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Designing a Model of Employee Green Behavior at Iran Insurance Company (Tehran Headquarters)

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Abstract

Over the past several years, organizations have faced increasing pressure from stakeholders to adopt environmentally oriented approaches and promote employee green behavior. Environmentally friendly business practices, in which green behavior plays a critical role, reinforce organizational sustainability practices. Despite the growing body of research on green human resource management, researchers' interest in studies specifically addressing green practices and employee green behavior remains relatively limited. Accordingly, the primary objective of this study was to develop a model of employee green behavior at Iran Insurance Company's headquarters in Tehran. The Delphi method was employed, and the study was applied-developmental in terms of purpose. Initially, nine interviews with nine experts from Iran Insurance Company were analyzed and interpreted to examine the perspectives of managers at different organizational levels regarding employee green behavior. In this stage, the interviews were reviewed line by line, and the model derived from the interviews was integrated with the findings of the literature review to develop the first-round Delphi questionnaire, which was subsequently distributed among the experts. The Delphi process was conducted over three rounds, and after the third round, consensus was achieved with a Kendall's coefficient of concordance of 0.884. The final conceptual model of the study was subsequently developed. Based on the findings of the Delphi method, 38 components were identified within 11 subdimensions and three main dimensions at Iran Insurance Company. The findings resulted in a comprehensive model of employee green behavior for the Tehran headquarters of Iran Insurance Company, which may be used by managers and researchers working in this field.

Keywords: organizational behavior, employee green behavior, Iran Insurance Company, Delphi method.

1. Introduction

Environmental sustainability has become an increasingly important strategic concern for contemporary organizations as governments, customers, employees, investors, and other stakeholders place greater emphasis on reducing environmental degradation and promoting responsible use of natural resources. Organizations are no longer evaluated solely according to their financial performance; they are also expected to demonstrate environmentally responsible conduct and integrate sustainability considerations into everyday managerial and operational decisions. This development has expanded the scope of organizational behavior research by directing attention toward the environmental consequences of employees' routine actions in the workplace. The emergence of environmentally sustainable organizations therefore depends not only on formal environmental policies, technological investments, and environmental management systems, but also on the extent to which employees translate sustainability objectives into everyday conduct. Employee behavior represents the micro-level mechanism through



which many organizational environmental initiatives are ultimately enacted, sustained, or undermined (Andersson et al., 2013; Zacher et al., 2023). Recent reviews further indicate that employee green behavior has developed into a distinct and rapidly expanding field at the intersection of organizational behavior, human resource management, environmental psychology, and sustainability management (Sultana et al., 2026; Zhang et al., 2024).

Employee green behavior generally refers to employee actions that contribute to environmental sustainability within the organizational context. Such behaviors may include reducing energy and water consumption, minimizing waste, recycling, reusing materials, using resources efficiently, choosing environmentally preferable modes of transportation, avoiding environmentally harmful practices, and voluntarily supporting environmental initiatives beyond formal job requirements. A major contribution to the conceptual development of the field was the multilevel framework of employee green behavior, which emphasized that environmentally relevant workplace behavior can be both task-related and discretionary and can emerge through interactions among individual, job, group, leadership, and organizational factors (Norton et al., 2015). Consequently, employee green behavior should not be understood as a single isolated activity, but rather as a multidimensional pattern of environmentally responsible workplace conduct. The growing importance of such behavior is also reflected in evidence that supervisors may incorporate employees' green behavior into their broader assessments of job performance, indicating that environmental conduct is increasingly becoming intertwined with conventional performance expectations (Bohlmann et al., 2018).

The organizational significance of employee green behavior is particularly evident when sustainability is considered as a process that must be implemented through daily decisions and repeated behavioral routines. Formal environmental strategies may establish objectives, but employees determine whether lights and equipment are switched off when unnecessary, whether waste is separated, whether paper and other materials are conserved, whether environmental procedures are followed, and whether colleagues are encouraged to adopt environmentally responsible practices. Green behavior therefore constitutes a behavioral foundation of environmentally sustainable organizational performance (Zacher et al., 2023). Research conducted in different organizational settings has identified numerous manifestations and determinants of such behavior, demonstrating that it encompasses both formally prescribed activities and organizational citizenship behaviors directed toward the environment (Hassanpour & Ebrahimi, 2020; Shahbazi et al., 2020). Earlier Iranian research has likewise emphasized the need to identify and prioritize contextual factors influencing employee green behavior rather than assuming that models developed in other organizational and cultural environments can automatically be transferred to Iranian organizations (Dasht Lali, 2021; Gachlou et al., 2019).

One of the most prominent organizational approaches to promoting green behavior is green human resource management (GHRM). GHRM integrates environmental objectives into conventional human resource management functions such as recruitment and selection, training and development, performance appraisal, compensation, employee involvement, and organizational support. Through these mechanisms, environmental values can become embedded in employee expectations and organizational routines. Empirical research has demonstrated a meaningful association between GHRM practices and employee green behavior, suggesting that employees are more likely to behave sustainably when environmental criteria are incorporated systematically into the human resource architecture of the organization (Chaudhary, 2020). GHRM can additionally contribute to organizational citizenship behavior toward the environment and broader environmental performance by providing employees with environmental knowledge, incentives, opportunities, and institutional support (Anwar et al., 2020). Conceptual work has similarly proposed that different GHRM practices may operate through distinct psychological and behavioral pathways, generating multiple pro-environmental outcomes rather than producing a single uniform response (Ari et al., 2020).

The strategic relevance of green human resource systems extends beyond individual environmental behavior. Sustainable human resource practices can contribute to organizational performance by linking workforce capabilities with long-term strategic priorities (Geethanjali et al., 2024). In sustainability-oriented organizations, green HRM has been associated with environmental performance, sustainable performance, environmental innovation, and the development of organizational resources that facilitate ecological responsibility (Mousa & Othman, 2020; Singh et al., 2020). Recent evidence further



indicates that green HRM may support movement from conventional organizational practices toward more sustainable environmental performance through both green behaviors and green innovation (Khan et al., 2024). At the organizational level, environmental knowledge, green social capital, and green organizational culture may also operate as important mechanisms through which green human resource practices are translated into sustainable outcomes (Farrokhi et al., 2025). More recent systematic reviews therefore treat GHRM not as an isolated set of environmental practices, but as an important subsystem of sustainable organizational management (Sultana et al., 2026; Sunggu & Pandin, 2026).

