

Pro-Environmental Behavior as a Driver of Organizational Sustainability: Integrating Green HRM and Ecocentric Leadership

Anu Saraf* and Abhinava Singh

Sardar Vallabhbhai Global University, Ahmedabad, Gujarat, India

Abstract: Embedding sustainability into organizational systems requires more than formal environmental policies; it depends on employees translating sustainability goals into everyday workplace practices. This paper proposes an integrated conceptual framework explaining how Green Human Resource Management (Green HRM) promotes organizational sustainability through employees' pro-environmental behavior (PEB). Drawing upon the Ability–Motivation–Opportunity (AMO) theory, Social Learning Theory, and Social Exchange Theory, the study positions PEB as the central mechanism linking Green HRM practices with employee engagement, employee thriving, and organizational sustainability. Ecocentric leadership is proposed as a moderating factor that strengthens the relationship between Green HRM and PEB by reinforcing environmental values and encouraging sustainable workplace behavior. A systematic review based on the PRISMA approach and synthesized using the TCCM framework forms the foundation of the proposed model. The study contributes to Green HRM literature by integrating organizational systems, leadership, and employee behavior into a comprehensive sustainability framework aligned with Sustainable Development Goals (SDGs) 8, 12, and 13.

Keywords: Green Human Resource Management, Pro-Environmental Behavior, Ecocentric Leadership, Organizational Sustainability, Employee Engagement

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*Research Scholar.