

The Spillover Impact of Green HRM on Non-Green Outcomes in Logistics Industry: Mediating Role of Organization Pride and Moderating Role of Ethical Leadership Style and Psychological Empowerment

Ifzal Ahmad ^{1*}, Mohammad Gamal Aboelmaged ², Mehfooz Ullah ³

¹ College of Business Administration, University of Kalba, UAE

² College of Business Administration, University of Sharjah, UAE

³ Department of Business Management, Karakoram International University, Gilgit Pakistan

*Corresponding author's Email: Ifzal.Ahmed@ukb.ac.ae

Article History

Received: 05 Sept 2025 Revised: 04 Jan 2026 Accepted: 27 Jan 2026 Published: 31 Mar 2026

Abstract

This study examines the direct and indirect effects of green human resource management (GHRM) on job satisfaction, with organizational pride as a mediator and ethical leadership and psychological empowerment as moderators. Data were collected in three waves from 308 respondents in Pakistan's logistics industry, with hypotheses tested using PLS-SEM through SmartPLS. Findings reveal that GHRM positively influences employee job satisfaction, with organizational pride playing a significant mediating role. Ethical leadership further strengthens the GHRM-job satisfaction link by amplifying the positive effects of organizational pride, while psychological empowerment enhances the pride-satisfaction relationship, underscoring the importance of an empowering workplace culture. This research contributes to GHRM literature by addressing its less-discussed non-green outcomes, particularly in the logistics sector. By integrating organizational pride, ethical leadership, and psychological empowerment, the study provides a comprehensive understanding of factors influencing GHRM's effectiveness. These insights help organizations balance sustainability goals with employee-centric approaches, offering actionable strategies to benchmark practices and gain a competitive edge in fostering both environmental responsibility and employee well-being. For policy makers, the findings suggest that promoting GHRM frameworks in logistic industries, particularly in the vulnerable developing countries not only advances environmental goals but also improves employees' well-being.

Keywords: Green HRM, job satisfaction, ethical leadership style, organizational pride, psychological empowerment, social exchange theory, logistic industry, Pakistan.

1. Introduction

In the context of escalating global warming and climate change, there is a consensus among researchers, scholars, and practitioners that these phenomena are largely human induced. This realization has triggered a global movement towards formulating strategies to mitigate their adverse effects, as evidenced by initiatives like the Paris Agreement and the Sustainable Development Goals (SDGs). Ahmad et al., (2021) and Robertson and Barling (2013) emphasize the need for human activities to be reoriented towards sustainable development to counteract the detrimental effects of climate change.

To this backdrop, the role of organizations, particularly in sectors like logistics, becomes pivotal. Organizations are not only encouraged to adopt sustainable business practices but also to foster pro-environmental behaviors among their employees (Ahmad et al., 2021). Given that employees spend a significant portion of their day at work, they are in a unique position to influence and shape responsible behaviors, which can extend to their personal lives and the broader society. This has led to the increasing prominence of green human resource management (GHRM) in literature. GHRM, as defined by Jabbour (2013), involves aligning typical human resource management practices with an organization's sustainability goals, particularly crucial in the logistics industry where operational practices have a direct impact on environmental sustainability.

GHRM aims to change policies and practices related to major HR functions (recruitment, performance management, training, etc.) to promote pro-environmental behaviors (Ismail et al., 2021; Guerci et al., 2016). Studies have shown GHRM's positive effects on various green outcomes, including green creativity, environmental performance, employees' green behaviors, and organizational green climate (Ahmad et al., 2025; Ahmad et al., 2021; Chaudhary, 2020; Pham et al., 2019; Ren et al., 2020; Roscoe et al., 2019; Ababneh, 2021; Dumont et al., 2017). Recent scholarship, however, highlights that GHRM practices may also trigger unintended effects on outcomes that are not related to environmental goals, an aspect that remains underexplored yet essential for gaining a holistic view of GHRM's overall influence (Ahmad et al., 2025; Ismail et al., 2021; Ren et al., 2018; Ren et al., 2021).

Our study aims to address this gap by examining the impact of GHRM on non-green outcomes, specifically job satisfaction, within the logistics industry. Job satisfaction, as defined by Locke (1976), is a critical outcome in HRM studies and reflects an employee's positive emotional state resulting from their job or job experiences. Furthermore, this study also explores the role of organizational pride as a mediating factor between GHRM and job satisfaction, thereby addressing the call by Ren et al., (2018) for research on the mediating paths between GHRM and non-green outcomes. In line with the argument of Dong and Zhong (2021), we believe that the mediating role of organizational pride is crucial for understanding how responsible business practices can enhance job satisfaction.

In addition, leadership plays a vital role in promoting GHRM and green behaviors within organizations (Bano et al., 2022), especially in the logistics industry. Ethical leadership style (ELS), in particular, has been found to moderate the relationship between GHRM and

green outcomes (Ahmad et al., 2021; Ren et al., 2021; Ren et al., 2020). Therefore, our study also considers ELS as a potential moderator between GHRM and organizational pride. Furthermore, the study also considers the moderating role of employees' psychological empowerment between organizational pride and job satisfaction. We believe that this concept is crucial to explore because it enhances the individual's perception of their role's significance, thereby magnifying the positive impact of organizational pride on job satisfaction by fostering a deeper connection and greater engagement with their work (Carasco-Saul et al., 2015). Therefore, this study extends this inquiry to explore the moderating role of ethical leadership style in the relationship between GHRM and job satisfaction and psychological empowerment between organizational pride and job satisfaction (see Figure 1).

The theoretical framework for this study is grounded in social exchange theory (Blau, 1964) and social identity theory (Tajfel and Turner, 1979). Social exchange theory suggests that actions in the workplace are part of a reciprocal relationship between employee and employer, while social identity theory posits that individuals align with groups that share common characteristics to enhance self-esteem. These theories are suitable for explaining the dynamics of GHRM as a change management strategy in the logistics industry to become more responsible, where employees may associate with organizations engaged in responsible practices to enhance their own relational image (Farooq et al., 2014).

Despite growing interest in green HRM, existing research remains largely centered on environmentally focused outcomes, offering limited insight into how green HRM shapes core employee attitudes in developing economies. Moreover, prior studies rarely examine the underlying psychological mechanisms and boundary conditions through which Green HRM translates into non green outcomes. Addressing this gap, the present study advances a moderated-mediation framework that explains how and when green HRM influences job satisfaction via organizational pride, thereby extending the business case for sustainability beyond environmental performance alone.

Therefore, this study aims to fill the following critical gaps in the literature: First, by investigating the impact of GHRM on non-green outcomes like job satisfaction in Pakistan's logistics industry. Second, by exploring the mediating role of organizational pride between GHRM and job satisfaction. Third, by testing the moderating roles of ethical leadership style and psychological empowerment in this relationship, using a combination of social exchange and social identity theories as our theoretical underpinning. This research is not only academically significant but also has practical implications for logistics organizations striving to balance environmental responsibilities with employee well-being.

The structure of this paper is as follows: The following section will present the conceptual framework and proposed hypotheses. This will be followed by a discussion of the methodology utilized to achieve the objectives of the study. The results of the study will

then be presented and analyzed. Finally, the paper will conclude with a discussion of the theoretical and practical implications, as well as limitations of the research.

2. Conceptual Framework and Hypotheses Development

Recent green HRM research has increasingly moved beyond examining direct green outcomes to interrogate the broader psychological and relational consequences of sustainability-oriented HR practices. Drawing on social exchange theory and social identity theory, scholars now emphasize that green HRM operates not only as a technical system of practices but also as a symbolic and relational signal that shapes employee identification, pride, and attitudinal outcomes. At the same time, emerging debates highlight that the effectiveness of green HRM is contingent on leadership credibility and employee agency, raising questions about when such practices are perceived as authentic versus controlling. Building on these developments, the present study advances a theory driven framework that integrates organizational pride as a central mechanism and ethical leadership and psychological empowerment as critical boundary conditions.

2.1 Green HRM and Job Satisfaction

In the era of escalating climate change, organizations, particularly in the logistics industry, are increasingly pressured to adopt environmentally responsible practices (Wang et al., 2023). This shift includes the management of human resources in a way that aligns with the green agenda of these organizations (Ahmad et al., 2021; Dumont et al., 2017). GHRM, as defined by Kramar (2014), focuses on HRM activities that enhance positive environmental outcomes. Wehrmeyer (1996) emphasized the critical role of employees in the success of these environmentally aware approaches, highlighting the shift from macro to micro-level sustainability within organizations (Teixeira et al., 2012).

Using social exchange theory (SET) as a framework (Blau, 1964), this study explores how GHRM can lead to enhanced non-green outcomes like job satisfaction in the logistics industry. SET posits that reciprocal good behavior between parties leads to positive outcomes (Gergen, 1969). When employees perceive their organization's HRM activities as responsible and pro-environmental, they form positive judgments and feel content being part of such an organization (Ahmad et al., 2025; Ahmad et al., 2021). This perception is further reinforced by rewards and benefits for adopting green behaviors, leading to long-term positive reactions and high job satisfaction (Blau, 2017; Molm, 1997). Eisenberger et al. (1997) suggest that this sense of obligation is heightened when employees view the organization's responsible practices as discretionary rather than obligatory.