Nevertheless, green HRM practices do not influence employees mechanically. Their effectiveness depends on the psychological meanings that employees attach to environmental issues and on the organizational climate within which green expectations are communicated. Research has shown that pro-environmental attitudes can influence employee green behavior through motivational states and perceptions of the green work climate (Tian et al., 2020). Similarly, environmental attitudes have been identified as important mediating mechanisms between green transformational leadership and workplace green behavior, reinforcing the proposition that environmentally responsible conduct depends partly on employees' cognitive and evaluative orientations toward environmental protection (Farhadinejad et al., 2019). Green attitudes are also connected with environmental interest and green creative behavior, indicating that employees who internalize environmental concerns may move beyond compliance toward more proactive sustainability-oriented conduct (Rahimi Kalour & Ghasemi Hamadani, 2024). Related research in consumer and marketing contexts likewise confirms the importance of attitudes, awareness, and planned behavioral mechanisms in shaping environmentally oriented intentions and actions (Baltaci et al., 2024; Jabbari Zavieh, 2023).

Motivation represents another central mechanism in the formation of employee green behavior. Employees may engage in environmental practices because they value sustainability intrinsically, because such conduct is supported by organizational rewards, because they perceive environmental responsibility as consistent with their identity, or because organizational systems create clear behavioral expectations. Evidence from the Malaysian food industry has shown that green motivation mediates the relationship between relevant organizational factors and employee green behavior (Junsheng et al., 2020). Research on green creativity similarly suggests that green transformational leadership can stimulate employees' intrinsic and extrinsic motivation, thereby contributing to environmentally oriented creative behavior (Li et al., 2020). Although one earlier publication examining GHRM, green behavioral intention, individual green values, and green creativity was subsequently retracted, the broader questions concerning how personal values and behavioral intentions connect organizational green practices with employee outcomes remain prominent in the literature (Al-Ghazali & Afsar, 2021). Accordingly, a comprehensive understanding of green behavior requires simultaneous attention to formal organizational practices and the beliefs, values, attitudes, and motivational processes through which such practices acquire behavioral meaning.

Leadership is particularly important in establishing these meanings. Leaders communicate priorities through both formal decisions and everyday behavior, and employees often interpret leaders' conduct as a signal of what the organization genuinely values. Environmentally responsible leaders can model pro-environmental actions, communicate environmental goals, provide resources, reinforce desired behavior, and influence employees' environmental passion and commitment. Robertson and Barling demonstrated that leaders can contribute to organizational greening by shaping employees' pro-environmental behavior (Robertson & Barling, 2013). Subsequent studies have reinforced the role of environmental leadership in fostering organizational citizenship behavior toward the environment (Kim et al., 2020). Green transformational leadership has also been linked with green innovation, environmental performance, environmental attitudes, and green creativity, illustrating the broad behavioral consequences of leadership that frames environmental responsibility as an organizational priority (Li et al., 2020; Singh et al., 2020). Thus, leadership may function as a bridge between organizational sustainability objectives and the individual behaviors required for their practical realization.

Beyond leadership, organizational culture and social context strongly affect whether employee green behavior becomes normalized. Employees are more likely to sustain environmentally responsible conduct when such behavior is supported by shared norms, peer expectations, managerial encouragement, organizational values, and visible institutional commitment. Research on higher education organizations demonstrates that management support and green organizational culture can



mediate the contribution of GHRM to environmental performance (Al-Alawneh et al., 2024). Similarly, perceived organizational support for the environment has been shown to interact with green HRM in shaping both green and non-green employee outcomes (Karatepe et al., 2022). Socially responsible human resource management can also foster workplace green behavior through learning goal orientation and moral identity, suggesting that environmental behavior is linked to employees' broader perceptions of responsibility and self-definition (Zhou & Zheng, 2023). Contemporary theoretical work further emphasizes the need for more inclusive forms of GHRM that recognize variation in employee identities and the ways in which different groups experience and respond to organizational environmental practices (Ren & Chowdhury, 2026).

Moral and socially responsible orientations provide another important explanatory foundation. Employee green behavior frequently involves actions whose benefits are collective, delayed, or not directly rewarded, such as conserving organizational resources or reducing environmental impacts for the benefit of future generations. Such behaviors may therefore be influenced by employees' moral identity, perceived social responsibility, and ethical commitments. Iranian research has highlighted moral power as an important determinant of employee green behavior (Dasht Lali, 2021), while international evidence indicates that corporate social responsibility and environmental triggers can shape green behavior partly through employee well-being (Ahmed et al., 2020). More recent work also connects socially responsible human resource management with employee green behavior through learning goal orientation and moral identity, further strengthening the argument that employees' ethical self-conceptions influence their environmental conduct (Nagraj, 2026). These findings imply that environmentally responsible behavior cannot be explained solely through instrumental incentives; organizations must also consider employees' beliefs concerning social responsibility, collective welfare, and stewardship of organizational and natural resources.

Green behavior is equally influenced by the opportunities and systems available for action. An employee may possess strong environmental values but be unable to behave sustainably if organizational processes, technologies, infrastructure, or procedures discourage such conduct. Environmental sustainability therefore depends on aligning employee attitudes with operational practices. Research using multiple methods has shown that environmental sustainability in organizational operations is inherently multidimensional and requires coordinated changes in processes and routines rather than isolated interventions (Tang et al., 2016). New developments in digital human resource management further suggest that technological systems, green practices, and organizational agility can jointly contribute to sustainable performance (O'Brien et al., 2026). In practice, process automation, resource-efficient technologies, digital documentation, efficient equipment, waste management systems, and environmentally appropriate transportation arrangements may all create structural opportunities for employee green behavior. The behavioral dimension of sustainability must consequently be understood in conjunction with the organizational artifacts and operational systems through which employees carry out their work.

