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The Relationship Between Green Psychological Climate and Environmental Awareness with Perceived Green Human Resource Management Implementation: The Mediating Role of Employee Green Behavior

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ABSTRACT: This study analyzes the relationship between green psychological climate (GPC), environmental awareness (EA), and perceived green human resource management implementation (Perceived GHRM), while testing the mediating role of employee green behavior (EGB). Based on survey data from 400 employees in enterprises in Vietnam, the study employs partial least squares structural equation modeling (PLS-SEM) and the bootstrapping technique with 5,000 resamples. The results indicate that both GPC and EA have a positive and statistically significant relationship with EGB and Perceived GHRM; furthermore, EGB has a positive relationship with Perceived GHRM. The indirect effects of GPC and EA through EGB are also statistically significant, indicating that EGB serves as a complementary mediating mechanism in the relationship between contextual/individual antecedents and employees' perception of GHRM implementation. The model explains 33.4% of the variance in EGB and 49.4% of the variance in Perceived GHRM. The findings emphasize that the evaluation of GHRM implementation should be considered from the perspective of employee experiences, in which a green psychological climate and the translation of awareness into behavior are critical components.

1. INTRODUCTION

Green Human Resource Management (GHRM) is increasingly viewed as a method for integrating environmental objectives into human resource management functions and organizational operations [1–4]. However, a significant body of prior research approaches GHRM primarily from the perspective of policies and practices designed by organizations, while employees' perceptions of actual implementation levels have not been adequately examined [5–7]. This gap is particularly notable because the presence of a policy on paper does not necessarily mean that employees perceive and experience that policy in the same way. Therefore, the question arises: what psychological and cognitive antecedents help employees recognize, interpret, and evaluate the actual level of GHRM system implementation in the workplace [8–9]?

To address this issue, the study focuses on two antecedents at the employee level. First, green psychological climate (GPC) reflects the extent to which employees perceive that the organization values, supports, and directs environmental goals [10–11]. Second, environmental awareness (EA) reflects an individual's level of understanding and recognition of environmental issues, responsibilities, and impacts [12–13]. In addition, the study repositions employee green behavior (EGB) not merely as an output, but as a behavioral mechanism capable of connecting organizational contexts and individual perceptions with the perception of GHRM implementation. When directly performing green behaviors, employees gain additional interactive experience with the organization's processes, requirements, and management tools, thereby forming a basis for evaluating GHRM implementation levels [14–16].

Based on the aforementioned research gap, this study contributes in three aspects. First, the study shifts the focus of analysis from GHRM designed at the organizational level to Perceived GHRM, thereby emphasizing the role of employee experiences and interpretations. Second, the study views EGB as a mediating behavioral mechanism, thereby explaining how signals from the organizational environment and individual cognition are translated into evaluations of GHRM implementation levels. Third, the study integrates Social Exchange Theory (SET) and the AMO (Ability–Motivation–Opportunity) framework to construct a unified explanation for the linkages among psychological context, cognitive capacity, behavior, and perceptions of GHRM practices within the context of enterprises in Vietnam.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1 Integrated Theoretical Foundation (SET & AMO)

The study integrates Social Exchange Theory (SET) [17] and the AMO framework [18] to establish a theoretical foundation for the research model. According to SET, the relationship between employees and organizations is formed on the principle of reciprocity. When an organization creates a consistent, transparent, and supportive green psychological climate, employees may form perceptions of organizational support and reciprocate with behaviors aligned with environmental goals [19–20]. These experiences simultaneously provide information for employees to evaluate how GHRM policies and practices are implemented in practice.

The AMO framework complements this approach by suggesting that employee behavior is influenced by Ability, Motivation, and Opportunity. In this model, EA is viewed as a knowledge foundation related to Ability, whereas GPC creates a context that can provide Opportunity and Motivation for green behavior [21–22]. The combination of environmental knowledge and a favorable organizational context is expected to promote EGB; through behavioral experiences, employees have a better basis for recognizing and evaluating GHRM practices in the workplace. Therefore, SET and AMO complement each other in simultaneously explaining the social, cognitive, and behavioral mechanisms of the research model.