This argument is further strengthened by Social Identity Theory (SIT). Developed by Tajfel and Turner (1979), SIT explains that individuals categorize themselves into social groups, which significantly shape their behavior, attitudes, and self-concept. Central to this theory is the idea that people enhance their self-esteem and gain a sense of belonging through their group memberships. Group identification also influences how individuals perceive themselves and others, leading to in-group favoritism and out-group differentiation (Tajfel,

1982). SIT highlights the role of organizational identification, where employees' alignment with organizational values contributes to their overall satisfaction and commitment.

Using SIT, we argue that GHRM fosters a culture of sustainability, aligning the organization with broader societal values concerning environmental responsibility. When employees identify with these green values and see their organization as promoting ethical and sustainable practices, their sense of pride and belonging within the organization is enhanced (Ahmad et al., 2021). This alignment with the company's green values strengthens their organizational identification, contributing positively to their psychological well-being and satisfaction. Therefore, GHRM not only fosters environmental sustainability but also enhances employees' job satisfaction by fulfilling their need for organizational identification and ethical alignment. Past studies, such as, Ismail et al., (2021) also found a positive relationship between GHRM and organizational pride and citizenship behavior. These studies highlight the role of GHRM in enhancing employees' association with socially responsible organizations, thereby boosting their own reputations.

This study explores job satisfaction as an outcome of GHRM in the logistics industry. Job satisfaction refers to the positive feelings employees have towards their work, either through specific aspects like supervision or overall workplace experiences (Macdonald & MacIntyre, 1997). This study focuses on the latter, suggesting that GHRM activities positively impact employees' general satisfaction with their organization. Employees perceive organizations that implement GHRM as accountable, ethical, and supportive of environmental responsibilities, which enhances their alignment with personal values (Ahmad et al., 2021; Renwick et al., 2013). This alignment boosts employees' self-esteem and reputation, resulting in increased job satisfaction (Ismail et al., 2021). In the logistics industry, GHRM initiatives, such as promoting environmentally friendly transportation and flexible work arrangements, foster a sense of purpose and work-life balance. Increased involvement in environmental efforts strengthens employees' sense of ownership and commitment to the organization, further enhancing job satisfaction.

Therefore, consistent with social exchange theory, employees interpret green HRM practices as discretionary organizational investments, which they reciprocate through positive job-related attitudes such as satisfaction. From a social identity perspective, green HRM also functions as a value signal that enhances employees' identification with an ethically responsible organization, thereby strengthening job satisfaction. Hence, we propose that:

- H1: Green HRM has a positive relationship with job satisfaction

2.2 Mediating Role of Organizational Pride

Organizational pride, as defined by Jones (2010), is the sense of pleasure and self-respect employees derive from their association with their organization. In the logistics industry,

this pride is significantly enhanced by pro-environmental initiatives, which not only improve the organization's image but also foster employee satisfaction (De Roeck et al., 2014; Ismail et al., 2021). GHRM activities, encompassing aspects from talent attraction to performance management, play a crucial role in building this image, both internally and externally. Employees take pride in working for organizations that prioritize social good over mere financial gains, leading to positive attitudes and behaviors (Ismail et al., 2021).

Supporting this view, Jones (2010) highlights that volunteer initiatives boost organizational pride and recognition. Ismail et al., (2021) and Shehzad et al., (2019) further argued that individuals prefer associating with socially responsible organizations, enhancing their sense of pride. Newman et al., (2015) also found that employee perception of their organization's social responsibility directly influences their pride.

GHRM instils a belief among employees that their organization values responsible practices and employee well-being (Rurkkhum, 2024). This belief fosters a feel-good factor, encouraging employees to reciprocate with enhanced organizational pride, leading to job satisfaction (Baykal et al., 2023). Ismail et al., (2021) found that organizational pride through GHRM leads to citizenship behaviors, enhanced creativity, and organizational identification. Similarly, Hameed et al., (2019) found the mediating role of organizational pride between the dimensions of CSR and organizational citizenship behaviour towards environment. Similarly, Zafar and Suseno (2024) found organizational pride sequentially mediate the relationship between GHRM practices and employees' voluntary pro-environmental behaviors.

Thus, GHRM-induced pride enhances employees' sense of purpose and job meaning, which in turn fosters a positive organizational culture that supports values, ethics, and employee well-being. This pride not only boosts employee morale and commitment but also strengthens the connection between GHRM activities and overall job satisfaction, demonstrating that organizational pride is a key factor in translating GHRM efforts into enhanced job satisfaction.

Drawing on social identity theory, organizational pride reflects employees' emotional attachment and self enhancement derived from membership in a socially responsible organization. At the same time, social exchange theory suggests that such pride emerges as a reciprocal response to perceived organizational commitment to sustainability-oriented HR practices. Therefore, we propose that:

- H2: Organizational pride mediates the relationship between Green HRM and job satisfaction
- H2a: Green HRM has a positive relationship with organizational pride.
- H2b: Organizational pride has a positive relationship with job satisfaction.

2.3 Moderating Role of Ethical Leadership Style

The ethical leadership style (ELS), introduced by Brown et al. (2005), is defined as the demonstration of normatively appropriate conduct through personal actions, interpersonal relationships, and the promotion of such conduct to subordinates. In the logistics industry, ELS is particularly relevant due to its role in fostering ethical and moral behavior among employees, a necessity highlighted by events like the BP oil spill and the 2008 financial crisis (Ahmad et al., 2021). ELS is perceived as fair, moral, and genuine, especially when it involves fair treatment of employees (Ahmad & Umrani, 2019).

Previous studies on ELS have explored its direct impact on various outcomes. Ahmad and Umrani (2019) examined its effect on job satisfaction, while Khan et al., (2018) focused on its impact on organizational safety performance. Chughtai (2015) found that ELS enhances employee well-being and extra-role behaviors such as organizational citizenship (Arain et al., 2017), and employee performance (Walumbwa et al., 2011). However, research on ELS's role in mitigating effects between organizational practices and outcomes is limited. Only a handful of studies have explored this mitigating role of ELS. For instance, Ahmad et al., (2021) studied ELS's mitigating role between green human resource management (GHRM) and pro-environmental behaviors, while Philipp and Lopez (2013) investigated its moderating role between psychological contracts and organizational commitment.

ELS leaders are known for their focus on social responsibility, ethics, morality, legal obligations, social contribution, and pro-environmental behaviors (Chughtai, 2015; Ahmad et al., 2023). They influence long-term employee behavior through integrity and honesty, encouraging ethical behaviors through both reward and punishment (Philipp and Lopez, 2013). In the context of the logistics industry, where GHRM activities are integral to corporate social responsibility, ELS is expected to closely relate to GHRM. It is argued that a high perception of ELS strengthens the relationship between GHRM and outcomes like organizational pride and job satisfaction. This relationship is supported by social exchange theory, which emphasizes reciprocity in employee responses to leadership styles.

In the logistics industry, ethical leadership is crucial for the success and effectiveness of initiatives. High ELS perception leads to increased trust and engagement from stakeholders, ensuring transparent and effective use of resources (Kurniawan et al., 2025). Conversely, low ELS perception can result in decreased trust, poor organizational culture, and perceptions of initiatives as insincere or burdensome (Carollo and Guerci, 2018; Jermier and Forbes, 2016). Therefore, in the logistics industry, particularly in development initiatives, the perception of ELS significantly influences the effectiveness of GHRM and other organizational practices, such as positive perception of association, organizational pride, stakeholders' trust, employee engagement, and overall organizational culture.

From a social exchange perspective, ethical leadership strengthens the credibility and sincerity of green HRM practices, thereby enhancing employees' positive reciprocal responses. Recent Green HRM debates also emphasize leadership authenticity as a key boundary condition that determines whether sustainability practices are perceived as value driven or symbolic. Hence:

- H3: Ethical leadership style moderates the mediating role of organizational pride between Green HRM and job satisfaction such that high ethical leadership style will strengthen this relationship and vice versa.

2.4 Moderating Role of Psychological Empowerment

Employee empowerment has emerged as a critical factor in enhancing employee outcomes and organizational performance. Empowerment, characterized by meaning, competence, self-determination, and impact (Spreitzer, 1995), enriches employees' work lives by providing them with a sense of control and the ability to make meaningful contributions (Seibert et al., 2011). Organizational pride, on the other hand, reflects employees' positive emotional response to their association with their organization, which has been linked to increased job satisfaction (Kumari, 2011).

The relationship between organizational pride and job satisfaction suggests that when employees are proud of their organization, they are likely to experience higher job satisfaction. This relationship can be understood through the lens of social identity theory, which posits that individuals derive part of their self-concept from their membership in organizations (Tajfel and Turner, 1986). Proud employees, identifying strongly with their organization, are more likely to feel satisfied with their job as it enhances their self-esteem (Ashforth and Mael, 1989).

However, the strength of this relationship can be contingent upon the level of employee empowerment. Empowered employees, equipped with autonomy, resources, and a sense of significance in their work (Thomas and Velthouse, 1990), may find organizational pride more impactful on their job satisfaction (Maan et al., 2020). This is because empowerment amplifies the sense of ownership and intrinsic motivation, making the positive feelings associated with organizational pride more potent in influencing job satisfaction (Deci et al., 1999).

