

# Reconstructing Employee Green Behavior within the Framework of Organizational Positive Psychology: Theoretical Synthesis towards a Green Human Behavior Model

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DOI:

<https://doi.org/10.47134/pjp.v3i2.5524>

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Received: 13-12-2025

Accepted: 13-01-2026

Published: 13-02-2026



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**Abstrak** This article aims to reconstruct Employee Green Behavior within the framework of Positive Organizational Psychology through a comprehensive qualitative synthesis of contemporary literature, with the objective of developing an integrative Green Human Behavior model. The study adopts a qualitative descriptive research design using a library study approach. Data were collected through systematic review and document analysis of recent meta analyses, systematic reviews, and conceptual studies related to employee green behavior, green human resource management, green organizational climate, and positive organizational psychology. The analytical process involved thematic identification, data reduction, conceptual categorization, and inductive interpretation to integrate fragmented theoretical perspectives. The findings indicate that Employee Green Behavior is not solely driven by cognitive motivational mechanisms such as attitudes, norms, and perceived behavioral control, but is strongly shaped by positive psychological resources including psychological capital, well being, meaning, and supportive organizational institutions. The synthesis reveals a reciprocal relationship between green behavior and employee flourishing and highlights the central role of green climate, green leadership, and green human resource management as enabling structures. Based on these findings, the article proposes a Green Human Behavior framework that integrates cognitive motivational pathways with positive psychological states and organizational contexts. This study contributes theoretically by bridging Employee Green Behavior research with Positive Organizational Psychology and practically by offering a holistic perspective for organizations seeking to advance environmental sustainability while simultaneously enhancing employee well being.

**Keywords:** Employee Green Behavior, Positive Organizational Psychology, Green Human Behavior, Green HRM, Employee Well Being

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## Introduction

Organizations across the globe are increasingly confronted with escalating environmental degradation, climate change pressures, and stakeholder demands for sustainable business practices. In this context, the role of employees has gained renewed attention, as everyday workplace behaviors cumulatively shape organizational environmental performance. Employee Green Behavior has therefore emerged as a central construct in sustainability and organizational behavior research, reflecting individual actions that either contribute to or hinder environmental sustainability within organizations (Zacher, 2022).

Recent years have witnessed a significant rise in academic interest in Employee Green Behavior, driven by global sustainability agendas and the integration of environmental goals into corporate strategy. Systematic reviews and meta analyses indicate that Employee Green Behavior is no longer viewed as a peripheral or discretionary activity but rather as a core dimension of sustainable organizational performance (Katz, 2022) (Tang, 2023). This shift underscores the urgency of developing robust theoretical frameworks that can explain why and how employees engage in environmentally responsible behaviors at work.

Contemporary literature conceptualizes Employee Green Behavior as a multidimensional construct encompassing both in role and extra role behaviors. In role behaviors refer to environmentally responsible actions embedded within formal job requirements, whereas extra role behaviors involve voluntary and discretionary initiatives such as environmental voice, green learning, and influencing colleagues (Dumont, 2017) (Khalid, 2022) (Zhu, 2021). This distinction highlights the complexity of green behavior and the need for integrative models that capture its diverse forms.

Despite this growing body of research, much of the existing literature has been dominated by cognitive normative perspectives such as the Theory of Planned Behavior and value belief norm frameworks. These approaches emphasize attitudes, norms, and perceived control as primary antecedents of Employee Green Behavior (Khalid, 2022) (Nuswanto, 2023). While valuable, such perspectives often underplay the role of positive psychological experiences and internal resources that may sustain green behavior over time.

Parallel to these developments, Positive Organizational Psychology has gained prominence as a framework that focuses on strengths, well being, positive emotions, and optimal functioning in the workplace. Scholars have begun to argue that environmentally responsible behavior can be understood as a form of prosocial and meaningful action that aligns closely with the core assumptions of Positive Organizational Psychology (Meyers, 2022). This perspective suggests that green behavior is not merely compliance driven but may also emerge from intrinsic motivation and positive affective states.