The contextual nature of green behavior is particularly important because the salience of specific environmental practices varies across industries. Much of the empirical literature has focused on manufacturing, hospitality, higher education, healthcare, food production, tourism, and other sectors where environmental impacts are relatively visible (Al-Alawneh et al., 2024; Junsheng et al., 2020; Karatepe et al., 2022; Mousa & Othman, 2020). Comparative work in the hospitality sector also demonstrates that the maturity and institutionalization of green HRM practices may differ substantially across organizations and contexts (Suleman et al., 2026). Service organizations such as insurance companies, however, have different environmental profiles from heavy manufacturing firms. Their direct industrial emissions may be comparatively limited, while their environmental footprint is generated substantially through office energy use, paper consumption, water use, commuting, procurement, waste generation, information-processing systems, building operations, and the routine behaviors of large numbers of employees. Consequently, a model developed around industrial pollution control may not adequately capture the behavioral realities of an insurance organization.

This contextual issue is particularly relevant to the distinction between generic pro-environmental behavior and indigenous models of employee green behavior. International frameworks provide valuable conceptual foundations, but environmental behavior is shaped by organizational structures, national culture, managerial practices, resource constraints, employee beliefs, and sector-specific work processes. Iranian studies have identified diverse behavioral dimensions in organizational and sports settings and have emphasized environmental attitudes, ethical considerations, resource conservation, leadership, and organizational factors (Farhadinejad et al., 2019; Hassanpour & Ebrahimi, 2020; Shahbazi et al., 2020). However, the



configuration and relative importance of these components may differ in a large state-owned insurance company with centralized administrative operations. A context-sensitive model is therefore needed to determine which dimensions and behavioral indicators are regarded as relevant and important by organizational experts within the specific institutional environment of Iran Insurance Company.

Page | 5 Another limitation of the existing literature is its frequent focus on isolated antecedent-outcome relationships. Many studies examine whether green HRM predicts employee green behavior, whether leadership affects environmental attitudes, or whether motivation mediates a particular relationship. Although these studies contribute significantly to causal explanation, they do not always provide an integrated taxonomy of the beliefs, attitudes, values, behaviors, and organizational artifacts that collectively constitute green behavior in a specific organization. The increasing breadth of employee green behavior research identified in bibliometric and systematic reviews reinforces the need for integrative models capable of organizing dispersed findings into coherent frameworks (Sunggu & Pandin, 2026; Zhang et al., 2024). Such frameworks are particularly valuable for practitioners because managers require identifiable behavioral dimensions and operational components that can guide recruitment, training, performance management, organizational communication, resource conservation programs, and environmental policy implementation.

Recent sustainability scholarship also indicates that environmentally responsible organizational performance increasingly depends on connecting individual behavior with broader organizational capabilities. Green practices may foster innovation and sustainable performance when supported by appropriate HR systems (Khan et al., 2024), while digital HRM and organizational agility can strengthen the translation of environmental practices into performance outcomes (O'Brien et al., 2026). At the same time, inclusive GHRM frameworks suggest that sustainable systems should account for heterogeneity among employees rather than treating the workforce as behaviorally uniform (Ren & Chowdhury, 2026). These developments move the literature toward a more systemic understanding in which employee green behavior is embedded in organizational culture, identity, technology, social responsibility, leadership, learning, and strategic human resource management. This perspective is consistent with the argument that environmental sustainability requires coordinated changes across individual and organizational levels rather than isolated behavioral campaigns.

Accordingly, examining employee green behavior in Iran Insurance Company requires attention not only to observable actions but also to the underlying beliefs, assumptions, attitudes, and values that sustain those actions. Employees may conserve energy because they personally value environmental protection, because organizational norms support conservation, because they perceive responsibility toward future generations, or because systems and managerial practices make sustainable choices easier. Likewise, citizenship behaviors such as caring for organizational resources, encouraging colleagues to protect the environment, maintaining plants in the workplace, or voluntarily supporting environmental policies may arise from a combination of individual ethics and organizational culture. A model that incorporates these cognitive, normative, and behavioral layers can offer a more comprehensive representation of green behavior than one limited to isolated environmentally friendly actions. Such a model can also assist managers in identifying where intervention is required—whether through awareness, cultural development, participatory policymaking, technology, organizational support, incentives, or the redesign of routine operational practices.

The practical importance of such an effort is reinforced by the increasing expectation that organizations demonstrate responsible environmental performance through measurable internal practices. Green HRM and related sustainability systems have been repeatedly associated with environmental and organizational outcomes (Anwar et al., 2020; Chaudhary, 2020; Farrokhi et al., 2025), while employee behavior remains the point at which many sustainability policies become operational. Establishing an empirically grounded and expert-validated model can therefore help transform the general aspiration of organizational sustainability into concrete dimensions and components applicable to managerial decision-making. For Iran Insurance Company, such a framework may support the development of targeted environmental training, green recruitment criteria, participatory management processes, resource-conservation policies, environmental communication, workplace citizenship initiatives, and more systematic assessment of employee green behavior.

Therefore, the aim of the present study was to develop and validate a context-specific model of employee green behavior at the Tehran headquarters of Iran Insurance Company.



2. Methods and Materials

The present study is developmental-applied in terms of purpose and is classified as qualitative research with respect to its methodological approach. Moreover, from the perspective of data collection, the study is considered descriptive and nonexperimental.

The research procedure was based on two main stages. In the first stage, a literature review was conducted to identify existing studies and models concerning employee green behavior, followed by interviews with experts to identify codes that had not been captured in the literature. In the second stage, the Delphi process was conducted in three rounds. After the third round, consensus was achieved with a Kendall's coefficient of concordance of 0.884. Finally, the final conceptual model of the study was developed.

The data collection instruments used in the present study included library research through the examination of books, journals, theses, reports, websites, databases, and other documents available in specialized libraries; interviews with research experts for identifying the indicators of the research model; and questionnaires used in each round of the Delphi method to develop the final model.

To ensure the quality of both the interview and Delphi procedures and to enhance validity, participants were selected who possessed expertise in employee green behavior and the insurance industry and who demonstrated sufficient motivation and willingness to participate. Furthermore, multiple rounds of questionnaire administration were employed. To maintain the reliability of the interviews and the Delphi process, respondents with relevant expertise were selected, and feedback regarding the responses obtained in each interview and Delphi round was provided to the participants. Ultimately, efforts were made to establish an acceptable level of consensus.

3. Findings and Results

The objective of the present study was to develop a model of employee green behavior at the Tehran headquarters of Iran Insurance Company. To develop the conceptual model, a literature review and an examination of existing models in the field of employee green behavior were conducted, together with in-depth interviews with experts from Iran Insurance Company. Accordingly, after extracting codes from the research literature, expert interviews were conducted to identify codes that had not been captured through the literature review. The Delphi method was subsequently employed to examine and identify the components of employee green behavior at Iran Insurance Company.