Recent research supports the moderating role of empowerment in various organizational outcomes. For instance, a study by Zhang and Bartol (2010) demonstrated that empowerment can enhance the effect of transformational leadership on innovative behavior, suggesting that empowerment can amplify the impact of positive organizational constructs on individual outcomes. Furthermore, research by Carasco-Saul et al., (2015) found that empowerment plays a crucial role in determining the relationship between leadership styles and employee outcomes, including job satisfaction.

Consistent with social identity theory, empowered employees are more capable of internalizing organizational pride as part of their self-concept, amplifying its attitudinal

effects. From a social exchange lens, psychological empowerment enhances employees' perceived returns from the exchange relationship, thereby strengthening the pride–job satisfaction link. Therefore, it is hypothesized that:

- H4: Employee empowerment moderates the relationship between organizational pride and job satisfaction, such that high levels of empowerment will strengthen this relationship and vice versa.

2.5 Study Context

Pakistan's logistics industry is currently facing challenges due to infrastructural inadequacies and regulatory issues, impacting its efficiency and global competitiveness (Khan et al., 2022). However, there is a growing emphasis on digitalization and modernization, which is expected to enhance operational capabilities and integration in global logistics (Jam et al., 2025). Additionally, the industry in general is increasingly focusing on sustainable practices to address environmental concerns and improve resilience against climate change impacts (Aboelmaged et al., 2023).

The logistics industry in Pakistan plays a crucial role in the country's response to climate change, as it is both a significant contributor to greenhouse gas emissions and a key area for implementing sustainable practices (Ahmad et al., 2021). With its extensive logistics and transportation networks, the industry is pivotal in reducing carbon footprints through the adoption of green supply chain management (GSCM) practices (Jam et al., 2025). Furthermore, the integration of climate-resilient strategies in Pakistan's logistic industry is essential for ensuring long-term economic stability and environmental sustainability, especially in agriculture and manufacturing industries.

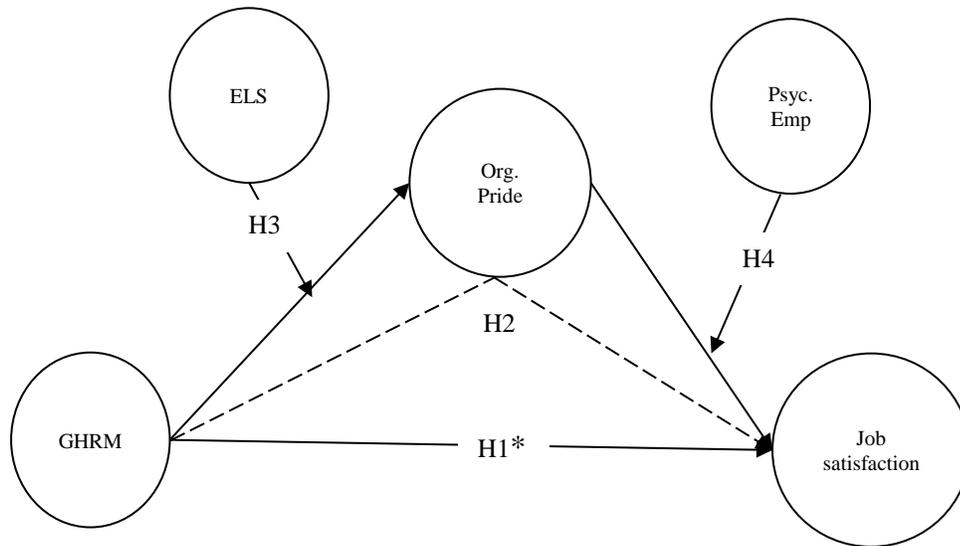


Figure 1: Conceptual Framework

Notes: GHRM = Green Human Resource Management, ELS = Ethical Leadership Style, Org. Pride = Organizational Pride, Psyc. Emp. = Psychological Empowerment.

3. Methodology

A quantitative research design was employed to address the objectives of this study. Data was gathered in three separate phases from employees in the logistics sector. This multi-stage data collection approach was implemented to minimize issues related to data nesting and common method bias. Participants were assured of full confidentiality and anonymity throughout the process. Each questionnaire was assigned a unique code to enable accurate identification and matching with responses obtained in the third phase. This approach aligns with established methodological practices used in prior research to mitigate common method bias (e.g., Naseer et al., 2016; Ahmad & Umrani, 2019).

Respondents were approached through personal and professional contacts using a convenient sampling technique. Convenience sampling was used due to restricted access to employees in the logistics sector, where organizations are operationally sensitive and formal sampling frames are rarely available. This approach is consistent with prior green HRM and organizational behavior studies conducted in similar industry contexts and was further strengthened by multi wave data collection, which helped reduce common method bias (see Ahmad et al., 2025). At stage 1, respondents filled in a paper-pencil survey form containing statements about job satisfaction, and ethical leadership style. At stage 2, respondents filled in a paper-pencil survey form containing statements about their perception of GHRM, demographic information, and organizational pride. Finally at stage

3, data related to employees' psychological empowerment were collected. At stage 1, a total of 500 survey forms were distributed. Respondents were given two weeks' time to turn in the forms. We collected 354 survey forms in two weeks. After a gap of about three weeks, the same respondents were approached to fill in the forms for stage 2. They were again given two weeks, after which the author approached them for collection of the filled-out forms. This time, only 278 fully completed forms were received. To increase the sample size, the author used his personal contacts and references. This move was somewhat successful, and the author received an additional 30 complete forms in stage 2. The author had the email addresses of the respondents which were used to reach them at stage 3 for data regarding the final variable i.e., psychological empowerment. After two weeks' time and one reminder email to all participants, all the respondents filled in the survey form. Therefore, a total of 308 final sample sizes having filled forms and successfully matched between stage 1, 2 & 3 were recorded which makes it a response rate of 61.6%.

3.1 Measures

3.1.1 Four constructs, i.e., GHRM, organizational pride, psychological empowerment, and ethical leadership style (ELS), were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Following the recommendations of the original authors, job satisfaction was measured on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Green Human Resource Management (GHRM)

GHRM was measured using a six-item scale developed by Dumont et al. (2017). A sample item includes, "My Company considers employees' workplace green behavior in performance appraisals." The Cronbach's alpha (α) for this construct was 0.92, indicating high reliability.

3.1.2 Organizational Pride

Organizational pride was measured using the seven-item scale developed by Gouthier and Rhein (2011) and later applied by Swanson and Kent (2017) and Welander et al. (2017). A sample item is, "I feel happy for being a member of this company." The reliability coefficient (α) was 0.93.

3.1.3 Ethical Leadership Style (ELS)

Ethical leadership was assessed using the ten-item scale developed by Brown et al. (2005). A representative statement is, "My leaders listen to what employees have to say." The Cronbach's alpha (α) for this scale was 0.94.

3.1.4 Job Satisfaction

Job satisfaction was measured using the ten-item scale by MacDonald and MacIntyre (1997). An example item is, "I feel good about working at this company." The scale demonstrated strong internal consistency with a Cronbach's alpha (α) of 0.92.

3.1.5 Psychological Empowerment

Psychological empowerment was measured using the four-item scale developed by Spreitzer (1995). A sample item includes, “My work is meaningful to me.” The Cronbach’s alpha (α) value for this construct was 0.91, confirming reliability.

3.1.6 Control Variables

No control variables were included because their inclusion should be theory driven rather than routine. Methodological work in organizational research shows that indiscriminate controls can introduce bias, reduce interpretability, and sometimes distort substantive relationships, especially when controls are weakly justified or chosen out of convention (Becker, 2005; Spector and Brannick, 2010). More recent best practice guidance reiterates that control variables should be included only when they represent plausible alternative explanations that are theoretically linked to the focal relationships, and when their inclusion is clearly articulated and defensible (Bernerth and Aguinis, 2016; Becker et al., 2016).

In the present study, the model is explicitly grounded in social exchange theory and social identity theory, focusing on theoretically specified psychological mechanisms and boundary conditions among perceptual constructs. Demographic variables such as age, gender, and tenure were considered, but they were not expected, on theoretical grounds, to systematically confound the specific relationships tested. Consistent with published recommendations, we therefore prioritized model parsimony and theoretical clarity by omitting controls that lacked a strong, explicit rationale, and we clarified this decision to enhance transparency and allow readers to evaluate the robustness of the theoretical model (Bernerth and Aguinis, 2016; Spector and Brannick, 2010).

4. Data Analysis and Results

4.1 Model Estimation

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to test the study’s hypotheses. This approach is particularly suited for exploratory research and early-stage theory development, offering advantages over covariance-based SEM (Henseler et al., 2014). PLS-SEM is also effective when dealing with smaller sample sizes, complex model structures, and non-normally distributed data. Furthermore, PLS-SEM was preferred over CB-SEM because this study is prediction oriented and aims to explain variance in job satisfaction through a complex model involving mediation and moderation rather than to confirm an established covariance structure. The research model includes multiple latent constructs, interaction terms, and indirect effects, for which PLS-SEM provides more stable and efficient estimation, particularly with moderate sample sizes and without strict assumptions of multivariate normality. In contrast, CB-SEM is better suited for theory confirmation and global model fit assessment, requires larger samples for models with interaction effects, and is less flexible in handling moderated mediation structures. Therefore, PLS-SEM was considered more appropriate for the objectives, complexity, and data characteristics of the present study. The theoretical framework of this study comprises

four reflective constructs. Consistent with the procedures recommended by Hair et al. (2017), the analysis first assessed the measurement model and subsequently evaluated the structural model.

