



Article

Examining Pro-Environmental Behavior Through Green Human Resource Management and Green Innovation Moderating The Role of Environmental Strategy

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Abstract: The moderating effects of green innovation (GI) and environmental strategy (ESTR) are highlighted in this article because it examines whether green human resource management (GHRM) practices promote pro-environmental behavior (PEB) among employees. The study investigates how GHRM affects PEB through GI and how ESTR further moderates this relationship using structural equation modeling (SEM) and a sample of 306 employees in the Pakistani automotive sector. The primary findings indicate that GHRM significantly raises PEB, with GI serving as a mediator and ESTR favorably regulating the interaction. Between PEB and GI. The research provides useful details for businesses seeking at implementing strategic HR strategies that promote sustainable working practices. However, the study's cross-sectional design, geographical limitations, and reliance on a quantitative approach imply that more research could look at longterm effects and employ mixed approaches for a more thorough understanding. With its theoretical and practical implications for sustainable business practices, particularly for industries with significant impact on the environment, this paper adds to the developing discipline of green HRM. 1. Bibliographic data Esponda Ejaz, S., Ahmed, S., Farooq, M., Perez, J. A., Galindo, S. M., & Ejaz, F. Studying green innovation and green human resource management to look at pro-environmental behavior: The moderating effect of environmental strategy. Article 100345 from Asia Pacific Management Review, 30. Elsevier.

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1. Introduction

This research addresses a pivotal issue: the connection between environmentally conscious HR practices and positive employee behaviour. Specifically, it looks at how environmental strategy (ESTR) and green innovation (GI) mediate this relationship [1]. This research was selected for review for several reasons.

The importance of the topic: Growing global concern about environmental degradation and increasing calls to integrate green practices into business management [2].

The recentness of the research: The article, published in 2025, addresses a gap in previous literature concerning the interaction between GHRM and PEB via GI and ESTR.

Relevance of the research: The research is relevant to recent trends in sustainable management and environmental human resource management, and is closely related to applied studies in emerging economies. Objective of the review: To present, analyze, and critique the research from an academic perspective, assessing its originality and scientific quality, while highlighting its added value to the applied field [3] [4].

2. Materials and Methods

Research Summary

Main Idea

This study aims to examine the role of green innovation and environmental strategy in mediating the relationship between green human resource management (GHRM) and pro-environmental behaviour (PEB).

Research objectives:

Examining how GHRM influences environmentally conscious actions.

Investigating how GI mediates the relationship between GHRM and PEB.

The aim of this study is to determine whether environmentally sustainable behaviour (PEB) is moderated by environmentally sustainable innovation (GI).

Methodology:

A quantitative study was conducted using a 30-item questionnaire with a sample of 306 employees in the Pakistani automotive sector. Structural equation modelling (SEM) was used to analyse the data.

Key findings:

- Pro-environmental behaviour (PEB) is positively and significantly impacted by green human resource management (GHRM).

- Green innovation: the interaction between GHRM and PEB is mediated by GI.

The association between GI and PEB is positively moderated by ESTR.

These results highlight the importance of integrating green innovation and human resource strategies to promote environmentally responsible behaviour among employees.

Results and discussion:

Critical analysis:

Strengths:

Originality: ESTR is a novel addition that fills a research gap by acting as a moderating variable between GI and PEB.

Theoretical framework: It provides a robust theoretical foundation by referencing Resource-Based View (RBV) and Ability-Motivation-Opportunity (AMO) theories.

Methodological quality: SEM was used to validate the instruments with an adequate sample size of 306.

3. Results and Discussion

Clarity of results: The results were presented in an organised manner and supported by statistical analyses [5][6].

Weaknesses

Geographical limitations: The sample is limited to the automotive sector in Pakistan, limiting the generalizability of the results [7].

Limitations of instruments: Reliance solely on a quantitative questionnaire, without incorporating qualitative methods such as interviews.

Lack of international comparability: The results were not compared with other industries or countries.

Short time frame: The study's cross-sectional design precludes the analysis of long-term changes [8], [9].

Practical Application

The results have practical implications for human resources departments in emerging industries, where green innovation and employee environmental behaviour can be encouraged through GHRM practices.

In industries with significant pollution levels, such as the automotive sector, the practical application of these measures is particularly important [10], [11], [12], [13].

Novelty

This research contributes to a new concept that integrates GHRM, GI and ESR into a single model, thereby expanding the academic literature on green management [14], [15].

4. Conclusion

Overall judgment: The research has a strong theoretical framework and methodology and makes an original contribution to management literature. However, improvements are needed in terms of generalisation and methodological integration.

Future recommendations:

Extend the study's reach to encompass different sectors (e.g. energy or services).

Adopt mixed research methods (quantitative and qualitative) to gain a more comprehensive view.

Utilise comparative samples from other nations to evaluate the influence of organisational and cultural elements.

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