Empirical evidence increasingly supports the relevance of positive psychological variables in explaining Employee Green Behavior. Studies demonstrate consistent relationships between green behavior and constructs such as organizational commitment, intrinsic green motivation, psychological capital, and positive affect (Bodhi, 2024) (Zhang, 2021). These findings imply that employees are more likely to engage in green behavior when they experience work as meaningful, supportive, and aligned with their values.

Moreover, Employee Green Behavior has been shown to generate reciprocal benefits for employees themselves. Research indicates that engaging in green behavior can enhance employee well being, self esteem, and job satisfaction, thereby reinforcing a virtuous cycle between sustainability and human flourishing (Zhang, 2021) (Zacher, 2022). This dual outcome challenges traditional assumptions that environmental initiatives impose additional burdens on employees.

At the organizational level, Green Human Resource Management practices and green psychological climate have been identified as critical contextual enablers of Employee Green Behavior. Recruitment, training, performance management, and reward systems that emphasize environmental values can strengthen employees' green identities and motivation (Dumont, 2017) (Al Swidi, 2021) (Ahmad, 2023). These practices create fertile ground for integrating positive organizational resources with environmental objectives.

Nevertheless, the current literature remains fragmented, with limited synthesis between Employee Green Behavior research and Positive Organizational Psychology. Reviews highlight that many studies examine isolated predictors without embedding them in a coherent multilevel framework that connects psychological resources, organizational systems, and behavioral outcomes (Tang, 2023) (Zacher, 2022). This fragmentation represents a significant theoretical gap.

Another unresolved issue concerns the conceptual boundaries of Employee Green Behavior itself. While recent reviews acknowledge its multilevel and multidimensional nature, there is still a lack of integrative models that unify in role and extra role behaviors under a broader conception of green human functioning (Tang, 2023) (Nuswanto, 2023). Addressing this gap is essential for advancing cumulative theory building.

In response to these limitations, scholars have begun to call for a reconceptualization of Employee Green Behavior as part of a broader Green Human Behavior framework. Such a framework emphasizes positive experiences, psychological resources, and supportive climates as foundational drivers of sustainable behavior at work (Meyers, 2022) (Zafar, 2024). This shift aligns closely with the principles of Positive Organizational Psychology.

Integrating Positive Organizational Psychology with established environmental behavior theories offers promising avenues for theoretical synthesis. Combining motivational mechanisms, green self efficacy, organizational identity, and well being can provide a more holistic understanding of why employees sustain green behavior beyond formal requirements (Tu, 2022) (Zhu, 2021). This integrative approach responds directly to calls for more comprehensive models in sustainability research.

Furthermore, a reconstructed framework has important practical implications for organizations seeking to achieve sustainability goals without compromising employee well being. By focusing on positive psychological resources rather than control based mechanisms alone, organizations can foster enduring engagement with environmental initiatives (Al Swidi, 2021) (Chowdhury, 2023). This approach resonates strongly with contemporary sustainable human resource management practices.

Against this backdrop, the present article seeks to reconstruct Employee Green Behavior within the framework of Positive Organizational Psychology through a systematic theoretical synthesis. The main objective is to develop an integrative model of Green Human

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Behavior that connects positive experiences, psychological states, and diverse forms of green behavior at work.

The expected contribution of this article is twofold. Theoretically, it advances the literature by bridging Employee Green Behavior research with Positive Organizational Psychology, offering a coherent and holistic conceptual model. Practically, it provides guidance for organizations and human resource professionals in designing interventions that simultaneously promote environmental sustainability and employee well being, thereby supporting the long term viability of sustainable organizations.

## **Methodology**

This article employs a qualitative research design with a descriptive approach through a library study to achieve its objective of reconstructing Employee Green Behavior within the framework of Positive Organizational Psychology. Qualitative research is particularly appropriate for this study because it allows for an in depth and contextualized understanding of complex theoretical constructs, conceptual relationships, and interpretive meanings embedded in prior scholarly works. Recent methodological literature emphasizes that qualitative approaches are well suited for theory development, conceptual integration, and synthesis of fragmented bodies of knowledge, especially in organizational and social science research (Bingham, 2023) (Pratt, 2025).

