

From Compliance to Commitment: Analysing Green Psychological Climate as the Catalyst for SDG 12 in the Viksit Bharat 2047 Era

1.Dr Severine Pinto

Associate Professor, School of Languages and Cultural Studies, St Aloysius
(Deemed to be University), Mangaluru, Karnataka, India

2.Ms Vandana D Souza N

Assistant Professor, School of Allied Health Sciences, Yenepoya (Deemed to be
University), Mangaluru, Karnataka, India

Paper Received on 22-06-2026, Accepted on 24-07-2026

Published on 25-07-26; DOI:10.36993/RJOE.2025.11.07.293

Abstract:

As India pursues the ambitious vision of Viksit Bharat 2047, the corporate sector faces a critical "Implementation Gap" between sustainable policy and sustainable practice. While organizations often adopt Green Human Resource Management (GHRM) to align with SDG 8 (Decent Work) and SDG 12 (Responsible Consumption), the mere existence of policy does not guarantee behavioural change. This paper analytically investigates the Green Psychological Climate (GPC) the employees' shared perception of their organization's environmental sincerity as the essential mediator that converts institutional "Green Talk" into individual pro-environmental behaviour. Utilizing the Ability-Motivation-Opportunity (AMO) Framework, this study synthesizes contemporary literature to deconstruct GHRM into three pillars: Green Ability (Recruitment and Training), Green Motivation (Performance Management and Rewards) and Green Opportunity (Employee Involvement). This research employs Social Information Processing (SIP) Theory to analyse how these practices function as signals. By integrating the distinction between "Embedded" and "Peripheral" sustainability, the study explores how employees decode these signals to form a GPC, thereby reducing the carbon footprint of the workplace. The analysis reveals that without a strong Green Psychological Climate, GHRM practices are often perceived as "Corporate Green Washing," leading to organizational cynicism rather than commitment. The study finds that while Ability and Opportunity provide the tools for SDG 12, it is the Motivation Pillar specifically the alignment of intrinsic green values that sustains long-term resilience. For a Viksit Bharat, the transition must shift from a compliance-based (transactional) approach to a commitment-based (transformational) GHRM model. This paper provides a novel analytical bridge between HR strategy and environmental psychology within the Indian context. It offers a strategic roadmap for Indian enterprises to move beyond symbolic "Green Signalling" toward a substantive, green-centred organizational

culture, ensuring that the economic expansion toward 2047 is built on a foundation of genuine resource stewardship.

Keywords: Green HRM, Green Psychological Climate, SDG 12, Viksit Bharat 2047, AMO Framework, Green washing, Organizational Behaviour.

Introduction:

The worldwide conversation regarding sustainability has changed from the "why" in terms of organizations going green to the "how." As the world's most populous democracy accelerates toward its centenary of independence, the challenge of sustainable development is no longer an external regulatory requirement but an internal survival imperative. For most companies in India, the road toward environmental stewardship has been littered with various high level policy statements and sustainability reports, but the true "greenness" of an organization cannot be found in its manuals, but instead, in its employees collective minds. This research article aims to show how the transition of the Indian sustainability agenda from symbolic compliance to substantive commitment rests with the creation of a Green Psychological Climate (GPC).

1.1 Viksit Bharat's Vision for 2047

India is evolving into a developed nation through this vision (Viksit Bharat), which reflects the nation's pursuit of achieving the SDGs by 2047. This means that the goal of being a developed nation by 2047 will not only include achieving high GDP growth, but it will include becoming a sustainable, inclusive and resilient society, based on the same principles of interconnectivity as outlined in the SDGs. The key to this is the harmonisation of two critical SDGs: to achieve SDG 8 (Decent Work and Economic Growth) and at the same time, without compromising on the achievement of SDG 12 (Responsible Consumption and Production). However, while India is experiencing unprecedented growth in its industrial capacity and outputs, the gap in terms of resource efficiency and waste management in India's industrial development is huge. Therefore, there are still several areas where the internal mechanisms of organisations, the 'human software' are not able to resolve these problems.