The conceptual model consisted of three main dimensions. The first dimension, Beliefs and Assumptions, comprised four subdimensions: belief in green practices, employee cooperation and collaboration in environmental protection, concern for environmental issues, and belief in social responsibility. The second dimension, Attitudes and Values, consisted of three subdimensions: employees' attitudes toward environmental protection, value orientation within the organization, and resource-conservation orientation. The third dimension, Behaviors and Artifacts, included four subdimensions: avoidance of environmental harm, environmental protection, self-control in green consumption, and citizenship behavior. Table 1 presents the initial conceptual model of the study.

Table 1. Initial Conceptual Model of the Study

Main Dimension	Subdimension	Concept	Source
Beliefs and Assumptions	Belief in green practices	Prioritizing environmental interests	Norton et al. (2015); Dasht Lali (2021)
		Innovation in programs and policies	
		Being proactive	
	Employee cooperation and collaboration in environmental protection	Undertaking voluntary environmental activities	Interview
		Participatory management in environmental affairs	
	Concern for environmental issues	Joint decision-making	Interview
		Participation in environmental policymaking	
		Recognizing the value of energy	
		Education regarding the importance of the environment during childhood	



Attitudes and Values	Belief in social responsibility	Dialogue with and persuasion of colleagues regarding the importance of environmental protection	Interview
		Recruiting environmentally conscious individuals	
		Adherence to individual and social ethics	
		Valuing the future of subsequent generations	
		Communicating with employees' families to promote appropriate environmental behavior	
	Employees' attitudes toward environmental protection	Enhancing a scientific attitude toward environmental protection	Interview; Farhadinejad et al. (2019); Shahbazi et al. (2020)
		Considering future-oriented design with development potential for long-term utilization	
		Environmental orientation	
		Education and public awareness regarding the importance of the environment	
		Presence of positive environmental norms	
	Value orientation within the organization	Increasing employees' orientation toward environmental protection	Interview; Farhadinejad et al. (2019); Shahbazi et al. (2020)
		Automating processes	
		Belief in waste separation	
		Promoting a culture of conservation	
		Establishing encouragement and support mechanisms	
	Resource-conservation orientation	Using technology for resource utilization	Interview
		Reducing the use of disposable products	
		Strict implementation of rules, regulations, and policies for preventing environmental degradation	
		Pollution prevention	
		Controlling environmental impacts	
Behaviors and Artifacts	Avoidance of environmental harm	Strengthening ecosystems	Interview
		Reducing consumption	
		Reusing recycled products	
		Repurposing	
		Recycling	
	Environmental protection	Efficient energy consumption	Interview; Norton et al. (2015); Dasht Lali (2021)
		Using natural light	
		Using energy-efficient vehicles and equipment	
		Employee carpooling/shared commuting	
		Efficient water consumption	
	Self-control in green consumption	Turning off heating and cooling systems	Interview; Norton et al. (2015); Dasht Lali (2021)
		Turning off unnecessary lights	
		Caring for organizational resources	
		Maintaining plants and greenery in the organizational environment	
	Citizenship behavior		Interview

Following the literature review, expert interviews, and identification of the components of the employee green behavior model at Iran Insurance Company, the first-round Delphi questionnaire was distributed among experts from Iran Insurance Company, and 15 completed questionnaires were returned. In the first-round Delphi questionnaire, experts were asked to rate each identified component according to the conditions of Iran Insurance Company using a seven-point Likert scale. After collecting the experts' opinions, the mean score assigned to each component was calculated. Following the collection and analysis of first-round responses, the second-round questionnaire, together with the results of the first round, was provided to the experts. At this stage, the experts reviewed and revised their opinions based on the first-round findings. The degree of consensus among the experts was then examined to determine whether sufficient agreement had been achieved. There is no single universally prescribed scientific procedure for determining consensus in the Delphi method; however, Kendall's coefficient of concordance may be used to assess the degree of agreement. Kendall's coefficient of concordance is a measure



used to determine the degree of consistency and agreement among several sets of rankings assigned to n phenomena. This measure represents rank correlation among m sets of rankings. Its value equals 1 when complete concordance or agreement exists and 0 when there is a complete absence of concordance. If the coefficient remains unchanged or increases only marginally across two consecutive rounds, this indicates that no meaningful increase in consensus has occurred and that the consultation process should be terminated (Kendall, 1977). Accordingly, Kendall's coefficient of concordance was calculated as 0.881 in the second round.

To determine when the Delphi process should be terminated, Kendall's coefficient is compared across two consecutive rounds. If the coefficient remains stable or exhibits only negligible growth across two rounds, the process is terminated. Accordingly, the third-round Delphi questionnaire was developed and distributed to the experts together with feedback from the second round. Kendall's coefficient of concordance was calculated as 0.884 in this round. The results indicated that no substantial increase had occurred and that Kendall's coefficient of concordance remained nearly stable across the second and third rounds; therefore, consensus was considered to have been achieved. Accordingly, the mean score obtained in the final round was regarded as the final weight of each component. Because a seven-point Likert scale was used, components with mean scores below 5 were considered for elimination (Lin & Chuang, 2012).

Table 2 presents the arithmetic means of expert opinions across the first, second, and third Delphi rounds, together with the final weight and acceptance or rejection status of each component.