2.2 Development of Research Hypotheses

Green Psychological Climate and Employee Green Behavior: GPC reflects the extent to which employees perceive that the organization values, encourages, and supports environmental protection goals. When environmental signals are communicated consistently and reinforced by appropriate norms, resources, and managerial actions, employees have a basis to adjust their behavior toward environmental orientations [5,23]. Empirical studies also document the linkage between GPC and workplace green behavior [24–26]. According to the social exchange principle of SET, a positive psychological environment toward the environment is expected to motivate employees to reciprocate with environmentally friendly behaviors.

Hypothesis H1: Green psychological climate has a positive relationship with employee green behavior.

Environmental Awareness and Employee Green Behavior: EA reflects the extent to which individuals recognize environmental issues, the consequences of behavior, and ecological responsibilities. According to the AMO framework, EA can be viewed as an element of Ability, helping employees recognize the environmental consequences of actions and choose more appropriate ways to perform work [12,27]. Therefore, employees with higher levels of environmental awareness are expected to be more inclined to proactively perform green behaviors in their daily work.

Hypothesis H2: Environmental awareness has a positive relationship with employee green behavior.

Green Psychological Climate and Perceived GHRM Implementation: GPC enables employees to recognize the degree of consistency between an organization's environmental orientation and human resource management practices. When

organizations clearly communicate environmental priorities and demonstrate support through management activities, employees have more information to recognize the presence of GHRM practices and evaluate their implementation levels [3,11]. Therefore, GPC is expected to have a positive relationship with Perceived GHRM.

Hypothesis H3: Green psychological climate has a positive relationship with perceived green human resource management implementation.

Environmental Awareness and Perceived GHRM Implementation: Employees with high levels of environmental awareness may be more sensitive in recognizing corporate green initiatives and practices. They have the capacity to observe, interpret, and evaluate environmental elements integrated into recruitment, training, performance appraisal, and rewards [12–13,22]. Accordingly, EA is expected to have a positive relationship with the ability to recognize and evaluate GHRM implementation levels.

Hypothesis H4: Environmental awareness has a positive relationship with perceived green human resource management implementation.

Employee Green Behavior and Perceived GHRM Implementation: This relationship is explained from the perspective of employee experience. In this study, GHRM is not viewed as an objective indicator reflecting only the existence of policy documents, but is measured through employee perceptions of implementation levels. When employees proactively perform green behaviors in their daily work, they have more opportunities for contact and interaction with environment-related processes, standards, requirements, and management tools. These direct experiences can become a cognitive basis helping employees better recognize whether the organization actually implements GHRM practices [16,28–29].

Hypothesis H5: Employee green behavior has a positive relationship with perceived green human resource management implementation.

The Mediating Role of Employee Green Behavior: If GPC and EA facilitate the promotion of EGB, and EGB has a relationship with Perceived GHRM, then EGB can act as a transmission mechanism between contextual/individual antecedents and perceived GHRM implementation. Specifically, through performing green behaviors, employees translate signals from the organizational environment and environmental knowledge into practical experiences; these experiences can subsequently influence how they perceive and evaluate GHRM implementation levels in the enterprise. On this basis, the study proposes testing the mediating role of EGB in the two aforementioned relationships.

Hypothesis H6: Employee green behavior plays a mediating role in the relationship between green psychological climate and perceived green human resource management implementation.

Hypothesis H7: Employee green behavior plays a mediating role in the relationship between environmental awareness and perceived green human resource management implementation.

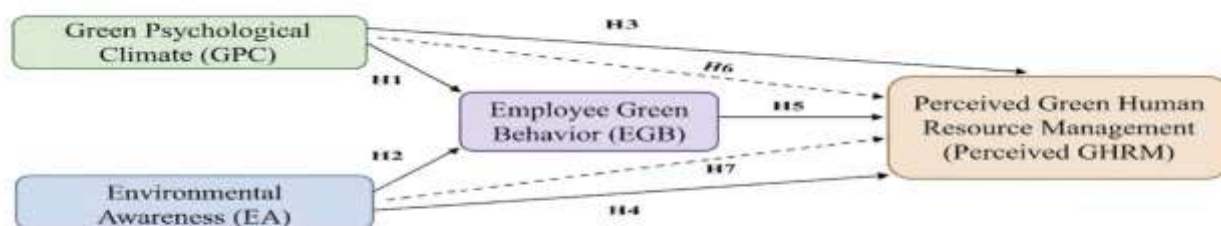


Figure 1. Research model

3. RESEARCH METHODOLOGY

The study employs a two-stage design, consisting of preliminary qualitative research to review the semantic suitability of scales and formal quantitative research to test the theoretical model. Quantitative data was collected from 400 employees in enterprises in Vietnam using a convenience non-probability sampling method. Observed variables were measured using a 5-point Likert scale. This approach aligns with the objective of simultaneously testing direct and indirect relationships in the research model; however, because data was collected at a single point in time and using convenience sampling, the results must be interpreted