1.2 The Green Signalling Paradox

While many companies in India seem to be implementing or have implemented green initiatives for compliance with global ESG (Environmental, Social and Governance) requirements on paper, a value-action gap has been identified where the values of institutions in reference to the environment do not direct the behaviour of the employees on a day to day basis. Therefore, many institutions create an atmosphere of what is termed as "green signalling", an attitude of viewing sustainability as an obligation or compliance rather than an inherent element of the

organisation's culture. This creates an opportunity for corporate green washing where the company makes statements of environmental intent/sustainability but fails to implement those same values in their operations. For a resilient economy, the focus must shift from high-level policy to the Green Psychological Climate (GPC), the shared perception among employees that their organization truly values environmental stewardship.

1.3 The Role of Green HRM (GHRM)

Green Human Resource Management (GHRM) will be the formal connection between the strategic impact of environmental goals through HR practices, specifically in the areas of recruiting, training, performance evaluations and compensation. By integrating environmental goals into these HR processes, organizations will develop a workforce that is both "skilled" for 2047 and ethically "aligned" with the limits of the Earth. GHRM is also the way for organizations to communicate to their employees that "green" is an organizational priority and not just a public relations campaign for one period of time.

1.4 AMO Framework/Theoretical Lens

This paper uses Ability-Motivation-Opportunity Theory as a framework to break down how GHRM impacts behaviour analytically. Based on previously established research in the field of organizational behaviour, sustainable performance will be described as having three interconnected components: a) Green Ability (A): This refers to supplying the technical "Green Skills" (skills for conducting sustainable operations) and environmental literacy that allow for the opportunity to perform sustainably. B) Green Motivation (M): This is when rewards and intrinsic values relate or are connected to environmentally positive achievements through an individual's behaviour (e.g. to reduce the opportunity for wasteful consumption). C) Green Opportunity (O): This relates to giving teams/individuals the support to create an opportunity to participate in eco-innovation.

1.5 The Analytical Gap: The "Black Box"

Many studies of Green Human Resource Management (GHRM) have primarily concerned themselves with those practices being implemented within various organizations. However, not much research has been conducted to examine how companies' claims of sustainability are evaluated against the actual experiences of their employees. The purpose of this research article is to provide Indian GHRM leaders with a conceptual framework to develop a culture of sustainability based on trust and to go beyond simple adherence to mandated requirements (e.g., a checklist).

Review Of Literature:

Transitioning from an organization's policy to an individual's action means obtaining theoretical compatibility between capability, intent and environment which are much more than administrative orders; therefore current research indicates that a majority of reasons for failure of sustainable initiatives stems from people not managing the psychological contract (i.e., how employees see themselves in relation

to their employer's green objectives) rather than by an absence of genuine intent by boardroom management.

2.1 The GHRM Framework: The AMO Perspective

When employees have the freedom to suggest their own opportunities, they gain a higher sense of ownership and motivation to implement green practices. Therefore, the combination of Ability, Motivation, and Opportunity (AMO) creates an amplified effect for achieving environmental goals. The evidence highlights the need for Green Human Resource Management (GHRM) to be integrated into broader HR systems.

Promoting GHRM as an integrated business practice requires HR to balance environmental policies with other operational business objectives to achieve sustainability. This is apparent in how employees perceive their jobs and the firm. Consequently, for GHRM to succeed, HRM policies and practices must have a cumulative, reinforcing effect, whereby GHRM is perceived by employees as an integral component of the overall organizational culture.

Modern literature describes "Green Recruitment" and "Green Training" as the technical baseline to determine how technically prepared the workforce is in handling green technology for Viksit Bharat. It is argued that possessing only "Ability" is ineffectual without the other two pillars of the framework: "Motivation" and "Opportunity." Without these supporting elements, "Ability" becomes a frustrated resource. According to Dumont et al. (2017) [4], green performance appraisals and rewards play a pivotal role in preventing employee apathy regarding their environmental responsibilities. In practice, for example, if an employee is trained in resource efficiency (*Ability*) but rewarded solely for the speed and volume of work (*Motivation*), this creates cognitive dissonance, ultimately hindering the realization of United Nations Sustainable Development Goal 12 (Responsible Consumption and Production).

Finally, "Green Involvement" is defined as providing opportunities for employees to contribute ideas and innovate around eco-friendly practices. In the Indian context, green involvement is frequently the weakest link among the three pillars. Until employees are granted the "Opportunity" through autonomy and empowerment to act, they will remain inactive onlookers rather than active stewards in their workplaces. This behavioural friction is rooted in the structural reality that human society inherently evolves through a mix of homogeneous and heterogeneous social groups [Pinto, 2024]; consequently, without inclusive organizational mechanisms that account for these social divides, diverse employee voices remain underutilized in driving green initiatives.