The descriptive qualitative approach was adopted to systematically portray, organize, and interpret existing theoretical perspectives without manipulating variables or testing hypotheses. Descriptive designs are widely recognized for their capacity to present phenomena comprehensively and transparently, particularly when the aim is to clarify concepts, trace theoretical developments, and identify patterns across studies (Doyle, 2019) (Baillie, 2019). In this article, the descriptive approach supports the articulation of key dimensions, mechanisms, and levels of Employee Green Behavior as discussed in the extant literature.

The primary data sources for this study consist of academic books, peer reviewed journal articles, and authoritative review papers relevant to qualitative methodology, descriptive research, library research, and qualitative data analysis. All sources were selected from credible academic publishers and indexed journals to ensure scholarly rigor. The literature used to construct the methodological foundation includes recent and well established works on qualitative research methods, descriptive qualitative design, and library based research, which are commonly applied in organizational and social research contexts (Togia, 2017) (Bandaranayake, 2024) (Jimenez, 2024).

Data collection was conducted through a systematic literature search and document analysis process. This process involved identifying, screening, and reviewing relevant academic sources that discuss qualitative research design, descriptive approaches, and techniques of qualitative analysis. The literature search focused on sources published from 2015 onwards to ensure methodological relevance and alignment with contemporary research standards. Document analysis was applied to extract methodological principles, analytical procedures, and quality criteria that are applicable to a qualitative descriptive library study (Granikov, 2020) (Bandaranayake, 2024).

The data analysis procedure followed an inductive qualitative analysis process. First, key methodological themes were identified across the selected literature, such as research design, data sources, analytical rigor, and validation strategies. Second, data reduction was performed by focusing on concepts directly relevant to qualitative descriptive library research. Third, these concepts were categorized into coherent methodological components, including research approach, data collection techniques, and analytical procedures. Finally, conclusions were drawn inductively to construct a methodologically sound framework that supports the theoretical synthesis undertaken in this article (Belotto, 2018) (Vila Henninger, 2022) (Fife, 2024).

To ensure the trustworthiness and validity of the study, clear inclusion and exclusion criteria were applied. Included sources were peer reviewed publications that explicitly address qualitative research, descriptive design, library research, or qualitative data analysis, while non scholarly or methodologically vague sources were excluded. Validity was further strengthened through triangulation of sources by comparing insights across multiple authors and methodological traditions. In addition, conceptual peer review was implicitly applied by grounding the methodological choices in well established and widely cited academic works, thereby ensuring that the qualitative descriptive library approach adopted in this article is rigorous, transparent, and aligned with its theoretical objectives (Bingham, 2023) (Pratt, 2025).

## Result and Discussion

The findings of this study are derived entirely from a systematic synthesis of recent and authoritative literature on Employee Green Behavior and Positive Organizational Psychology as presented in the attached library study. Overall, the results indicate that Employee Green Behavior has evolved into a mature but still theoretically fragmented field, characterized by diverse conceptualizations, explanatory mechanisms, and levels of analysis. Meta analytic and integrative reviews consistently demonstrate that Employee Green Behavior represents a set of task related and voluntary actions through which employees contribute to environmental sustainability in organizational contexts (Katz, 2022) (Tang, 2023) (Zhu, 2021) (Al Swidi, 2021).

A first major finding concerns the dominant theoretical foundations used to explain Employee Green Behavior. The literature shows that the Theory of Planned Behavior remains the most influential explanatory framework. Large scale meta analytic evidence confirms that pro environmental attitudes, subjective norms, perceived behavioral control, and behavioral intentions are robust predictors of green behavior in the workplace (Katz, 2022). However, integrative reviews also reveal that reliance on cognitive motivational models alone has resulted in a fragmented understanding of Employee Green Behavior, prompting calls for multi level and ecosystem based perspectives (Tang, 2023).

Second, the results highlight the consistent and significant role of organizational context in shaping Employee Green Behavior. Studies reviewed in the library material demonstrate that green organizational climate and culture exert both direct and moderating effects on employee green actions. Green climate not only predicts in role and extra role green behaviors but also strengthens the influence of individual environmental values and

affective commitment (Zientara, 2018) (Al Swidi, 2021) (Gao, 2025). This finding underscores that Employee Green Behavior is embedded within broader organizational systems rather than solely determined by individual dispositions.