within the scope of the research sample (appendix): Green Psychological Climate: (GPC, 6 observed variables; [10]); Environmental Awareness: (EA, 6 observed variables; [12]); Employee Green Behavior: (EGB, 7 observed variables; [16]); Perceived GHRM Implementation: (8 observed variables; [3])

Data was analyzed using the PLS-SEM model on SmartPLS 4 software. The analysis procedure consisted of two steps: (i) evaluating the measurement model through internal consistency reliability, convergent validity, and discriminant validity; and (ii) evaluating the structural model through path coefficients, statistical significance levels, effect sizes, and the coefficient of determination R^2 . The bootstrapping technique with 5,000 resamples was used to test the significance of direct relationships and indirect effects. Presenting results in two steps helps clearly distinguish the quality of scales from the evidence of relationships within the structural model.

4. RESULTS AND DISCUSSION

4.1 Sample Characteristics and Measurement Model Evaluation

An analysis of the survey sample structure ($N=400$) indicates that the sample is distributed across various age groups, educational levels, tenure, job positions, and operational sectors. The proportions of males and females are 48.0% and 52.0%, respectively. The 25–34 age group accounts for the highest proportion (45.0%); university graduates account for 65.0%; and those with 3–5 years of tenure account for 35.0%. Regarding job positions, employees account for 65.0%, supervisors/team leaders 25.0%, and managers 10.0%. Regarding operational sectors, manufacturing accounts for 30.0%, services 25.0%, logistics 15.0%, and technology/other sectors 30.0%. This structure shows that the sample has a certain diversity in respondent characteristics; however, due to the use of convenience sampling, the above percentages should not be viewed as statistically representative of the entire workforce in Vietnam.

Table 1. Descriptive statistics of research sample characteristics ($N=400$)

Demographic / Contextual Characteristics	Percentage Distribution (%)
Gender	Male: 48.0%; Female: 52.0%
Age	< 25 years old: 15.0%; 25–34 years old: 45.0%; 35–44 years old: 25.0%; ≥ 45 years old: 15.0%
Educational Level	Intermediate/College: 20.0%; University: 65.0%; Postgraduate: 15.0%
Work Tenure	< 1 year: 10.0%; 1–3 years: 25.0%; 3–5 years: 35.0%; > 5 years: 30.0%
Job Position	Employee: 65.0%; Supervisor/Team Leader: 25.0%; Manager: 10.0%
Operational Sector	Manufacturing: 30.0%; Services: 25.0%; Logistics: 15.0%; Technology/Other: 30.0%

To evaluate the suitability of the measurement model prior to testing relationships in the structural model, the study examines internal consistency reliability, convergent validity, and discriminant validity of the scales. Internal consistency reliability is evaluated via Cronbach's alpha, ρ_A , and composite reliability (CR); convergent validity is examined through outer loadings of observed variables and average variance extracted (AVE), while discriminant validity is assessed via the HTMT index. The results of these indicators are presented in Table 2.

Table 2. Quality evaluation results of the measurement model (Outer Model)

Measurement Construct	Outer Loading	Cronbach's α	ρ_A	CR	AVE
Environmental Awareness (EA)	0.750 – 0.831	0.873	0.876	0.905	0.613
Employee Green Behavior (EGB)	0.711 – 0.837	0.889	0.892	0.913	0.601
Perceived GHRM Implementation	0.747 – 0.836	0.908	0.909	0.926	0.610
Green Psychological Climate (GPC)	0.666 – 0.848	0.865	0.873	0.899	0.600

The results in Table 2 indicate that the scales in the model achieve high internal consistency. Cronbach's alpha for the four constructs ranges from 0.865 to 0.908, while CR ranges from 0.899 to 0.926; moreover, rho_A values are all high. These results show that the observed variables within each construct exhibit appropriate internal consistency and can be used for subsequent analysis steps.