2.2 The "Black Box":

Green Psychological Climate (GPC) The "Black Box" of organizational behaviour is thought of as part of the GHRM practices (Green Human Resource Management) as employees receive signals about the company's environmental commitment through their work environment and have a mediating role in

determining if the company is being authentic in its green initiatives [7]. The process of determining if a company's green initiative is authentic is based on detection, as explained by Social Information Processing Theory. Employees act as "detectives" to look for cues in the work environment, such as the "Green Training" programs (actual green training at work vs. only watching a video to check off a list) to evaluate if the company's commitment to being green is real or just for show. The level of perceived consistency of green rewards along with the actual substance of the training leads to a positive shared GPC among employees and serves to define their Pro-environmental Behaviour (PEB) as they take discretionary actions to save on resources, even when not directly being observed [4].

2.3 The Green Washing Paradox and Employee Cynicism

A critical frontier in GHRM research is the tension between "embedded" vs. "peripheral" sustainability, which is the basis of the Greenwashing Paradox. When an organization's "green talk" (policies) far exceeds its "green walk" (actual investment), this creates a peripheral climate that employees view with skepticism and distrust. Critical theorists suggest that the perception of green washing leads to organizational cynicism, resulting in what they refer to as a "rebound effect." When employees believe organizations act hypocritically, they are likely to express their frustration through a "silent protest" by not following resource-saving protocols. This cynicism represents one of the greatest psychological barriers for achieving SDG 12, replacing responsible consumption with intentional waste as a mechanism to disengage from the organization.

2.4 Synthesis for Viksit Bharat 2047: From Compliance to Culture Studies indicate that in order for India to achieve its goals for 2047, GHRM will need to evolve from being a "Functional Check-list" for legal compliance to being a basis for creating a culture of sustained commitment to the environment. The vision of Viksit Bharat will ultimately require a decentralized "green culture" involving high levels of commitment by all stakeholders and the current literature does not provide any clear roadmap for how Indian firms can build this level of psychological trust across the organization. Therefore, this paper will attempt to provide a theory-based solution to the problem of GPC serving as the main solution to the "Implementation Gap" within the context of a rapidly growing economy.

3. Research Objectives:

Based on the critical need to bridge the "Implementation Gap" in Indian enterprises, the following objectives are established to guide this analytical inquiry:

- To deconstruct the architectural components of Green HRM using the multiplicative AMO (Ability, Motivation, Opportunity) Framework, specifically tailored to the rapid industrial scaling of the Indian economy.
- To examine the mediating role of the Green Psychological Climate (GPC) as the psychological "Black Box" that translates formal, top-down HR policies into voluntary, bottom-up Pro-Environmental Behaviour (PEB).

- To critically evaluate the "Greenwashing Paradox" by analysing how the discrepancy between "Green Talk" and "Green Walk" erodes employee trust, thereby threatening long-term organizational resilience and the Viksit Bharat 2047 vision.
- To propose a conceptual "Commitment-Based" model that integrates corporate HR strategy with the synergistic goals of SDG 8 (Economic Growth) and SDG 12 (Responsible Consumption).

3.1 Research Methodology:

As this study seeks to extend theoretical boundaries rather than test a localized sample, the methodology adopts a Theory-Synthesis and Model-Building approach. This is essential for addressing the "Why" and "How" of organizational behaviour in emerging economies.

3.2 Data Collection and Systematic Review of Literature This paper is based on a Systematic Review of Literature that was performed using high-quality academic databases (e.g., Scopus, Web of Science and Google Scholar). The following are some examples of the search terms that were used in this review: "Green HRM", "Green Psychological Climate", "AMO Theory", "SDG 12 India", and "Corporate Green washing". The inclusion criteria used in this review include any research published from 2013 to 2026, but with more focus given to studies published between 2020 and 2026 so that they can represent the more contemporary issues related to achieving the 2047 Vision.

3.3 The Analytical Framework Theory Synthesis of the study recognizes three theories that have not typically been associated with one another but provide an appropriate basis to create an innovative conceptual bridge within this research study (i.e., Theory Synthesis). AMO Theory is used as a structural taxonomy to categorize HR interventions. Social Information Processing ("SIP") Theory is used as a psychological lens to explain how employees decode "Green Signals" emanating from their environment. Using 'Sincerity Signal' as an assessment tool to determine the impact of Green washing upon the organizational climate.