Third, the synthesis identifies Green Human Resource Management and green leadership as critical structural mechanisms supporting Employee Green Behavior. The reviewed literature consistently shows that green recruitment, training, performance management, and reward systems foster green values, green organizational identity, and pro environmental motivation among employees, which in turn enhance green behavior and organizational environmental performance (Zhu, 2021) (Tang, 2023) (Gao, 2025) (Al Swidi, 2021). These results indicate that Employee Green Behavior is strongly influenced by formal organizational practices and leadership orientations.

A fourth key finding relates to the integration of Positive Organizational Psychology into the explanation of Employee Green Behavior. The literature reviewed demonstrates that positive psychological resources such as hope, optimism, resilience, and self efficacy, conceptualized as Psychological Capital, are systematically associated with desirable work outcomes including well being, engagement, and performance (Donaldson, 2019) (Kim, 2019) (Woerkom, 2021). Recent conceptual advances suggest that these positive resources can be reframed as green psychological capital, which strengthens employees' capacity to sustain green behavior over time (Zhu, 2024) (Donaldson, 2024) (Van Zyl, 2023).

Furthermore, the results reveal a reciprocal relationship between Employee Green Behavior and employee well being. Reviews and conceptual syntheses indicate that engaging in green behavior contributes to meaning, flourishing, and psychological well being, reinforcing the proposition that sustainability oriented behavior aligns with the core assumptions of Positive Organizational Psychology (Zacher, 2022) (Tang, 2023) (Donaldson, 2024). This finding differentiates recent perspectives from earlier views that treated green behavior primarily as an additional job demand.

Finally, the synthesis culminates in the identification of a converging conceptual direction toward a Green Human Behavior model. The reviewed studies collectively support a framework that integrates cognitive motivational pathways from the Theory of Planned Behavior and Value Belief Norm theory with self determination processes, positive psychological resources, and supportive organizational institutions (Katz, 2022) (Jebarajakirthy, 2024) (Tian, 2019) (Donaldson, 2024). Compared with earlier research that examined isolated predictors, this emerging model offers a more holistic explanation of how Employee Green Behavior is generated, sustained, and linked to both organizational sustainability and employee well being.

## Discussion

The Findings Synthesized In This Article Can Be Interpreted As Reinforcing And extending dominant theoretical explanations of Employee Green Behavior by embedding them within a broader Positive Organizational Psychology framework. Meta analytic and integrative evidence confirms that the Theory of Planned Behavior provides a robust cognitive motivational foundation for understanding green behavior at work, particularly through the roles of pro environmental attitudes, subjective norms, perceived behavioral

control, and behavioral intentions (Katz, 2022) (Tang, 2023). These results are consistent with earlier workplace and consumption based studies that position intention as the most proximal predictor of environmentally responsible behavior.

However, the results also reveal clear limitations in relying exclusively on cognitive normative models. While TPB based mechanisms explain why employees may intend to act in environmentally responsible ways, they provide limited insight into how such behaviors are sustained over time, especially under conditions of work pressure or competing demands. The integrative reviews indicate that this gap has contributed to fragmentation in the literature and has motivated calls for multi level ecosystem perspectives that incorporate psychological and organizational resources (Tang, 2023) (Zacher, 2022).

The strong and consistent influence of green organizational climate and culture offers an important interpretive bridge between individual motivation and collective behavior. Empirical syntheses show that green climate not only directly predicts Employee Green Behavior but also moderates the effects of personal values and affective commitment (Zientara, 2018) (Al Swidi, 2021) (Gao, 2025). This supports social exchange and contextual theories suggesting that employees are more likely to enact green values when they perceive organizational support and alignment with environmental goals.

The role of Green Human Resource Management and green leadership further reinforces this contextual interpretation. The reviewed studies demonstrate that green recruitment, training, performance management, and leadership practices shape employees' green values, organizational identity, and motivation, which subsequently translate into green behavior and improved environmental performance (Zhu, 2021) (Tang, 2023) (Gao, 2025). These findings extend prior research by positioning HRM systems and leadership not merely as antecedents but as institutional mechanisms that enable a positive green ecosystem.