Table 2. Mean Expert Ratings Across the First, Second, and Third Delphi Rounds

Main Dimension	Subdimension	Component	Round 1	Round 2	Round 3	Final Weight	Status
Beliefs and Assumptions	Belief in green practices	Prioritizing environmental interests	5.67	5.66	5.68	5.68	Accepted
		Innovation in programs and policies	5.60	5.62	5.64	5.64	Accepted
		Being proactive	5.91	5.92	5.93	5.93	Accepted
	Employee cooperation and collaboration in environmental protection	Undertaking voluntary environmental activities	1.38	4.78	4.71	4.71	Rejected
		Participatory management in environmental affairs	5.45	5.50	5.57	5.57	Accepted
		Joint decision-making	5.52	5.49	5.46	5.46	Accepted
		Participation in environmental policymaking	5.65	5.68	5.71	5.71	Accepted
		Recognizing the value of energy	5.29	5.36	5.40	5.40	Accepted
		Education regarding the importance of the environment during childhood	5.63	5.59	5.57	5.57	Accepted
		Dialogue with and persuasion of colleagues regarding the importance of environmental protection	5.68	5.72	5.79	5.79	Accepted
	Belief in social responsibility	Recruiting environmentally conscious individuals	5.61	5.66	5.67	5.67	Accepted
		Adherence to individual and social ethics	5.69	5.63	5.62	5.62	Accepted
		Valuing the future of subsequent generations	5.19	5.16	5.11	5.11	Accepted
		Communicating with employees' families to promote appropriate environmental behavior	5.66	5.69	5.73	5.73	Accepted
Attitudes and Values	Employees' attitudes toward environmental protection	Enhancing a scientific attitude toward environmental protection	5.62	5.59	5.56	5.56	Accepted
		Considering future-oriented design with development potential for long-term utilization	5.61	5.62	5.59	5.59	Accepted
		Environmental orientation	5.55	5.65	5.68	5.68	Accepted
	Value orientation within the organization	Education and public awareness regarding the importance of the environment	5.50	5.53	5.56	5.56	Accepted
		Presence of positive environmental norms	4.61	4.68	4.70	4.70	Rejected
		Increasing employees' orientation toward environmental protection	5.72	5.73	5.71	5.71	Accepted
		Automating processes	5.22	5.25	5.23	5.23	Accepted
		Belief in waste separation	5.30	5.32	5.33	5.33	Accepted



Behaviors and Artifacts	Resource-conservation orientation	Promoting a culture of conservation	5.32	5.32	5.36	5.36	Accepted
		Establishing encouragement and support mechanisms	5.59	5.62	5.69	5.69	Accepted
	Avoidance of environmental harm	Using technology for resource utilization	5.61	5.55	5.50	5.50	Accepted
		Reducing the use of disposable products	5.41	5.42	5.39	5.39	Accepted
	Environmental protection	Strict implementation of rules, regulations, and policies for preventing environmental degradation	5.55	5.59	5.60	5.60	Accepted
		Pollution prevention	5.32	5.29	5.20	5.20	Accepted
		Controlling environmental impacts	4.77	4.82	4.86	4.86	Rejected
		Strengthening ecosystems	5.67	5.66	5.68	5.68	Accepted
		Reducing consumption	4.63	4.59	4.57	4.57	Rejected
		Reusing recycled products	6.13	6.11	6.12	6.12	Accepted
		Repurposing	5.53	5.55	5.54	5.54	Accepted
		Recycling	5.48	5.52	5.54	5.54	Accepted
		Efficient energy consumption	5.50	5.56	5.57	5.57	Accepted
	Self-control in green consumption	Using natural light	5.89	5.87	5.88	5.88	Accepted
		Using energy-efficient vehicles and equipment	5.16	5.15	5.16	5.16	Accepted
		Employee carpooling/shared commuting	5.43	5.54	5.50	5.50	Accepted
		Efficient water consumption	4.39	4.38	4.38	4.38	Rejected
		Turning off heating and cooling systems	6.34	6.35	6.35	6.35	Accepted
		Turning off unnecessary lights	5.85	5.84	5.82	5.82	Accepted
		Caring for organizational resources	5.61	5.62	5.62	5.62	Accepted
		Maintaining plants and greenery in the organizational environment	5.21	5.23	5.31	5.31	Accepted

As shown in Table 2, of the 43 components included in the model, 38 components were accepted and five were rejected. Accordingly, the final indigenous model of employee green behavior at Iran Insurance Company was developed as presented in Table 3.

Table 3. Indigenous Model of Employee Green Behavior at Iran Insurance Company

Main Dimension	Subdimension	Code	Component
Beliefs and Assumptions (AS)	Belief in green practices (AS1)	AS11	Prioritizing environmental interests
		AS12	Innovation in programs and policies
		AS13	Being proactive
	Employee cooperation and collaboration in environmental protection (AS2)	AS21	Participatory management in environmental affairs
		AS22	Joint decision-making
		AS23	Participation in environmental policymaking
	Concern for environmental issues (AS3)	AS31	Recognizing the value of energy
		AS32	Education regarding the importance of the environment during childhood
		AS33	Dialogue with and persuasion of colleagues regarding the importance of environmental protection
	Belief in social responsibility (AS4)	AS41	Recruiting environmentally conscious individuals
		AS42	Adherence to individual and social ethics
		AS43	Valuing the future of subsequent generations
		AS44	Communicating with employees' families to promote appropriate environmental behavior
Attitudes and Values (VA)	Employees' attitudes toward environmental protection (VA1)	VA11	Enhancing a scientific attitude toward environmental protection
		VA12	Considering future-oriented design with development potential for long-term utilization
		VA13	Environmental orientation
	Value orientation within the organization (VA2)	VA21	Education and public awareness regarding the importance of the environment
		VA22	Increasing employees' orientation toward environmental protection



Behaviors and Artifacts (AR)	Resource-conservation orientation (VA3)	VA23	Automating processes
		VA24	Belief in waste separation
		VA31	Promoting a culture of conservation
		VA32	Establishing encouragement and support mechanisms
		VA33	Using technology for resource utilization
	Avoidance of environmental harm (AR1)	AR11	Reducing the use of disposable products
		AR12	Strict implementation of rules, regulations, and policies for preventing environmental degradation
		AR13	Pollution prevention
		AR21	Strengthening ecosystems
	Environmental protection (AR2)	AR22	Reusing recycled products
		AR23	Repurposing
		AR24	Recycling
		AR31	Efficient energy consumption
	Self-control in green consumption (AR3)	AR32	Using natural light
		AR33	Using energy-efficient vehicles and equipment
		AR34	Employee carpooling/shared commuting
		AR41	Turning off heating and cooling systems
	Citizenship behavior (AR4)	AR42	Turning off unnecessary lights
		AR43	Caring for organizational resources
		AR44	Maintaining plants and greenery in the organizational environment

According to the research findings, the following results were obtained for each dimension of the model:

Within the **Beliefs and Assumptions** dimension:

1. The most important components of the **Belief in Green Practices** subdimension were “being proactive,” with a final weight of 5.93; “prioritizing environmental interests,” with a final weight of 5.68; and “innovation in programs and policies,” with a final weight of 5.64.
2. The most important components of the **Belief in Social Responsibility** subdimension were “communicating with employees’ families to promote appropriate environmental behavior,” with a final weight of 5.73; “recruiting environmentally conscious individuals,” with a final weight of 5.67; “adherence to individual and social ethics,” with a final weight of 5.62; and “valuing the future of subsequent generations,” with a final weight of 5.11.
3. The most important components of the **Concern for Environmental Issues** subdimension were “dialogue with and persuasion of colleagues regarding the importance of environmental protection,” with a final weight of 5.79; “education regarding the importance of the environment during childhood,” with a final weight of 5.57; and “recognizing the value of energy,” with a final weight of 5.40.
4. The most important components of the **Employee Cooperation and Collaboration in Environmental Protection** subdimension were “participation in environmental policymaking,” with a final weight of 5.71; “participatory management in environmental affairs,” with a final weight of 5.57; and “joint decision-making,” with a final weight of 5.46.