Regarding convergent validity, outer loadings of observed variables range from 0.666 to 0.848, and AVE values of the constructs range from 0.600 to 0.613. All AVE values exceed the 0.50 threshold, indicating that each latent variable explains more than half of the average variance of its corresponding observed variables. However, a few outer loadings below 0.70, particularly the lowest value of 0.666 for GPC, still need to be considered in correlation with Cronbach's alpha, CR, and AVE rather than eliminating variables based on a single criterion alone.

Regarding discriminant validity, HTMT test results show that values among pairs of constructs are all below the 0.85 threshold. This provides evidence that the concepts GPC, EA, EGB, and Perceived GHRM are distinct from one another in the measurement model. Based on the results of reliability, convergent validity, and discriminant validity, the measurement model is deemed suitable to proceed with testing the structural model and research hypotheses.

4.2 Evaluation of Structural Model and Hypotheses

PLS-SEM results with 5,000 bootstrap resamples (Table 3) show that all seven hypotheses receive statistical support with $p < 0.001$. GPC has a positive relationship with EGB ($\beta = 0.433$) and Perceived GHRM ($\beta = 0.444$); EA also has a positive relationship with EGB ($\beta = 0.375$) and Perceived GHRM ($\beta = 0.403$). EGB has a positive relationship with Perceived GHRM ($\beta = 0.437$). For indirect effects, GPC $\rightarrow$ EGB $\rightarrow$ Perceived GHRM has $\beta = 0.189$ and EA $\rightarrow$ EGB $\rightarrow$ Perceived GHRM has $\beta = 0.164$; both are statistically significant. The model explains 33.4% of the variance in EGB ($R^2 = 0.334$) and 49.4% of the variance in Perceived GHRM ($R^2 = 0.494$). These results provide empirical evidence consistent with the proposed hypothetical structure, while demonstrating that EGB is a notable transmission channel in the model.

Table 3. Hypothesis testing results (5,000 bootstrap resamples)

Hypothesis	Path Relationship	β Coefficient	f^2 Index	t -value	p -value
H1	GPC $\rightarrow$ EGB	0.433	0.281	11.572	< 0.001
H2	EA $\rightarrow$ EGB	0.375	0.211	9.904	< 0.001
H3	GPC $\rightarrow$ Perceived GHRM	0.444	0.101	13.037	< 0.001
H4	EA $\rightarrow$ Perceived GHRM	0.403	0.093	10.687	< 0.001
H5	EGB $\rightarrow$ Perceived GHRM	0.437	0.251	10.677	< 0.001
H6	GPC $\rightarrow$ EGB $\rightarrow$ Perceived GHRM	0.189	-	7.945	< 0.001
H7	EA $\rightarrow$ EGB $\rightarrow$ Perceived GHRM	0.164	-	7.377	< 0.001

Notably, indirect effects through EGB are all statistically significant. The indirect effect of GPC on Perceived GHRM through EGB reaches $\beta = 0.189$ ($t = 7.945$; $p < 0.001$), while the indirect effect of EA reaches $\beta = 0.164$ ($t = 7.377$; $p < 0.001$). This result indicates that EGB not only has a direct relationship with Perceived GHRM but also participates in transmitting effects from GPC and EA to Perceived GHRM. Moreover, because the direct paths GPC $\rightarrow$ Perceived GHRM and EA $\rightarrow$ Perceived GHRM remain statistically significant, the results correspond to partial mediation by EGB rather than full mediation. Thus, employees performing green behaviors can be seen as an important link connecting organizational context, environmental awareness, and employee perceptions of GHRM implementation levels.

Regarding the explanatory power of the model, $R^2 = 0.334$ for EGB indicates that antecedent variables in the model explain 33.4% of the variance in employee green behavior; for Perceived GHRM, $R^2 = 0.494$ indicates that the model explains 49.4% of the variance in this variable. The above results reinforce the proposed relational structure and particularly highlight the role of EGB as a behavioral mechanism connecting organizational context and individual-level factors with employee perceptions of GHRM implementation.