4.2 Measurement Model Assessment

The measurement model was evaluated through reliability and validity analyses. Cronbach’s alpha (CA) and Composite Reliability (CR) were calculated to assess internal consistency, with all values exceeding the recommended threshold of 0.70. Convergent validity was confirmed as the item loadings produced Average Variance Extracted (AVE) values above 0.50, indicating that each construct captured sufficient variance relative to measurement error, thereby confirming indicator reliability. The results of CA, CR, and AVE are presented in Table 1.

Table 1: Factor Loading, Cronbach Alpha, CR and AVE Values

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
Green Human Resources Management (GHRM)	GHRM1	0.865	0.931	0.946	0.745
	GHRM2	0.873			
	GHRM3	0.898			
	GHRM4	0.891			
	GHRM5	0.843			
	GHRM6	0.807			
Organizational Pride (OP)	OP1	0.907	0.941	0.952	0.741
	OP2	0.885			
	OP3	0.887			
	OP4	0.872			
	OP5	0.881			
	OP6	0.862			
	OP7	0.719			

Green HRM and Non-Green Outcomes in Logistics Industry

Job Satisfaction	JS1	0.774	0.922	0.935	0.593
	JS2	0.713			
	JS3	0.698			
	JS4	0.592			
	JS5	0.794			
	JS6	0.815			
	JS7	0.818			
	JS8	0.821			
	JS9	0.812			
	JS10	0.769			
Ethical Leadership Style (ELS)	ELSR1	0.909	0.973	0.977	0.809
	ELSR2	0.912			
	ELSR3	0.914			
	ELSR4	0.918			
	ELSR5	0.919			
	ELSR6	0.909			
	ELSR7	0.911			
	ELSR8	0.903			
	ELSR9	0.906			
	ELSR10	0.782			
Psychological Empowerment	Psy_E1	0.888	0.908	0.936	784
	Psy_E2	0.887			
	Psy_E3	0.904			
	Psy_E4	0.864			

4.3 Discriminant Validity

Discriminant validity was evaluated using both the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT) of correlations. As shown in Table 2 (Fornell–Larcker criterion), the square roots of the AVE values exceeded the corresponding inter-construct correlations, confirming discriminant validity. Additionally, HTMT, a more

rigorous measure recommended by Henseler et al. (2015), was used for further verification (Table 3). For acceptable discriminant validity, HTMT values should remain below 0.85; exceeding this threshold would suggest validity concerns. In this study, all HTMT values were below 0.85, indicating that the measurement model meets the discriminant validity requirement and is free from related issues.

Table 2: Fornell-Larcker Criterion

	ELSR	GHRM	JS	OP	Psy_E
ELSR	0.899				
GHRM	0.593	0.863			
JS	0.485	0.739	0.770		
OP	0.785	0.752	0.694	0.861	
Psy_E	0.783	0.502	0.514	0.684	0.886

Notes: ELSR = Ethical Leadership Style, GHRM = Green Human Resource Management, JS = Job Satisfaction, OP = Organizational Performance, Psy_E= Psychological Empowerment

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	ELSR	GHRM	JS	OP	Psy_E
ELSR					
GHRM	0.620				
JS	0.510	0.796			
OP	0.813	0.803	0.749		
Psy_E	0.834	0.545	0.563	0.738	-

4.4 Structural Model Assessment

The next step in PLS-SEM is to assess the structural model which is basically a testing of the hypothesized paths outlined in the model. Table 4 illustrates the results for the structural model evaluation showing the structural model with t-values and path co-efficient (output of SmartPLS4). The hypothesized relationship between green human resource management and job satisfaction turns out to be statistically significant ($\beta = 0.497$, $t = 7.192$, $p < 0.01$) thus extending support to confirm H1. Furthermore, organizational pride was significantly affected by green human resource management ($\beta = 0.752$, $t = 22.52$, $p < 0.01$), confirming H1a. Similarly, organizational pride has a significant positive effect on job satisfaction, ($\beta = 0.332$, $t = 4.744$, $p < 0.01$), thereby extending support to H1b.

Table 4: Structural Model

Hypoth		Std. Beta	Standard Error	t-Static	P Values	Decision
H ₁	GHRM -> JS	0.497	0.062	7.192	0.000	Supported
H _{1a}	GHRM-> OP	0.752	0.033	22.524	0.000	Supported
H _{1b}	OP-> JS	0.322	0.068	4.744	0.000	Supported

4.5 Mediation Analysis

Mediation analysis was conducted using bootstrapping of the indirect effect, following the approach of Preacher and Hayes (2004, 2008). The bootstrapping results indicated a significant indirect effect ($\beta = 0.242$, $t = 4.310$, $p < 0.01$). The 95% bias-corrected bootstrap confidence interval [LL = 0.160, UL = 0.343] did not include zero, confirming the presence of a mediating relationship (Preacher and Hayes, 2008). Therefore, the mediation effect is statistically significant, providing empirical support for hypothesis H2. The detailed results of the mediation analysis are presented in Table 5.

The mediating role of organizational pride aligns with social exchange and social identity theories, suggesting that employees reciprocate green HRM practices through enhanced self-evaluation and organizational attachment. Consistent with prior studies linking green HRM to pride and identification (Ismail et al., 2021; Dong and Zhong, 2021), our findings extend this work by showing that pride is a key mechanism through which green HRM influences non green outcomes such as job satisfaction. This indicates that green HRM operates not only through instrumental benefits but also through symbolic and identity-based processes, particularly in developing economic contexts.

Table 5: Mediation Analysis

Hypoth	Relationship	Beta	Std. Error	t-value	Confidence Interval (BC)		Decision
					LL	UL	
H ₂	GHRM-> OP -> JS	0.242	0.056	4.310	0.160	0.343	Supported

4.6 Effect Size & Predictive Relevance

Coefficient of determination (R^2) represents the overall explanatory power of the structural model, indicating how well the model predicts the dependent variables. According to Hair et al. (2017), R^2 values of 0.75, 0.50, and 0.25 denote substantial, moderate, and weak predictive accuracy, respectively. The findings show that GHRM accounts for 56.5% of the variance in OP ($R^2 = 0.565$), while GHRM and OP jointly explain 59.2% of the variance in JS ($R^2 = 0.592$).

Table 6 presents the predictive relevance results for the endogenous latent constructs, expressed through Stone-Geisser’s Q^2 statistic (Geisser, 1974; Stone, 1974). This measure, calculated via the PLS-Predict function in SmartPLS4, assesses the model’s ability to predict endogenous variables. A Q^2 value greater than zero signifies that the model has meaningful predictive power. In this study, the Q^2 values for OP (0.560) and JS (0.543) confirm that the proposed structural model demonstrates strong predictive relevance.

Effect size f^2 determines whether an exogenous construct has a significant and meaningful effect on an endogenous construct in a particular model. The f^2 values obtained for this study were GHRM-> OP =0.706 and GHRM-> JS =0.263, respectively, which were found to be large effect and medium effect sizes (Cohen, 1988). Figures 3 and 4 can also be referred to for graphical representation of the same results explained above.

Table 6: Predictive Relevance and Effect Size

	f^2	Q^2	R^2
GHRM -> OP	0.706	0.560	0.565
GHRM -> JS	0.263	0.543	0.592

4.7 Moderation Analysis

Figure 3 shows that the positive relationship between green HRM and organizational pride is stronger under high ethical leadership style compared to low ethical leadership style. This indicates that ethical leaders enhance employees’ positive interpretation of green HRM practices.

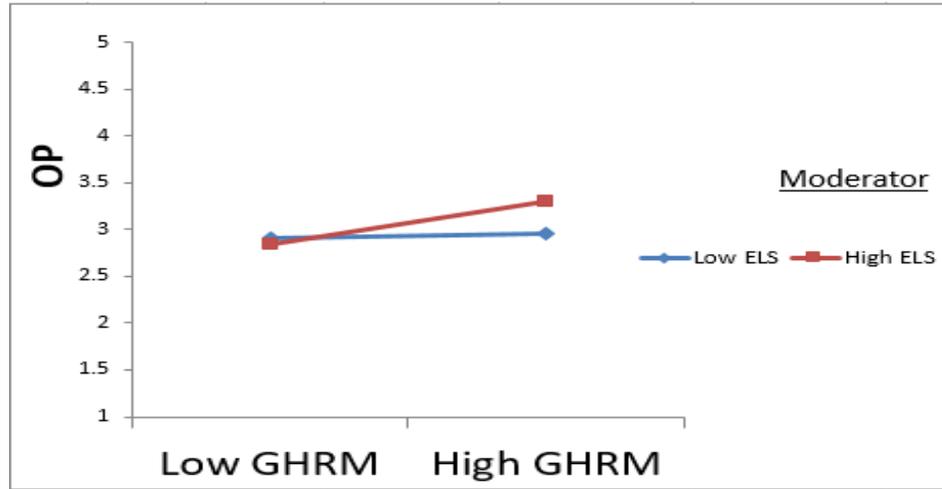


Figure 3: Two-way Interaction Graph for ELS as Moderator

Figure 4 illustrates that ethical leadership style strengthens the positive relationship between green HRM and organizational pride. Specifically, when ethical leadership is high, the slope between green HRM and organizational pride becomes steeper, indicating that employees interpret green HRM practices as more authentic and value driven under ethical leadership conditions.