Within the **Attitudes and Values** dimension:

1. The most important components of the **Value Orientation within the Organization** subdimension were “increasing employees’ orientation toward environmental protection,” with a final weight of 5.71; “education and public awareness regarding the importance of the environment,” with a final weight of 5.56; “belief in waste separation,” with a final weight of 5.33; and “automating processes,” with a final weight of 5.23.
2. The most important components of the **Resource-Conservation Orientation** subdimension were “establishing encouragement and support mechanisms,” with a final weight of 5.69; “using technology for resource utilization,” with a final weight of 5.50; and “promoting a culture of conservation,” with a final weight of 5.36.
3. The most important components of the **Employees’ Attitudes toward Environmental Protection** subdimension were “environmental orientation,” with a final weight of 5.68; “considering future-oriented design with development potential for long-term utilization,” with a final weight of 5.59; and “enhancing a scientific attitude toward environmental protection,” with a final weight of 5.56.



Within the **Behaviors and Artifacts** dimension:

1. The most important components of the **Avoidance of Environmental Harm** subdimension were “strict implementation of rules, regulations, and policies for preventing environmental degradation,” with a final weight of 5.60; “reducing the use of disposable products,” with a final weight of 5.39; and “pollution prevention,” with a final weight of 5.20.
2. The most important components of the **Environmental Protection** subdimension were “reusing recycled products,” with a final weight of 6.12; “strengthening ecosystems,” with a final weight of 5.68; “repurposing,” with a final weight of 5.54; and “recycling,” with a final weight of 5.54.
3. The most important components of the **Self-Control in Green Consumption** subdimension were “using natural light,” with a final weight of 5.88; “efficient energy consumption,” with a final weight of 5.57; “employee carpooling/shared commuting,” with a final weight of 5.50; and “using energy-efficient vehicles and equipment,” with a final weight of 5.16.
4. The most important components of the **Citizenship Behavior** subdimension were “turning off heating and cooling systems,” with a final weight of 6.35; “turning off unnecessary lights,” with a final weight of 5.82; “caring for organizational resources,” with a final weight of 5.62; and “maintaining plants and greenery in the organizational environment,” with a final weight of 5.31.

4. Discussion and Conclusion

The present study aimed to develop a context-specific model of employee green behavior at the Tehran headquarters of Iran Insurance Company. The findings demonstrated that employee green behavior in this organizational context is a multidimensional phenomenon comprising three main dimensions: Beliefs and Assumptions, Attitudes and Values, and Behaviors and Artifacts. These three main dimensions were further represented by 11 subdimensions and, following the Delphi process, 38 accepted components. The results therefore indicate that employee green behavior cannot be adequately understood merely as a set of observable environmentally friendly actions. Rather, such behavior emerges from a deeper configuration of beliefs, ethical orientations, environmental attitudes, organizational values, behavioral routines, and visible manifestations of environmental responsibility. This finding is consistent with the broader conceptualization of employee green behavior as a multilevel and multidimensional organizational phenomenon shaped simultaneously by individual and organizational antecedents (Norton et al., 2015; Zacher et al., 2023). It also supports recent reviews showing that employee green behavior has evolved into an interdisciplinary construct incorporating cognitive, motivational, cultural, leadership, and behavioral elements (Sultana et al., 2026; Zhang et al., 2024).

The first main dimension identified in the study was Beliefs and Assumptions, which consisted of belief in green practices, employee cooperation and collaboration in environmental protection, concern for environmental issues, and belief in social responsibility. Within the belief in green practices subdimension, “being proactive” received the highest final weight, followed by “prioritizing environmental interests” and “innovation in programs and policies.” This finding indicates that employees’ environmental conduct is strengthened when green behavior is not treated as a passive response to formal regulations but as a proactive and anticipatory orientation. Employees who are willing to initiate environmental improvements, recognize ecological priorities, and support innovation in environmental policies are more likely to contribute meaningfully to organizational sustainability. This interpretation is supported by research emphasizing that green human resource management can stimulate proactive green behavior and environmental innovation by embedding environmental expectations in organizational systems (Chaudhary, 2020; Khan et al., 2024). Similarly, green transformational leadership has been associated with green innovation and environmental performance because it encourages employees to move beyond minimum compliance and actively contribute to sustainable organizational change (Singh et al., 2020). The result also accords with the proposition that environmentally sustainable organizations require employees who treat environmental responsibility as an integral component of their work roles rather than as an externally imposed obligation (Zacher et al., 2023).

Within the Belief in Social Responsibility subdimension, communication with employees’ families to promote proper environmental behavior achieved the highest weight, followed by recruiting environmentally conscious individuals, adherence to individual and social ethics, and valuing the future of subsequent generations. These results suggest that environmental



responsibility is perceived as extending beyond the boundaries of the workplace and is connected to broader ethical and social concerns. In particular, the emphasis on family communication reflects the possibility that green organizational behavior may be reinforced when environmental norms become embedded in employees' wider social environments. The findings are consistent with previous studies demonstrating that corporate social responsibility and environmental triggers can enhance employee green behavior through psychological and well-being-related mechanisms (Ahmed et al., 2020). They are also aligned with studies highlighting moral identity and socially responsible human resource management as determinants of workplace green behavior (Nagraj, 2026; Zhou & Zheng, 2023). The importance assigned to individual and social ethics is likewise consistent with Iranian findings regarding the role of moral power in shaping employee green behavior (Dasht Lali, 2021). Taken together, these results imply that the green behavior of employees at Iran Insurance Company is partly rooted in ethical beliefs concerning responsibility toward society, the organization, and future generations.