A central contribution of this study lies in interpreting Employee Green Behavior through the lens of Positive Organizational Psychology. The literature reviewed shows that positive psychological resources such as hope, optimism, resilience, and self efficacy, conceptualized as Psychological Capital, are consistently associated with higher well being, engagement, and performance (Donaldson, 2019) (Kim, 2019) (Woerkom, 2021). Integrating these findings with EGB research suggests that green behavior can be understood as a form of positive, meaningful, and self reinforcing work behavior rather than a compliance driven obligation.

This interpretation is further strengthened by evidence indicating reciprocal relationships between green behavior and employee well being. Conceptual and review studies demonstrate that engaging in environmentally responsible behavior enhances meaning, flourishing, and psychological well being, supporting the assumption that sustainability and human flourishing are mutually reinforcing outcomes (Zacher, 2022) (Tang, 2023) (Donaldson & Villalobos, 2024). This challenges earlier assumptions that environmental initiatives primarily increase job demands and underscores the relevance of a positive psychology perspective.

The synthesis also highlights the emerging concept of green psychological capital as a key integrative mechanism. Recent theoretical developments suggest that psychological

capital can be reframed to support environmental goals by strengthening employees' persistence, creativity, and adaptability in green behavior (Zhu, 2024) (Donaldson & Villalobos, 2024) (Van Zyl, 2023). This interpretation extends existing models by linking internal psychological resources with sustained pro environmental action in organizations.

Several factors may explain variations in findings across studies. Cultural and institutional contexts appear to influence the strength of TPB and VBN pathways, as indicated by cross cultural meta analytic evidence in green consumption and workplace behavior (Jebarajakirthy, 2024) (Wang, 2024). In addition, differences in organizational maturity regarding sustainability practices may shape how strongly green climate and HRM practices translate into employee behavior.

Despite its contributions, this study is not without limitations. As a library based qualitative synthesis, it relies on the scope, quality, and conceptual clarity of existing literature. Although the reviewed studies are authoritative and recent, empirical heterogeneity and varying operationalizations of Employee Green Behavior limit direct comparability. Furthermore, the integration of Positive Organizational Psychology constructs into EGB research remains largely conceptual, with relatively few empirical studies explicitly testing these relationships.

Future research is therefore encouraged to empirically validate the proposed Green Human Behavior framework using longitudinal and multilevel designs. Testing the mediating role of green psychological capital and the interactive effects of positive institutions and individual resources would strengthen causal inference. In addition, greater attention to technological and data driven developments within Positive Organizational Psychology 2.0 may offer novel pathways for sustaining green behavior in dynamic organizational contexts (Van Zyl, 2023) (Donaldson & Villalobos, 2024).

## Conclusion

This qualitative, descriptive library-based study concludes that Employee Green Behavior is most comprehensively understood as a holistic form of Green Human Behavior that emerges from the interaction between positive psychological resources and supportive organizational systems, thereby directly addressing the research objective of conceptualizing green behavior beyond isolated pro-environmental actions. The synthesis indicates that while cognitive-motivational frameworks such as intention-based and value-driven perspectives explain the initiation of green behavior, its sustainability in the workplace is more effectively supported by positive organizational conditions, including green climate, green human resource practices, green leadership, psychological capital, well-being, and meaningful work. These findings clarify that sustainable environmental behavior in organizations depends not only on individual attitudes but also on the cultivation of positive, value-aligned institutional environments. Based on these conclusions, it is recommended that organizations strategically integrate environmental initiatives with positive organizational psychology practices by embedding sustainability values into leadership development, human resource systems, and organizational culture, while simultaneously fostering employee well-being and psychological resources to sustain long-term green behavior. Furthermore, future research is encouraged to empirically test

this integrative framework across diverse organizational and cultural contexts using longitudinal, multilevel, and mixed-method designs to strengthen causal explanations and contextual understanding, thereby supporting the development of sustainable and psychologically enriching organizational systems.

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