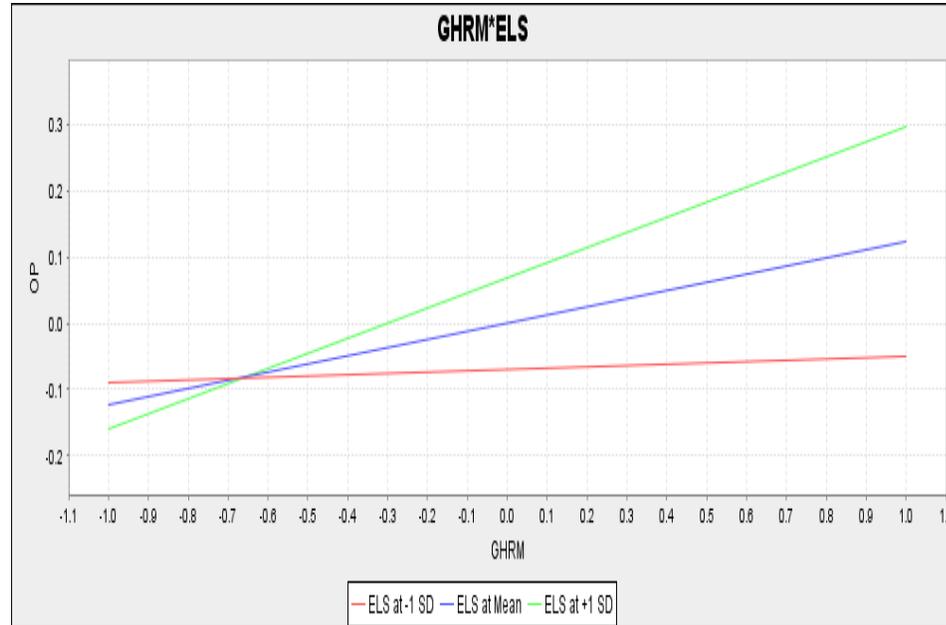


Figure 4: Slope Analysis for Moderating Effect of ELS

4.8 Testing Moderation

Baron and Kenny (1986) explain the moderator as a particular construct that influences the relationship between exogenous and endogenous constructs in a given model. This study explored the moderating effects of ethical leadership on the relationship between GHRM and OP, whereas the moderating effect of psychological empowerment was tested on the relationship between OP and JS by generating the interaction terms (Memon et al., 2024). Measurement model evaluation criteria also apply to moderating variables that must meet the standard parameters. As shown in Table 1, the measurement models for both the moderating variables duly fulfill the set criteria. For the interaction term there is no such requirement.

The next step involved examining the significance of the interaction terms, which is a fundamental requirement of a moderating effect. This step was conducted through the bootstrapping procedure, and the corresponding t-value for GHRM*ELS was noted to be t-value = 3.48, and for the interaction term OP*JS, it was found to be t-value = 1.66,

indicating that both the moderation effects were significant (see Table 7). The corresponding f^2 values were noted to be 0.012 and 0.044, which are small effects. Therefore, H3 and H4 were accepted. Figures 5 and 6 show the graphical presentation with slope plots and the two-way interactive graphs.

Table 7: Hypothesis Testing Results for Moderation Analysis

Relationship	Std. Beta	Sample Mean	Std. Error	t-value	p-value	Decision
H ₃ : ELS * GHRM	0.109	0.105	0.038	3.42	0.002	Supported
H ₄ : OP * Psy_R	0.075	0.072	0.045	1.662	0.048	Supported

Figure 5 demonstrates that psychological empowerment amplifies the positive effect of organizational pride on job satisfaction. At higher levels of empowerment, organizational pride translates more strongly into job satisfaction, suggesting that empowered employees are better able to internalize pride as meaningful and satisfying work experiences.

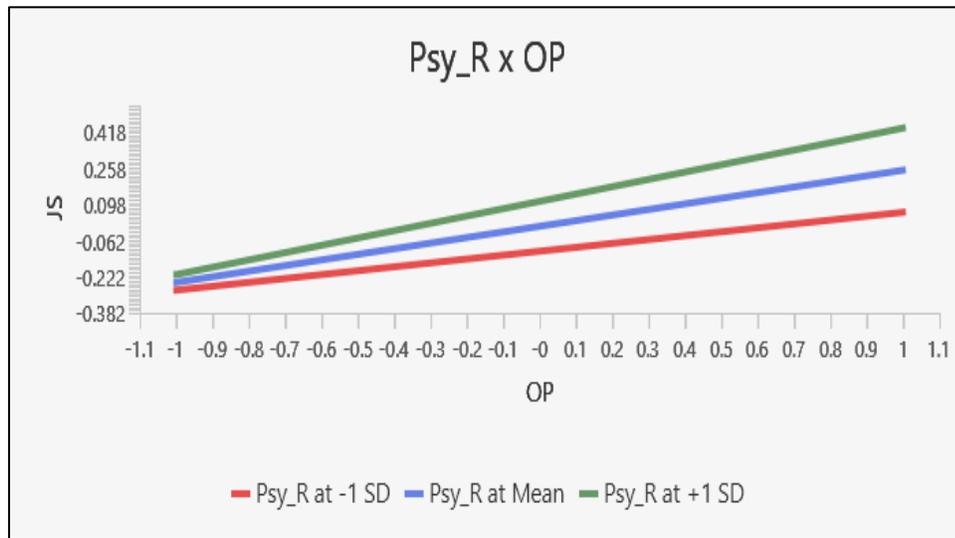


Figure 5: Slope Analysis for Moderating Effect of Psychological Empowerment (Psy_R)

Similarly, Figure 6 demonstrates that the positive relationship between organizational pride and job satisfaction is stronger when psychological empowerment is high rather than low. This indicates that empowerment enhances the extent to which pride in the organization translates into higher job satisfaction.

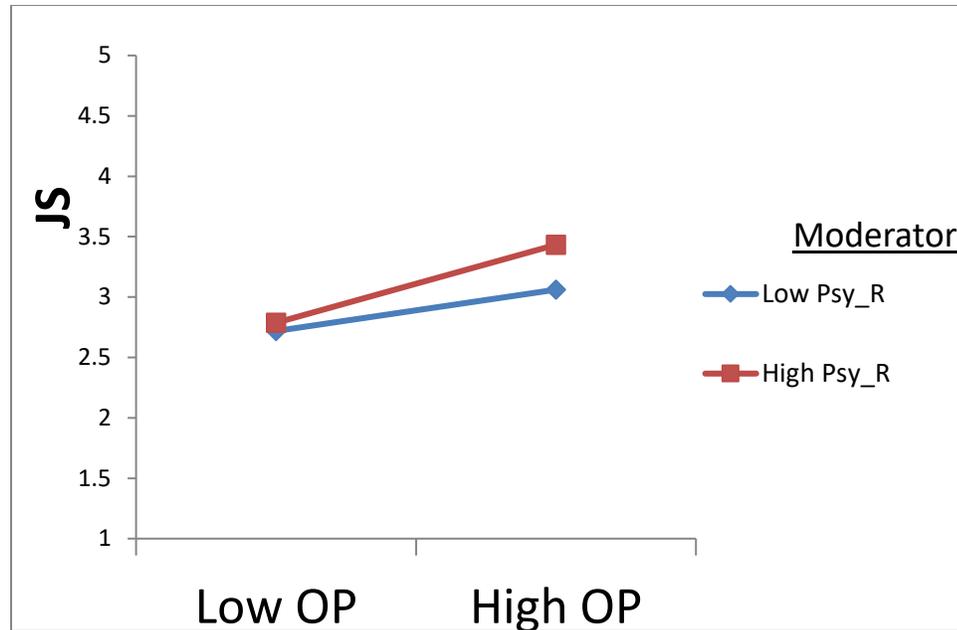


Figure 6: Two-way Interaction Graph for Psy_R as Moderator

5. Discussion and Implications

This research explores how green Human Resource Management (GHRM) influences non-environmental outcomes in the logistics sector, an area that remains relatively under examined in prior literature (Ismail et al., 2021; Ren et al., 2018; Ren et al., 2021). Set in Pakistan, ranked as the seventh most climate-vulnerable nation (Ahmad et al., 2021), the study gains further significance considering the substantial portion of employees' lives spent within organizational settings (Blok et al., 2015). By focusing on Pakistan's logistics sector, it contributes a distinctive lens and helps close an existing gap in empirical understanding of GHRM's influence in this context.

Employing social exchange theory alongside social identity theory, we investigated GHRM's influence on job satisfaction, a crucial predictor of performance, commitment, and retention (Macdonald and MacIntyre, 1997). Our findings corroborate previous studies (Obeidat et al., 2018), showing a positive association between GHRM and job satisfaction. This study contributes to the emerging discourse on GHRM's broader impacts, beyond green outcomes (Ren et al., 2018).

Contrasting with Ismail et al., (2021), who found no link between GHRM and certain non-green outcomes, our results suggest a positive impact of GHRM on job satisfaction. This discrepancy may reflect a heightened awareness of pro-environmental behaviors in Pakistan, a country severely affected by climate-related disasters like the 2022 flash floods.