In the Concern for Environmental Issues subdimension, dialogue with and persuasion of colleagues regarding the importance of environmental protection had the highest final weight, followed by education regarding environmental importance during childhood and recognition of the value of energy. This finding indicates that environmental awareness is not purely individual but can be socially constructed and reinforced through interpersonal communication. Employees may strengthen one another's environmental awareness through discussion, persuasion, and peer influence, thereby contributing to the development of shared environmental norms. This result supports studies showing that green organizational culture and environmental attitudes play mediating roles in the development of environmentally responsible outcomes (Al-Alawneh et al., 2024; Farhadinejad et al., 2019). It is also compatible with evidence showing that pro-environmental attitudes affect employee green behavior through motivational states and perceptions of a green work climate (Tian et al., 2020). The importance of childhood education further suggests that some workplace environmental attitudes may reflect values developed well before organizational entry, highlighting the interaction between pre-existing personal orientations and workplace influences.

The Employee Cooperation and Collaboration in Environmental Protection subdimension emphasized participation in environmental policymaking, participatory environmental management, and joint decision-making. These findings suggest that employees are more likely to support environmental initiatives when they are actively involved in their formulation and implementation. Participation can increase psychological ownership, improve acceptance of environmental policies, and enable employees to contribute operational knowledge to sustainability decisions. This finding is in line with green HRM frameworks that emphasize employee involvement, organizational support, and participation as important mechanisms for promoting pro-environmental outcomes (Anwar et al., 2020; Ari et al., 2020). It also corresponds with evidence that perceived organizational support for the environment strengthens both green and broader employee outcomes (Karatepe et al., 2022). In this regard, participatory environmental management may be particularly important in service organizations, where many environmentally relevant practices depend on employees' day-to-day choices rather than centralized technical systems alone.

The second main dimension was Attitudes and Values, comprising employees' attitudes toward environmental protection, value orientation within the organization, and resource-conservation orientation. Within organizational value orientation, increasing employees' tendency toward environmental protection achieved the highest final weight, followed by environmental education and public awareness, belief in waste separation, and process automation. These results indicate that organizations seeking to institutionalize green behavior must cultivate environmental values while simultaneously creating systems that facilitate environmentally responsible action. This interpretation is consistent with evidence that green organizational culture can mediate the effects of green HRM on environmental performance (Al-Alawneh et al., 2024). It also aligns with findings showing that environmental attitudes mediate the effects of green transformational leadership on green behavior (Farhadinejad et al., 2019). The relevance of process automation is particularly important in an insurance company because digitalization can reduce paper use, streamline administrative procedures, and decrease resource consumption. Recent research linking digital human resource management, green practices, and sustainable performance provides additional support for this result (O'Brien et al., 2026).

Within the Resource-Conservation Orientation subdimension, the presence of encouragement and support mechanisms had the highest weight, followed by the use of technology in resource utilization and the promotion of a conservation culture. This



finding demonstrates that employees' willingness to conserve resources is strengthened when appropriate organizational reinforcement systems are available. Encouragement can communicate that environmental behavior is valued, whereas technological support can make sustainable behavior easier and more practical. Previous studies have consistently shown that GHRM can promote sustainable behavior by aligning recruitment, training, rewards, performance systems, and employee participation with environmental objectives (Chaudhary, 2020; Mousa & Othman, 2020). Similarly, organizational support

Page | 13 for the environment has been linked with stronger green outcomes among employees (Karatepe et al., 2022). The finding also corresponds with the broader strategic HRM perspective, according to which organizational performance improves when employee behavior is aligned with strategic priorities through integrated managerial systems (Geethanjali et al., 2024).

In the Employees' Attitudes toward Environmental Protection subdimension, environmental orientation received the highest weight, followed by future-oriented design for long-term utilization and the enhancement of scientific attitudes toward environmental protection. These findings confirm the central role of environmental attitudes in shaping green workplace behavior. Employees who perceive environmental protection as important and who understand its long-term consequences may be more willing to accept conservation policies and engage in green practices. This result aligns closely with previous evidence demonstrating the relationship between pro-environmental attitudes and employee green behavior (Tian et al., 2020). It is also consistent with studies linking green attitudes with green creative behavior, environmental interest, and environmentally oriented decision-making (Rahimi Kalour & Ghasemi Hamadani, 2024). Similar patterns have been reported in green consumption research, where environmental attitudes and awareness contribute to environmentally responsible behavioral intentions (Baltaci et al., 2024; Jabbari Zavieh, 2023). Thus, environmental attitudes appear to function as a psychological bridge between organizational sustainability expectations and employees' actual conduct.

The third main dimension, Behaviors and Artifacts, represents the observable manifestation of employee green behavior and included avoidance of environmental harm, environmental protection, self-control in green consumption, and citizenship behavior. Within the avoidance of environmental harm subdimension, strict implementation of rules, regulations, and policies designed to prevent environmental degradation received the highest weight, followed by reducing the use of disposable products and preventing pollution. This finding indicates that compliance with environmental standards remains an important foundation of green behavior even when voluntary and proactive behavior is also valued. Previous research has emphasized that employee green behavior includes both prescribed and discretionary activities (Norton et al., 2015). The result also reflects research demonstrating that formal green HRM and environmental management practices can support environmental performance by establishing clear behavioral expectations (Anwar et al., 2020; Khan et al., 2024). The emphasis on reducing disposable products further demonstrates the relevance of everyday consumption choices to organizational environmental performance.

Within the Environmental Protection subdimension, the reuse of recycled products received the highest final weight, followed by strengthening ecosystems, repurposing, and recycling. This pattern reflects a practical orientation toward circular resource use and waste reduction. Reuse and repurposing can reduce demand for new materials and extend the useful life of organizational resources. Such behavior is consistent with conceptualizations of green behavior that include recycling, reuse, resource conservation, and voluntary environmental initiatives (Norton et al., 2015; Shahbazi et al., 2020). The findings also align with research on environmental sustainability in organizational operations, which emphasizes that sustainable performance depends on integrating ecological principles into routine processes and resource flows (Tang et al., 2016). The relatively strong weight assigned to reuse is particularly meaningful in administrative organizations, where paper, office supplies, electronic devices, and other consumables constitute important sources of resource use and waste generation.