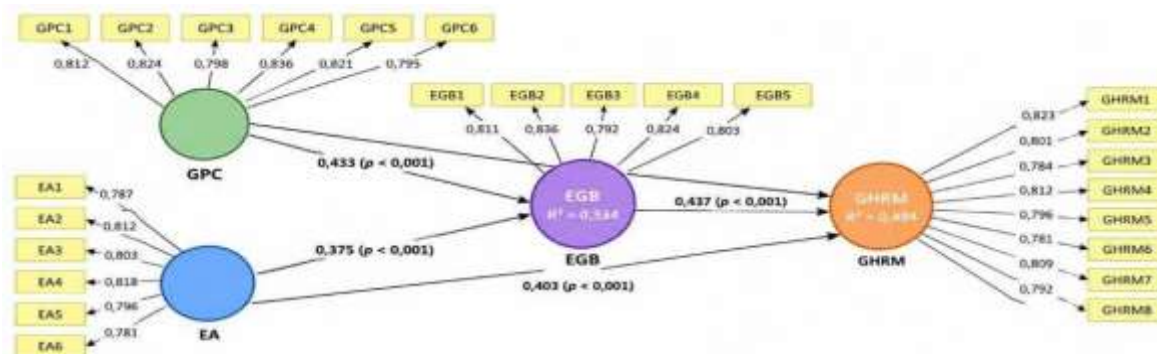


Figure 2. Structural model of mediation analysis

Note: Values on arrows are standardized path coefficients (β); values in parentheses are p-values. R^2 is the coefficient of determination of endogenous variables. Outer loadings are shown for indicators.

Figure 2 illustrates the PLS-SEM structural model and shows that EGB acts as a mediating variable between GPC, EA, and Perceived GHRM. Paths in the model all have positive signs and achieve statistical significance according to bootstrapping results.

4.3 Discussion

The measurement model evaluation results indicate that scales meet requirements for reliability, convergent validity, and discriminant validity, establishing a basis for interpreting relationships within the structural model. Therefore, the discussion focuses on the theoretical implications of tested relationships rather than repeating measurement indices.

The structural test results support all seven proposed hypotheses. Rather than viewing these results as evidence of causality, the study interprets them as relationships consistent with the theoretical mechanisms proposed within the current context and research sample.

First, antecedents at both organizational and individual levels have positive relationships with green behavior and perceived GHRM implementation. This finding aligns with the arguments of SET and AMO: employee behavior is tied not only to individual cognition and capability but also to signals, expectations, and conditions formed within the organizational environment [17,18,21]. In the current model, GPC makes a relatively larger contribution than EA toward EGB; however, this difference reflects only relative correlations within the research sample and does not imply that environmental awareness is less important.

The above results suggest that EA can provide a cognitive foundation for behavior, whereas GPC can create norms, signals, and conditions helping such cognitions manifest as workplace behavior. This interpretation is consistent with previous studies on the role of green psychological climate in employee green behavior [25,23].

Regarding Perceived GHRM, results show that both GPC and EA have positive relationships with how employees perceive GHRM implementation levels. This reinforces the approach to GHRM from the employee perspective: evaluating GHRM implementation relates not only to the existence of formal policies or procedures but also to how employees recognize and interpret those practices in the work environment.

Second, EGB is a vital component connecting employee experience with Perceived GHRM. The result for H5 shows that EGB has a positive relationship with Perceived GHRM. This finding adds a notable perspective to GHRM research: employee perceptions that an organization truly implements GHRM practices can be tied to the process of their participation and experience in environment-related activities.

Interpretation-wise, when employees perform green behaviors, they may frequently encounter regulations, standards, training, incentive mechanisms, and environment-related management activities. These experiences can provide additional basis for them

to recognize the presence of GHRM. This argument parallels studies emphasizing the role of employee behavior and experience in environmental outcomes [28,16,29]. However, due to the cross-sectional design, this should be understood as an interpretation fitting the model rather than evidence of causal sequence.

Nonetheless, it must be emphasized that data for this study was collected at a single point in time using a cross-sectional design. Therefore, the result $\beta=0.437$ should be interpreted as a statistically significant relationship within the research model, rather than asserting that EGB chronologically causes an increase in Perceived GHRM. This cautious interpretation also aligns with research limitations identified later.

Third, results support a partial mediation model of EGB between GPC/EA and Perceived GHRM. Indirect effects are statistically significant while direct paths remain significant. Thus, results conform to the possibility that GPC and EA relate to Perceived GHRM through a behavioral channel, while other direct paths continue to exist.

