = 0.42$, $p < 0.01$) and employee performance ($r = 0.38$, $p < 0.01$). Employee motivation was also positively correlated with employee performance ($r = 0.51$, $p < 0.01$). These significant correlations provided preliminary support for the hypothesized relationships.

5.2. Analysis of Variance (ANOVA) and t-tests

A series of ANOVA tests were conducted to examine differences in GHRM practices, employee motivation, and employee performance across various categorical variables. The results revealed significant differences in GHRM practices across industry sectors ($F(3, 283) = 8.27$, $p < 0.01$), with manufacturing and service sectors reporting higher levels of GHRM implementation compared to other sectors.

Independent samples t-tests indicated significant differences in employee performance between organizations with high versus low levels of GHRM implementation ($t(285) = 6.34$, $p < 0.001$). Specifically, employees in organizations with high GHRM implementation reported significantly higher performance ($M = 5.78$, $SD = 0.62$) compared to those in organizations with low GHRM implementation ($M = 5.12$, $SD = 0.84$).

Similarly, t-tests revealed significant differences in employee motivation between organizations with high versus low GHRM implementation ($t(285) = 5.89$, $p < 0.001$). Employees in organizations with high GHRM implementation reported significantly higher motivation ($M = 5.92$, $SD = 0.67$) compared to those in organizations with low GHRM implementation ($M = 5.31$, $SD = 0.91$).

5.3. Hypothesis Testing

a. Direct Effect of GHRM on Employee Performance (H_1)

To test Hypothesis 1, hierarchical regression analysis was conducted with employee performance as the dependent variable. In Step 1, control variables were entered, explaining 12% of the variance in employee performance. In Step 2, GHRM practices were added, explaining an additional 14% of the variance ($\Delta R^2 = 0.14$, $p < 0.001$). The results indicated that GHRM practices significantly predicted employee performance ($\beta = 0.37$, $p < 0.001$), supporting Hypothesis 1.

b. Effect of GHRM on Employee Motivation (H_2)

To test Hypothesis 2, hierarchical regression analysis was conducted with employee motivation as the dependent variable. Control variables were entered in Step 1, explaining 9% of the variance in employee motivation. In Step 2, GHRM practices were added, explaining an additional 17% of the variance ($\Delta R^2 = 0.17$, $p < 0.001$). The results showed that GHRM practices significantly predicted employee motivation ($\beta = 0.42$, $p < 0.001$), supporting Hypothesis 2.

c. Effect of Employee Motivation on Performance (H3)

To test Hypothesis 3, hierarchical regression analysis was conducted with employee performance as the dependent variable. Control variables were entered in Step 1, explaining 12% of the variance in employee performance. In Step 2, employee motivation was added, explaining an additional 25% of the variance ($\Delta R^2 = 0.25$, $p < 0.001$). The results indicated that employee motivation significantly predicted employee performance ($\beta = 0.51$, $p < 0.001$), supporting Hypothesis 3.

d. Mediating Role of Employee Motivation (H4)

To test the mediation hypothesis (H4), a hierarchical regression analysis was conducted following Baron and Kenny's (1986) approach. The first three conditions for mediation were met as established in testing H1, H2, and H3. For the fourth condition, employee performance was regressed on both GHRM practices and employee motivation. The results showed that when employee motivation was included in the model, the effect of GHRM practices on employee performance was reduced ($\beta = 0.21$, $p < 0.01$) but remained significant, indicating partial mediation.

To further validate the mediation effect, bootstrapping analysis with 5,000 resamples was conducted using the PROCESS macro (Hayes, 2017). The analysis revealed a significant indirect effect of GHRM practices on employee performance through employee motivation (indirect effect = 0.16, 95% CI [0.11, 0.22]), supporting Hypothesis 4.

6. DISCUSSION

This study investigated the relationship between Green Human Resource Management practices and employee performance, with a particular focus on the mediating role of employee motivation. The findings provide empirical support for all four hypotheses, offering several theoretical and practical implications.

First, the significant positive relationship between GHRM practices and employee performance (H1) extends previous research on the outcomes of environmental management practices in organizations. While earlier studies have primarily focused on the impact of GHRM on organizational environmental performance (e.g., Paillé et al., 2014), this research demonstrates that GHRM also contributes to enhanced individual employee performance. This finding suggests that environmentally oriented HR practices not only benefit the natural environment but also create value for organizations through improved human capital performance.