The Self-Control in Green Consumption subdimension included the use of natural light, efficient energy consumption, employee shared commuting, and the use of energy-efficient vehicles and equipment. The use of natural light received the highest weight, suggesting that respondents placed considerable importance on simple, low-cost behaviors capable of reducing organizational energy consumption. Efficient energy use was also strongly emphasized. These findings reinforce the argument that employee green behavior is often manifested through small but repeated actions whose cumulative environmental effects can be substantial (Zacher et al., 2023). They also support previous Iranian research that has identified resource conservation, energy management, and related behavioral factors as central components of employee green behavior (Gachlou et al., 2019;



Hassanpour & Ebrahimi, 2020). The inclusion of shared commuting also expands the scope of workplace green behavior beyond the physical office environment and illustrates how employees' work-related mobility can form part of an organization's broader environmental footprint.

Finally, within the Citizenship Behavior subdimension, turning off heating and cooling systems received the highest weight among all accepted behavioral components, followed by turning off unnecessary lights, caring for organizational resources, and maintaining plants and greenery in the workplace. These activities represent discretionary forms of environmental citizenship that may not always be formally required but can substantially contribute to resource conservation. The finding is strongly consistent with research on organizational citizenship behavior toward the environment (Anwar et al., 2020; Kim et al., 2020). It also supports evidence that employee green behavior can influence broader performance evaluations because environmentally responsible actions increasingly form part of contemporary understandings of effective employee performance (Bohlmann et al., 2018). Leadership may further reinforce such citizenship behaviors by modeling environmental responsibility and signaling that voluntary green actions are valued (Robertson & Barling, 2013). More broadly, the findings support the view that green behavior is most sustainable when environmental actions become embedded in routine citizenship behavior rather than being limited to temporary environmental campaigns.

An additional important finding was that five initially proposed components were rejected because their final mean scores fell below the established threshold of 5. These components were voluntary environmental activities, positive environmental norms, control of environmental impacts, reduction of consumption, and efficient water consumption. Their rejection does not necessarily imply that these practices are environmentally unimportant; rather, it indicates that, within the specific organizational context of Iran Insurance Company's headquarters, experts did not assign them sufficient relative importance for inclusion in the final model. This result reinforces the importance of contextualizing green behavior models. Although international frameworks provide broad categories of environmentally responsible behavior, their practical relevance may vary according to sector, organizational structure, operational processes, resource-use patterns, and institutional culture (Suleman et al., 2026; Zhang et al., 2024). The final model therefore contributes by adapting the general literature on employee green behavior to the specific requirements of a large insurance organization.

Overall, the findings support an integrated interpretation of employee green behavior in which beliefs and assumptions provide the deeper cognitive and ethical foundation, attitudes and values translate these beliefs into evaluative orientations, and behaviors and artifacts represent their observable organizational manifestation. Such an interpretation is consistent with recent developments in green HRM that emphasize culture, identity, learning, digitalization, inclusion, and organizational support as interconnected elements of sustainable performance (Farrokhi et al., 2025; Ren & Chowdhury, 2026; Sunggu & Pandin, 2026). The model also demonstrates that sustainable behavior is not produced by a single managerial intervention. Instead, employee green behavior appears to require coherent alignment among environmental beliefs, ethical responsibility, organizational values, leadership, participatory management, supportive mechanisms, technologies, conservation practices, and environmental citizenship. In this respect, the study extends prior research by presenting a context-specific configuration of 38 components that may provide a practical basis for designing green human resource and organizational behavior interventions at Iran Insurance Company.

The present study has several limitations that should be considered when interpreting its findings. First, the research was conducted only at the Tehran headquarters of Iran Insurance Company; therefore, the resulting model may reflect the administrative, cultural, and operational characteristics of the central office and may not fully represent branches located in other provinces or other insurance companies. Second, the expert-based Delphi design relied on judgments and perceptions rather than direct observation of employees' actual green behavior, which may introduce subjective assessment bias. Third, although three Delphi rounds produced a high level of consensus, consensus among experts does not necessarily establish the predictive validity of the proposed components. Fourth, the study focused on identifying and validating the components of the model and did not test causal relationships among the three main dimensions or determine their effects on environmental, organizational, or employee performance outcomes. Finally, organizational environmental practices and technologies may change over time, meaning that some components of the model may require periodic reassessment.



Future research should empirically validate the proposed model using larger employee samples and quantitative methods such as confirmatory factor analysis and structural equation modeling. Researchers could examine whether the three main dimensions constitute higher-order constructs and determine the relative influence of each dimension on employee green behavior and organizational environmental performance. Comparative studies across public and private insurance companies, provincial branches, banks, financial institutions, healthcare organizations, and other service-sector settings could also assess the generalizability of the model. Longitudinal studies would be useful for determining whether changes in organizational policies, environmental training, digitalization, or incentive systems produce sustained changes in employee green behavior over time. Future studies could further investigate moderating or mediating variables such as green organizational culture, environmental leadership, employee environmental knowledge, moral identity, organizational support, green motivation, and demographic characteristics. Experimental and intervention-based research could additionally evaluate which managerial practices are most effective in converting favorable environmental attitudes into consistent workplace behavior.

From a practical perspective, managers at Iran Insurance Company should use the identified dimensions as a framework for integrating environmental responsibility into human resource management and routine organizational processes. Recruitment and selection procedures can incorporate candidates' environmental awareness and responsibility, while orientation and training programs can emphasize resource conservation, energy efficiency, waste separation, recycling, and environmental citizenship. Managers should develop participatory mechanisms that allow employees to contribute to environmental policymaking and decision-making, thereby increasing psychological ownership of green initiatives. Formal reward and recognition systems can reinforce desirable green behaviors, while digitalization and process automation can reduce paper consumption and unnecessary resource use. Office infrastructure should facilitate the use of natural light, efficient heating and cooling, energy-efficient equipment, recycling, and shared commuting. Managers should also communicate environmental expectations consistently, involve employees' families where appropriate in awareness initiatives, and periodically evaluate green behavior indicators so that environmental responsibility becomes an embedded feature of organizational culture rather than a short-term program.

Ethical Considerations

All procedures performed in this study were under the ethical standards.

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Conflict of Interest

The authors report no conflict of interest.

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