A noteworthy point is that both direct and indirect paths being significant indicates that EGB is not the sole channel related to Perceived GHRM. Theoretically, GPC can provide signals and support from the organizational environment, while EA provides a cognitive foundation at the individual level; EGB can be the behavioral manifestation connecting these two groups of antecedents with employee experience. This interpretation helps combine SET and AMO within the same model rather than treating the two theories as independent arguments.

Results also bridge the two levels of analysis in the study. At the organizational level, GPC reflects signals, expectations, and support perceived by employees; at the individual level, EA reflects the cognitive foundation helping them understand and evaluate environmental issues. Both antecedents relate to EGB, while EGB relates to Perceived GHRM. Consequently, the model emphasizes that perceptions of GHRM can be shaped through interaction among organizational signals, individual cognition, and behavioral experience.

Regarding theoretical contributions, the study expands the approach of GHRM from a focus on organization-designed practices to a perspective on how employees recognize and experience the implementation of those practices. Incorporating EGB as a mediator also builds a bridge between organizational/individual-level antecedents and Perceived GHRM. This represents a contribution of the research model within the context of the current sample; longitudinal or multi-source studies are needed to further test this mechanism.

5. MANAGERIAL IMPLICATIONS

Based on supported relationships in the model, several managerial implications are proposed to translate research findings into actionable corporate practices:

First, build a consistent and observable green psychological climate. Enterprises need to demonstrate synchronized environmental priorities across leadership messaging, internal communication, work regulations, and resources allocated for green activities. Leadership role-modeling should be expressed through observable behaviors, while environmental commitments must be concretized into norms, guidelines, and working conditions so that employees can recognize and execute them.

Second, translate environmental awareness into concrete job behaviors. Environmental training and communication programs should connect knowledge with the situations, tasks, and standards of each position. Instead of merely providing general information, enterprises can translate content into operational guidelines, workflows, performance criteria, and practical scenarios to enable employees to convert awareness into green behaviors.

Third, design GHRM to generate behavioral experiences for employees. Recruitment, training, performance appraisal, and reward functions should create opportunities for employees to actively engage in environmental activities while clarifying expectations for green behavior and providing feedback mechanisms. Environmental criteria can be appropriately integrated into training, performance evaluation, or green initiative recognition programs.

Fourth, enhance consistency between GHRM policies and employee practical experiences. Enterprises should periodically collect employee feedback on GHRM implementation levels, cross-check them with existing policies and procedures, and adjust inconsistencies. This approach helps reduce the gap between declared policies and actual experiences.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Although research findings provide empirical evidence for proposed relationships, several limitations must be considered when interpreting results.

First, limitations regarding research design and causal inference. The study uses cross-sectional data where variables were measured at the same point in time. Therefore, although PLS-SEM results show that direct and indirect relationships are statistically significant, the study cannot definitively establish temporal sequence or causal relationships among GPC, EA, EGB, and Perceived GHRM. In particular, results on the mediating role of EGB should be understood as evidence of a mediating mechanism consistent with the theoretical model and observed data, rather than evidence confirming a chronological causal process. Future research could employ longitudinal designs or multi-source designs to better test the sequence among variables.

Second, limitations regarding sampling method and generalizability. Using convenience sampling may limit sample representativeness for the entire workforce in Vietnam as well as across different industries, firm sizes, or organizational types. Therefore, results should be interpreted within the scope of the research sample rather than generalized directly to the entire workforce. Subsequent studies could apply probability sampling or stratified sampling by industry, firm size, job position, or organizational characteristics to enhance generalizability.

Third, limitations related to self-reported data and single data sources. Variables in the model were primarily measured through employee perceptions and self-reports. This approach fits the objective of studying Perceived GHRM but may increase common method bias and the influence of subjective perceptions. Future research could combine multi-source data, such as managerial evaluations of EGB, behavioral data, or objective indicators of GHRM implementation practices. Using multiple data sources could also help better distinguish between actual GHRM practices and employee perceptions of GHRM practices.

Fourth, the scope of the research model remains relatively focused. The current model concentrates on GPC, EA, and EGB to explain Perceived GHRM. The $R^2=0.494$ value for Perceived GHRM indicates that the model explains 49.4% of the variance in this endogenous variable, leaving a portion of unexplained variance. This suggests the potential presence of other factors not included in the model. Subsequent studies could examine theoretically grounded variables such as green leadership style, green organizational culture, perceived organizational support, job characteristics, or employee motivational mechanisms, though model expansion must be driven by clear theoretical reasoning rather than simply adding variables to improve explanatory power.