Pakistani employees, recognizing the importance of GHRM, feel prouder to be associated with organizations that promote such initiatives.

We also explored how organizational pride mediates the relationship between GHRM and job satisfaction. While previous studies have not specifically examined this mediating role (Ismail et al., 2021), our findings suggest that pride in one's organization plays a crucial role in this dynamic. This insight adds novel contributions to the understanding of GHRM's impact.

Additionally, we investigated the moderating role of ethical leadership style (ELS) in the relationship between GHRM, organizational pride, and job satisfaction. This aspect of the study is unique, building on the limited existing research (Ahmad et al., 2021). We argue that leaders with high ELS enhance positive perceptions of GHRM activities, thereby strengthening their relationship with non-green outcomes like organizational pride and job satisfaction.

Similarly, the finding that employee empowerment moderates the relationship between organizational pride and job satisfaction, enhancing this link at higher levels of empowerment, aligns with prior research underscoring the pivotal role of psychological empowerment in workplace dynamics (Spreitzer, 1995; Zhang and Bartol, 2010). This study's outcome resonates with the theoretical frameworks suggesting that empowered employees, experiencing greater autonomy, competence, and impact, perceive their contributions as more meaningful. Consequently, this heightened sense of significance amplifies the positive effects of organizational pride on job satisfaction (Deci et al., 1999; Carasco-Saul et al., 2015), indicating a synergistic interplay where empowerment serves as a critical lever for enhancing job satisfaction through organizational pride.

This study enriches the limited literature on GHRM's impact on non-green outcomes in the logistics industry. While most past studies have focused on green outcomes (Ahmad et al., 2021; Dumont et al., 2017; Renwick et al., 2013), our empirical evidence extends the business case for GHRM, suggesting that it can enhance positive organizational attitudes and behaviors, leading to improved firm performance (Ahmad et al., 2021).

Moreover, our findings contribute to the debate on GHRM's potential dichotomy between control and commitment (Carollo and Guerci, 2018). While GHRM can promote a culture of voluntary pro-environmental practices, critics argue it may also serve as a form of soft control, shaping employee behaviors to align with organizational values (Alvesson and Karreman, 2007; Forbes and Jermier, 2002). This perspective raises concerns about GHRM practices potentially being manipulative or constituting eco-fascism (Jermier and Forbes, 2016). Our study suggests that while GHRM aims to foster pro-environmental behaviors, there is a risk of these practices being perceived as controlling or moral policing.

This study also enriches the understanding of empowerment's role within the organizational behavior literature by illustrating its moderating effect on the organizational

pride-job satisfaction nexus. It extends the psychological empowerment framework by Spreitzer (1995) and supports the argument that empowerment's intrinsic motivational properties (Deci et al., 1999) can intensify the impact of organizational pride on job satisfaction. Furthermore, it suggests that the constructs of organizational pride and job satisfaction are not just linearly related but are significantly influenced by the level of employee empowerment, thereby offering a nuanced view of employee engagement dynamics.

This research contributes valuable understanding of how GHRM influences non-environmental outcomes within the logistics sector, especially in developing economies such as Pakistan. It emphasizes the beneficial effect of GHRM on employees' job satisfaction and underscores the mediating significance of organizational pride and ethical leadership. Moreover, it initiates a critical discussion on the dual character of GHRM, serving both as a driver of authentic environmental engagement and as a potential tool of managerial control.

Taken together, the findings suggest that green HRM enhances non green outcomes not through a single linear pathway, but through an interdependent configuration of practices, psychological mechanisms, and contextual conditions. Consistent with prior green HRM research emphasizing identity and reciprocity-based processes (Ren et al., 2018), organizational pride emerges as the central mechanism translating green HRM into job satisfaction. However, this indirect effect is contingent upon leadership credibility and employee agency. Ethical leadership strengthens the signaling value of green HRM, ensuring that sustainability practices are interpreted as authentic rather than symbolic, while psychological empowerment enables employees to internalize organizational pride more fully, amplifying its attitudinal impact. This integrated pattern highlights that green HRM alone is insufficient; its effectiveness depends on the simultaneous presence of ethical leadership and empowerment aligned with identity-based mechanisms.

5.1 Managerial Implications

This study provides valuable insights into the multifaceted impact of green human resource management (GHRM) within organizations, particularly in the logistics industry. The empirical evidence gathered demonstrates that GHRM not only fosters green outcomes like green creativity (Ahmad et al., 2021) and pro-environmental behaviors (Blok et al., 2015) but also significantly contributes to non-green outcomes such as job satisfaction and organizational citizenship behavior (Ismail et al., 2021). This dual benefit underscores GHRM's role as a comprehensive approach that addresses stakeholder concerns while simultaneously enhancing various organizational benefits.

A key finding of this study is the positive influence of GHRM on employee behavior and the strengthening of employee-organization relationships. By enhancing organizational pride, GHRM improves job satisfaction, as supported by social exchange theory. This theory posits that when employees perceive their organization positively, they reciprocate with positive attitudes and behaviors (DeRoeck et al., 2016). Therefore, implementing

GHRM practices is crucial for organizations aiming to boost employee engagement and satisfaction.

The study also highlights the critical role of managerial leadership styles, particularly ethical leadership style (ELS), in reinforcing the positive impacts of GHRM. Managers who integrate ethical and moral values into their leadership approach, such as ELS, amplify the relationship between GHRM and job satisfaction. This finding emphasizes the need for leadership development programs to focus on ethical and moral dimensions (Ahmad & Aboelmaged, 2025). Organizations should prioritize recruiting, training, and retaining leaders who can enhance both green and non-green outcomes of GHRM. Promoting an ethical organizational culture that rewards pro-environmental and pro-social behaviors is also essential in reinforcing GHRM's message and maximizing its benefits.

Furthermore, organizations should prioritize strategies that enhance employee empowerment—such as delegating decision-making authority, providing resources, and recognizing contributions—to amplify the positive correlation between organizational pride and job satisfaction. This approach not only fosters a more engaged and satisfied workforce but also cultivates a culture of ownership and pride that can drive organizational success. Empowerment thus emerges as a key lever in the strategic management of human resources, underscoring its significance in contemporary organizational practices.

In the context of Asian countries like Pakistan, the relevance of GHRM and ELS is particularly significant against the backdrop of increasing environmental awareness and sustainability initiatives (Anjum et al., 2023; Khan et al., 2023), such as the billion tree Tsunami and ten billion tree Tsunami projects led by Pakistan Tehreek-e-Insaf (PTI). For policymakers in Pakistan, incentivizing GHRM activities is crucial, given the country's vulnerability to climate change impacts (Ahmad et al., 2021). Encouraging GHRM not only aids organizations in achieving their green agenda but also enhances employee relations, contributing to the broader mission of environmental sustainability. Furthermore, organizations must train employees on various environment related policies and practices who can then serve as change agents (Gallagher et al., 2020) for effective implementation of green HRM practices.

Moreover, this model is particularly significant in the context of Pakistan's logistics industry due to its unique economic, environmental, and social challenges. The adoption of green Human Resource Management (green HRM) practices addresses the pressing need for sustainable development within this emerging economy. By fostering organizational pride through green HRM initiatives, we believe that companies in Pakistan can enhance job satisfaction, thereby contributing to higher employee retention and productivity. The inclusion of ethical leadership and psychological empowerment as moderators further aligns with the cultural emphasis on respect and empowerment within the workplace, crucial for the successful implementation of sustainability practices in Pakistan (Ren et al., 2018; Afsar et al., 2017). This model offers a comprehensive approach to integrating

environmental sustainability with human resource management, providing a pathway for Pakistani companies in the logistics industry to achieve competitive advantage while addressing local and global sustainability concerns.

However, it's important to acknowledge the potential challenges associated with GHRM. Implementing sustainability-related policies and practices may increase the workload for HR professionals and employees, requiring additional training and resources. This increased workload could potentially affect morale and productivity negatively. Additionally, the financial implications of adopting new sustainability policies, such as investments in new equipment or technology and compliance costs with new regulations, can be substantial and may not always yield immediate returns on investment.

5.2 Limitations and Future Research

This study's findings should be interpreted with certain limitations in mind. While data were collected at three different times to mitigate common biases associated with cross-sectional studies, this approach does not entirely eliminate such issues. Future research could benefit from more longitudinal studies to further validate these findings. Additionally, the data were sourced exclusively from a single industry in Pakistan. While this single-industry approach reduces confounding variables (Siggelkow, 2007), it limits “the generalizability of the results.” Future studies should consider a more diverse sample to enhance generalizability.

In this study, organizational pride was the sole mediating variable examined between GHRM and non-green outcomes. Future research could explore other mediators like psychological contract fulfillment, job motivation, and perceived organizational support to fully understand GHRM's broader implications. Additionally, the impact of GHRM was assessed only on job satisfaction. Investigating its effects on other non-green outcomes such as commitment, motivation, and job performance could provide a more comprehensive understanding.