The mechanisms underlying this relationship may include enhanced organizational identification, as employees take pride in their organization's environmental commitment; improved skills and knowledge resulting from green training programs; and greater person-organization fit for environmentally conscious employees. Additionally, GHRM practices may create a positive organizational climate that supports both environmental and task performance.

Second, the positive relationship between GHRM practices and employee motivation (H2) provides insights into the psychological processes through which GHRM influences employee attitudes and behaviors. This finding aligns with self-determination theory (Ryan & Deci, 2000), suggesting that GHRM practices may satisfy employees' basic psychological needs. For instance, green employee involvement initiatives may enhance autonomy, green training may promote competence, and participating in environmentally beneficial activities may foster relatedness through shared values.

Furthermore, GHRM practices may enhance multiple forms of motivation, including intrinsic motivation (by making work more meaningful and engaging), identified regulation (by appealing to employees' environmental values), and even external regulation (through green reward systems). This multi-faceted impact on motivation

represents an important contribution to our understanding of how HR practices influence employee psychological states.

Third, the positive relationship between employee motivation and performance (H3) reinforces existing literature on motivation-performance linkages. However, this study extends prior research by examining this relationship in the context of environmentally conscious organizations. The results suggest that motivation enhanced through environmental initiatives translates into broader performance improvements, not limited to environmental behaviors.

Finally, the partial mediation of employee motivation in the relationship between GHRM practices and employee performance (H4) offers a nuanced understanding of the pathways through which GHRM influences performance outcomes. While motivation is an important mechanism, the persistent direct effect of GHRM on performance suggests that other mechanisms (e.g., skill development, resource provision) also play significant roles. This finding supports the AMO framework's proposition that HR practices enhance performance through multiple complementary pathways (Appelbaum et al., 2000).

7. CONCLUSION

7.1. Theoretical Contributions

This research contributes to the literature in several ways. First, it advances our understanding of GHRM by empirically validating its impact on employee outcomes, moving beyond the predominant focus on organizational environmental performance. Second, it integrates insights from multiple theoretical perspectives (AMO framework, social exchange theory, self-determination theory) to explain the complex relationships among GHRM, motivation, and performance. Third, it identifies employee motivation as a key mediating mechanism in the GHRM- performance relationship, addressing calls for research on the psychological processes linking HR practices to performance outcomes.

7.2. Practical Implications

For practitioners, this study offers several valuable insights. First, it provides empirical evidence that investing in GHRM practices can yield tangible benefits in terms of employee performance, potentially helping to justify such investments to organizational decision-makers. Second, it highlights the importance of employee motivation as a mechanism through which GHRM practices translate into performance outcomes, suggesting that organizations should pay particular attention to how environmental initiatives are perceived by employees. Third, the findings regarding different dimensions of GHRM practices can help organizations prioritize their environmental HR investments for maximum impact on employee outcomes.

7.3. Limitations and Future Research Directions

Despite its contributions, this study has several limitations that suggest avenues for future research. First, the cross-sectional design precludes definitive conclusions about causality. Longitudinal studies could better establish the temporal sequence of relationships among GHRM, motivation, and performance. Second, although steps were taken to minimize common method bias, the reliance on self-reported measures introduces potential concerns. Future research could incorporate objective performance measures and multi-source data. Third, the study examined overall GHRM practices rather than differentiating the effects of specific dimensions. Future research could investigate which GHRM practices have the strongest influence on employee motivation and performance.

Additionally, future studies could explore boundary conditions (moderators) of the relationships identified in this research, such as individual environmental values, organizational climate, and leadership styles. The potential dark side of GHRM also warrants investigation, including possible negative effects of overly demanding environmental expectations on employee well-being and work-life balance.

In conclusion, this study enhances our understanding of how Green Human Resource Management practices influence employee performance, highlighting the crucial mediating role of employee motivation. As organizations increasingly recognize the importance of environmental sustainability, this research provides timely insights into how they can leverage HR practices to simultaneously achieve environmental goals and enhance employee

performance. By fostering employee motivation through environmentally conscious HR practices, organizations can create value for multiple stakeholders while contributing to environmental protection.

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