Fifth, the stability of the mediation model needs continued testing via time-lagged research designs or multi-source data. Future research could measure GPC/EA at an initial time point, EGB at a subsequent time point, and Perceived GHRM later on, while incorporating manager-rated behaviors or objective data to reduce reliance on self-reports.

7. CONCLUSION

The study examines relationships among GPC, EA, EGB, and Perceived GHRM on a sample of 400 employees using PLS-SEM. Results support all seven hypotheses and indicate that EGB plays a partial mediating role in the relationship between GPC/EA and Perceived GHRM. These findings emphasize the simultaneous role of organizational environment signals, individual cognition, and behavioral experience in shaping employee perceptions of GHRM implementation. Theoretically, the study connects SET and AMO with an employee experience perspective; practically, findings suggest enterprises must synchronize environmental commitments, training, support mechanisms, and opportunities for green behavior. Conclusions must be interpreted within the scope of cross-sectional design, convenience sampling, and self-reported data.

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APPENDIX

I. GREEN PSYCHOLOGICAL CLIMATE (GPC)

Code	Content	1	2	3	4	5
GPC1	My organization attaches great importance to environmental protection.	☐	☐	☐	☐	☐
GPC2	Leadership always encourages employees to perform green behaviors.	☐	☐	☐	☐	☐
GPC3	Environmental activities are always a concern of the organization.	☐	☐	☐	☐	☐
GPC4	My colleagues are all conscious of protecting the environment.	☐	☐	☐	☐	☐
GPC5	The organization creates an environmentally friendly working atmosphere.	☐	☐	☐	☐	☐
GPC6	Green initiatives are always encouraged.	☐	☐	☐	☐	☐

II. ENVIRONMENTAL AWARENESS (EA)

Code	Content	1	2	3	4	5
EA1	I clearly understand current environmental issues.	☐	☐	☐	☐	☐
EA2	I understand the impact of the enterprise on the environment.	☐	☐	☐	☐	☐
EA3	Protecting the environment is everyone's responsibility.	☐	☐	☐	☐	☐
EA4	I am interested in sustainable development policies.	☐	☐	☐	☐	☐
EA5	I am willing to change my behavior to protect the environment.	☐	☐	☐	☐	☐
EA6	I regularly seek out environmental knowledge.	☐	☐	☐	☐	☐

III. EMPLOYEE GREEN BEHAVIOR (EGB)

Code	Content	1	2	3	4	5
EGB1	I always save electricity in the workplace.	☐	☐	☐	☐	☐
EGB2	I limit paper usage when unnecessary.	☐	☐	☐	☐	☐
EGB3	I segregate and reuse waste whenever possible.	☐	☐	☐	☐	☐
EGB4	I propose initiatives to protect the environment.	☐	☐	☐	☐	☐
EGB5	I encourage colleagues to engage in green behaviors.	☐	☐	☐	☐	☐
EGB6	I fully comply with the enterprise's environmental regulations.	☐	☐	☐	☐	☐
EGB7	I actively participate in the enterprise's environmental programs.	☐	☐	☐	☐	☐

IV. PERCEIVED GHRM IMPLEMENTATION

Green Recruitment

Code	Content	1	2	3	4	5
GHRM1	The organization prioritizes recruiting candidates with environmental awareness.	☐	☐	☐	☐	☐

Code	Content	1	2	3	4	5
GHRM2	Environmental criteria are considered in recruitment.	☐	☐	☐	☐	☐

Green Training

Code	Content	1	2	3	4	5
GHRM3	The organization frequently organizes training on environmental protection.	☐	☐	☐	☐	☐
GHRM4	I receive adequate training on green working skills.	☐	☐	☐	☐	☐

Green Performance Appraisal and Rewards

Code	Content	1	2	3	4	5
GHRM5	Environmental criteria are incorporated into job performance appraisals.	☐	☐	☐	☐	☐
GHRM6	The organization rewards environmental protection initiatives.	☐	☐	☐	☐	☐

Employee Involvement

Code	Content	1	2	3	4	5
GHRM7	The organization encourages employees to participate in environmental activities.	☐	☐	☐	☐	☐
GHRM8	Employees are provided conditions to propose green initiatives.	☐	☐	☐	☐	☐