Our study two moderators in our proposed model. Future research should consider additional moderators like perceived organizational support, intrinsic/extrinsic employee motivation, and job attachment. Furthermore, while this study primarily explored the positive impacts of GHRM, it's important to acknowledge and investigate its potential "dark side" as explored and recommended for further studies by Ahmad et al., (2025) and Ahmad and Sadiq (2025) recently. The use of GHRM as a tool for moral policing or managerial control (Carollo and Guerci, 2018) raises ethical concerns. The concept of eco-fascism (Carollo and Guerci, 2018; Jermier and Forbes, 2016) associated with GHRM warrants further exploration to understand its full spectrum of implications in the logistics industry (Ahmad & Sadiq, 2025). Finally, while focusing on the dark side of GHRM, future studies may also consider exploring the role of AI adoption pressure, technostress, and emotional exhaustion, and its consequent impacts on the job satisfaction of employees.

Research Funding

The authors received no research grant or support for this research study.

Availability of Data

The dataset is available from the corresponding author upon reasonable request.

Declaration of AI Use

ChatGPT was used to improve the readability of this paper. The authors take full responsibility for the correctness of its content.

REFERENCES

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204-1226. <https://doi.org/10.1080/09640568.2020.1814708>
- Aboelmaged, M., Alhashmi, S. M., Hashim, G., Battour, M., Ahmad, I., & Ali, I. (2023). Unveiling the path to sustainability: Two decades of knowledge management in sustainable supply chain - A scientometric analysis and visualization journey. *Benchmarking: An International Journal*. 31(10), 3497-3533. <https://doi.org/10.1108/BIJ-02-2023-0104>
- Afsar, B., Badir, Y., Saeed, B. B., & Hafeez, S. (2017). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge-intensive industries. *The International Journal of Human Resource Management*, 28(2), 307-332. <https://doi.org/10.1080/09585192.2016.1244893>
- Ahmad, I., & Umrani, W. A. (2019). The impact of ethical leadership style on job satisfaction: Mediating role of perception of green HRM and psychological safety. *Leadership & Organization Development Journal*, 40(5), 534-547. <https://doi.org/10.1108/LODJ-12-2018-0461>
- Ahmad, I., Ullah, K., & Khan, A. (2021). The impact of green HRM on green creativity: Mediating role of pro-environmental behaviors and moderating role of ethical leadership style. *The International Journal of Human Resource Management*. 33(19), 3789-3821. <https://doi.org/10.1080/09585192.2021.1931938>
- Ahmad, I., Ullah, M., Saif, N., Sadiq, M. (2025). Green HRM and workplace cheating: a counterintuitive study. *Personnel Review*. 54(6), 1478-1500. <https://doi.org/10.1108/PR-07-2024-0654>

- Ahmad, I., & Aboelmaged, G. (2025). The Elevatory Paradox: How Public Critique Amplifies Emerging Leaders. *FIIB Business Review*, 23197145251368600. <https://doi.org/10.1177/23197145251368600>
- Ahmad, I., & Sadiq, M. (2025). Beyond the green glow: an integrated review of the dark side of green human resource management. *International Journal of Organizational Analysis*, December 18, 2025, 1-30. <https://doi.org/10.1108/IJOA-08-2025-5843>
- Alvesson, M., & Kärreman, D. (2007). Unraveling HRM: Identity, ceremony, and control in a management consulting firm. *Organization Science*, 18(4), 711-723. <https://doi.org/10.1287/orsc.1070.0267>
- Anjum, S., Ahmad, I., Ullah, M., & Al Gharaibeh, F. (2023). Impact of abusive supervision on job performance in education sector of Pakistan: Moderated mediation of emotional intelligence and workplace ostracism. *Global Business Review*. 09721509231169360. <https://doi.org/10.1177/09721509231169360>
- Arain, G. A., Sheikh, A., Hameed, I., & Asadullah, M. A. (2017). Do as I do: The effect of teachers' ethical leadership on business students' academic citizenship behaviors (ACBs). *Ethics & Behavior*, 27(8), 665-680. <https://doi.org/10.1080/10508422.2016.1272457>
- Ashforth, B. E., & Mael, F. (1989). Social Identity Theory and the Organization. *The Academy of Management Review*, 14(1), 20-39. <https://doi.org/10.2307/258189>
- Bano, R., Ahmad, I., & Ullah, M. (2022). Impact of green transformational leadership on job performance: The mediating role of psychological contract fulfillment. *Pakistan Journal of Commerce & Social Science*, 16(2), 279-298. <https://doi.org/10.64534/Commer.2022.110>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Baykal, E., Yılmaz, A. Ö., & Koktekin, S. K. (2023). Impact of Green Human Resources Management on job satisfaction. In H. Dincer & S. Yüksel (Eds.), *Economic development and the environmental ecosystem* (pp. 243-261). Springer. https://doi.org/10.1007/978-3-031-26596-9_16
- Becker, T. E. (2005). Potential Problems in the Statistical Control of Variables in Organizational Research: A Qualitative Analysis with Recommendations. *Organizational Research Methods*, 8(3), 274-289. <https://doi.org/10.1177/1094428105278021>

- Becker, T. E., Atinc, G., Breugh, J. A., Carlson, K. D., Edwards, J. R., & Spector, P. E. (2016). Statistical control in correlational studies: 10 essential recommendations for organizational researchers. *Journal of Organizational Behavior*, 37(2), 157-167. <https://doi.org/10.1002/job.2053>
- Bernerth, J. B., and Aguinis, H. (2016). A critical review and best practice recommendations for control variable usage. *Personnel Psychology*, 69(1), 229-283. <https://doi.org/10.1111/peps.12103>
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Blau, P. M. (2017). *Exchange and power in social life* (2nd Ed). Routledge. <https://doi.org/10.4324/9780203792643>
- Blok, V., Wesselink, R., Studynka, O., & Kemp, R. (2015). Encouraging sustainability in the workplace: A survey on the pro-environmental behavior of university employees. *Journal of Cleaner Production*, 106, 55-67. <https://doi.org/10.1016/j.jclepro.2014.07.063>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117-134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Carollo, L., & Guerci, M. (2018). Employee control, ethics and politics-GHRM in context. In D. W. S. Renwick (Ed.), *Contemporary developments in green human resource management research* (pp. 97-115). Routledge. <https://doi.org/10.4324/9781315768953-6>
- Carasco-Saul, M., Kim, W., & Kim, T. (2015). Leadership and employee engagement: Proposing research agendas through a review of literature. *Human Resource Development Review*, 14(1), 38-63. <https://doi.org/10.1177/1534484314560406>
- Chaudhary, R. (2020). Green human resource management and employee green behavior: An empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641. <https://doi.org/10.1002/csr.1827>
- Chughtai, A., Byrne, M., & Flood, B. (2015). Linking ethical leadership to employee well-being: The role of trust in the supervisor. *Journal of Business Ethics*, 128(3), 653-663. <https://doi.org/10.1007/s10551-014-2126-7>
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.
- De Roeck, K., Marique, G., Stinglhamber, F., & Swaen, V. (2014). Understanding employees' responses to corporate social responsibility: Mediating roles of overall justice and organizational identification. *International Journal of Human Resource Management*, 25(1), 91-112. <https://doi.org/10.1080/09585192.2013.781528>

- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627-668. <https://doi.org/10.1037/0033-2909.125.6.627>
- Dong, W., & Zhong, L. (2021). Responsible leadership fuels innovative behavior: The mediating roles of socially responsible human resource management and organizational pride. *Frontiers in Psychology*, 12, 787833. <https://doi.org/10.3389/fpsyg.2021.787833>
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613-627. <https://doi.org/10.1002/hrm.21792>
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82(5), 812-820. <https://doi.org/10.1037/0021-9010.82.5.812>
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics*, 125(4), 563-580. <https://doi.org/10.1007/s10551-013-1928-3>
- Forbes, L. C., & Jermier, M. C. (2002). The institutionalization of voluntary organizational greening and the ideals of environmentalism: Lessons about official culture from symbolic organization theory. In A. J. Hoffman & M. J. Ventresca (Eds.), *Organizations, policy and the natural environment* (pp. 194-213). Stanford University Press.
- Gallagher, V. C., Porter, T. H., & Gallagher, K. P. (2020). Sustainability change agents: Leveraging political skill and reputation. *Journal of Organizational Change Management*, 33(1), 181-195. <https://doi.org/10.1108/JOCM-01-2018-0031>
- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101-107. <https://doi.org/10.1093/biomet/61.1.101>
- Gergen, K. J. (1969). *The psychology of behavior exchange*. Addison-Wesley.
- Gouthier, M. H. J., & Rhein, M. (2011). Organizational pride and its positive effects on employee behavior. *Journal of Service Management*, 22(5), 633-649. <https://doi.org/10.1108/09564231111174988>
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholders' pressures into environmental performance: The mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289. <https://doi.org/10.1080/09585192.2015.1065431>
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. Sage Publications. https://doi.org/10.1007/978-3-319-05542-8_15-1

- Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Khan, S. U. (2019). Corporate social responsibility and employee pro-environmental behaviors: The role of perceived organizational support and organizational pride. *South Asian Journal of Business Studies*, 8(3), 246-265. <https://doi.org/10.1108/SAJBS-10-2018-0117>
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., ... Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209. <https://doi.org/10.1177/1094428114526928>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hoskins, P. (2022, August 30). Pakistan floods: Disaster to cost more than \$10bn, minister says. *BBC News*. Retrieved August 31, 2025, from <https://www.bbc.com/news/business-62719659>
- Ismail, H., Irani, M. E., & Kertechian, K. S. (2021). Green HRM and non-green outcomes: The mediating role of visionary leadership in Asia. *International Journal of Manpower*, 43(3), 129-162. <https://doi.org/10.1108/IJM-04-2020-0162>
- Jabbour, C. J. C. (2013). Environmental training in organizations: From a literature review to a framework for future research. *Resources, Conservation and Recycling*, 74, 144-155. <https://doi.org/10.1016/j.resconrec.2012.12.017>
- Jam, F. A., Ali, I., Albishri, N., Mammadov, A., & Mohapatra, A. K. (2025). How does the adoption of digital technologies in supply chain management enhance supply chain performance? A mediated and moderated model. *Technological Forecasting and Social Change*, 219, 124225. <https://doi.org/10.1016/j.techfore.2025.124225>
- Jermier, J. M., & Forbes, L. C. (2016). Metaphors, organizations, and water: Generating new images for environmental sustainability. *Human Relations*, 69(4), 1001-1027. <https://doi.org/10.1177/0018726715616469>
- Jones, D. A. (2010). Does serving the community also serve the company? Using organizational identification and social exchange theories to understand employee responses to a volunteerism programme. *Journal of Occupational and Organizational Psychology*, 83(4), 857-878. <https://doi.org/10.1348/096317909X477495>
- Khan, N., Ahmad, I., & Ilyas, M. (2018). Impact of ethical leadership on organizational safety performance: The mediating role of safety culture and safety climate. *Ethics & Behavior*, 28(8), 628-643. <https://doi.org/10.1080/10508422.2018.1427097>

- Khan, M. N., Shahzad, K., Ahmad, I., & Bartels, J. (2023). Boss, look at me: How and when supervisor's phubbing behavior affects employees' supervisor identification. *Current Psychology*, 42, 31064-31078. <https://doi.org/10.1007/s12144-022-04120-9>
- Khan, M. T., Idrees, M. D., Rauf, M., Sami, A., Ansari, A., & Jamil, A. (2022). Green Supply Chain Management Practices' Impact on Operational Performance with the Mediation of Technological Innovation. *Sustainability*, 14(6), 3362. <https://doi.org/10.3390/su14063362>
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089. <https://doi.org/10.1080/09585192.2013.816863>
- Kumari, N. (2011). Job satisfaction of the employees at the workplace. *European Journal of Business and Management*, 3(4), 11-25.
- Kurniawan, B., Marnis, Samsir, & Jahrizal. (2025). A Conceptual Framework for Sustainable Human Resource Management: Integrating Green Practices, Ethical Leadership, and Digital Resilience to Advance the SDGs. *Sustainability*, 17(21), 9904. <https://doi.org/10.3390/su17219904>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Rand McNally College Publishing Company.
- MacDonald, S., & MacIntyre, P. (1997). The generic job satisfaction scale. *Employee Assistance Quarterly*, 13(2), 1-16. https://doi.org/10.1300/J022v13n02_01
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: A moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 21. <https://doi.org/10.1186/s43093-020-00027-8>
- Memon, M. A., Thurasamy, R., Ting, H., Cheah, J., & Chuah, F. (2024). Control variables: A review and proposed guidelines. *Journal of Applied Structural Equation Modeling*, 8(2), 1-18. [https://doi.org/10.47263/JASEM.8\(2\)01](https://doi.org/10.47263/JASEM.8(2)01)
- Molm, L. D. (1997). *Coercive power in social exchange*. Cambridge University Press. ISBN: 9780511570919. <https://doi.org/10.1017/CBO9780511570919>
- Naseer, S., Raja, U., Syed, F., Donia, B. L. M., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader-member exchange, and perceived organizational politics on behaviors. *The Leadership Quarterly*, 27(1), 14-33. <https://doi.org/10.1016/j.leaqua.2015.09.005>
- Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2015). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: The mediating role of organizational identification. *International Journal of*

Human Resource Management, 27(4), 440-455.
<https://doi.org/10.1080/09585192.2015.1042895>

Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2018). Leveraging 'green' human resource practices to enable environmental and organizational performance: Evidence from the Qatari oil and gas industry. *Journal of Business Ethics*, 164(2), 1-18.
<https://doi.org/10.1007/s10551-018-4075-z>

Pham, N. T., Tuckova, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed methods study. *Tourism Management*, 72, 386-399.
<https://doi.org/10.1016/j.tourman.2018.12.008>

Philipp, B. L. U., & Lopez, P. D. J. (2013). The Moderating Role of Ethical Leadership: Investigating Relationships Among Employee Psychological Contracts, Commitment, and Citizenship Behavior: Investigating Relationships among Employee Psychological Contracts, Commitment, and Citizenship Behavior. *Journal of Leadership & Organizational Studies*, 20(3), 304-315. <https://doi.org/10.1177/1548051813483837>

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717-731. <https://doi.org/10.3758/BF03206553>

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>

Ramzy, A. (2022, August 28). Pakistan hit by deadly floods of 'epic proportions.' *The New York Times*. Retrieved August 31, 2025, from <https://www.nytimes.com/2022/08/28/world/asia/pakistan-flood.html>

Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769-803. <https://doi.org/10.1007/s10490-017-9532-1>

Ren, S., Tang, G., & Jackson, S. E. (2020). Effects of green HRM and CEO ethical leadership on organizations' environmental performance. *International Journal of Manpower*, 42(6), 961-983. <https://doi.org/10.1108/IJM-09-2019-0414>

Ren, S., Jiang, K., & Tang, G. (2021). Leveraging green HRM for firm performance: The joint effect of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. *Human Resource Management*, 61(1), 75-90. <https://doi.org/10.1002/hrm.22079>

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>

- Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders' influence on employees' pro-environmental behaviors. *Journal of Organizational Behavior*, 34(2), 176-194. <https://doi.org/10.1002/job.1820>
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organizational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749. <https://doi.org/10.1002/bse.2277>
- Rurkkhum, S. (2024). A bundle of human resource practices and employee resilience: The role of employee well-being. *Asia-Pacific Journal of Business Administration*, 16(3), 716-731. <https://doi.org/10.1108/APJBA-01-2022-0050>
- Shehzad, K., Ahmad, I., & Gul, A. (2019). Mediating role of customer satisfaction between corporate social responsibility and customer-based brand equity. *Business & Economic Review*, 11(1), 123-144. <https://doi.org/10.22547/BER/11.1.6>
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, 96(5), 981-1003. <https://doi.org/10.1037/a0022676>
- Siggelkow, N. (2007). Persuasion with case studies. *Academy of Management Journal*, 50(1), 20-24. <https://doi.org/10.5465/amj.2007.24160882>
- Spector, P. E., & Brannick, M. T. (2010). Methodological Urban Legends: The Misuse of Statistical Control Variables. *Organizational Research Methods*, 14(2), 287-305. <https://doi.org/10.1177/1094428110369842>
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465. <https://doi.org/10.2307/256865>
- Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society*, 36(2), 111-147. <https://doi.org/10.1111/j.2517-6161.1974.tb00994.x>
- Swanson, S., & Kent, A. (2017). Passion and pride in professional sports: Investigating the role of workplace emotion. *Sports Management Review*, 20(4), 352-364. <https://doi.org/10.1016/j.smr.2016.10.004>
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin, & S. Worchel (Eds.). *Intergroup relations: Essential readings*, Psychology Press.
- Tajfel, H. (1982). Social psychology of intergroup relations. *Annual Review of Psychology*, 33(1), 1-39. <https://doi.org/10.1146/annurev.ps.33.020182.000245>

- Tajfel, H., & Turner, J. C. (1986). The social identity theory of inter-group behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (pp. 7-24). Nelson-Hall.
- Teixeira, A. A., Jabbour, C. J. C., & Jabbour, A. B. L. S. (2012). Relationship between green management and environmental training in companies located in Brazil: A theoretical framework and case studies. *International Journal of Production Economics*, 140(1), 318-329. <https://doi.org/10.1016/j.ijpe.2012.01.009>
- Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An "interpretive" model of intrinsic task motivation. *Academy of Management Review*, 15(4), 666-681. <https://doi.org/10.5465/amr.1990.4310926>
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, 115(2), 204-213. <https://doi.org/10.1016/j.obhdp.2010.11.002>
- Wang, L., Wang, W., & Li, Q. (2023). Research on the impact of boundary-spanning search on the sustainable development ability of service-oriented manufacturing enterprises: Evidence from Chinese listed companies. *Journal of Organizational Change Management*, 36(1), 3-20. <https://doi.org/10.1108/JOCM-03-2022-0071>
- Wehrmeyer, W. (1996). *Greening people: Human resources and environmental management*. Routledge Publishers.
- Welander, J., Astvik, W., & Isaksson, K. (2017). Corrosion of trust: Violation of psychological contracts as a reason for turnover amongst social workers. *Nordic Social Work Research*, 7(1), 67-79. <https://doi.org/10.1080/2156857X.2016.1203814>
- Zafar, H., & Suseno, Y. (2024). Examining the Effects of Green Human Resource Management Practices, Green Psychological Climate, and Organizational Pride on Employees' Voluntary Pro-Environmental Behavior. *Organization & Environment*, 37(4), 581-609. <https://doi.org/10.1177/10860266241241532>
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53(1), 107-128. <https://doi.org/10.5465/amj.2010.48037118>