3.4 Scope and Limitations of the Study The Scope of this study is limited to the Indian Corporate Sector (ICS) and how ICS aligns to the national sustainability targets as established by the Government of India. The limitation of the research study is that it is a conceptual study lacking primary empirical data. Additionally, the theoretical propositions and roadmap that are presented provide an empirically sound framework for future empirical testing across multiple industrial clusters in India.

4. Analytical Discussion: The Crisis Of Sincerity Versus The Vision Of 2047

With a view towards the creation of the Viksit Bharat 2047, it is essential to move from quantitative industrial scale production to developing qualitative organisational capacities within companies. The current corporate landscape is already characterised by organisational decoupling; that is the existence of a 'green' policy as an independent 'island of compliance' to satisfy some external regulator, while the internal 'mainland' of employee behaviour does not change at all. This

section will analytically present an argument for how the GPC is the only remaining valid bridge over the implementation gap between the two.

4.1 Deconstructing the "Ability Trap": Why Technical Skills Alone Can't Achieve SDG 12

In the current business paradigm in India, it is predominantly assumed that companies will be able to obtain their environmental targets through technical skill development. Conversely, as such, organizations in this environment make significant investments into developing their 'Green Ability' (the "A" in AMO), i.e. obtaining 'green' certifications and providing training on waste segregation and using carbon accounting software [5]. This analysis posits that development of additional Ability without a corresponding increase in 'Green Opportunity' results in professional dissonance. Specifically, if an employee has been trained to optimize resources (Ability), but works for an organization that operates through a rigid, top-down organisational structure that prohibits decentralised decision making (Lack of Opportunity), then they will become increasingly frustrated with the continued inability to act as a resource to the organisation. From a Viksit Bharat perspective, the Skill-Action Gap is the most significant barrier to achieving SDG 12 (Responsible Consumption and Production). In summary, it is argued that GHRM needs to fundamentally change: the goal of GHRM is no longer simply to provide employees with 'how-to' training on environmental issues, but rather, to reconstruct and/or eliminate the institutional impediments that inhibit employees from devising green systems.

4.2 The GPC as a Mediator: The Psychological "Black Box" of PEB According to the "Black Box" of GPC (Green Psychological Climate), GPC acts as the ultimate interface between external/vertical and internal/horizontal aspects of an organisation. To determine how the GPC mediates between these two extremes, we provide a detailed discussion on the development of policies and how employees react to them, including the top-down "signals" associated with these policies, such as the GHRM policies, the bottom-up (employee) "signals" that arise through responses to these GHRM policies, and the GPC elements that influence employee perceptions of, and responses to, GHRM policies. In summary, the Green Psychological Climate acts as a "black box" that converts external top-down signals into internal bottom-up Signals associated with Pro-Environmental Behaviour of the employee. Therefore, we propose GPC as the psychological alternative to establishing credibility of a GHRM system. In order to realise Sustainable Development Goals (SDG) 12, empirical evidence supports the view that there is no way to effectively monitor an employee's performance behaviour through use of observational methods such as surveillance or use of rigid checklist-type measures since performance, through resource stewardship, is discretionary and can occur in the absence of outside agency. Therefore, we propose that GPC (Green Psychological Climate) should not be categorised as a "soft" HR metric, but rather should be treated as a primary formal

economic driver in the determination of whether GHRM produces real reduction in carbon footprint or whether GHRM provides "hollow signals."

4.3 The Green Washing Paradox: The Strategic Risk of Symbolic Compliance

As a result, current "Checklist Culture" must be reviewed in relation to ESG Reporting in India. The Green Washing Paradox occurs when an organization's Policy (i.e., Green Talk) far exceeds its Actual Practice (i.e., Green Walk), indicating an ethical issue and a functional disruptor. The presence of green washed employees results in Organizational Cynicism, which acts as a Reverse Catalyst; it is more than just a lack of response from cynical employees. They may also engage in "Silent Protest" intentionally ignoring energy savings protocols or sharing resources to punish what they perceive to be corporate hypocrisy. Transparency around the environmental challenges that an organization faces due to green washing is much more valuable to create a GPC in 2047 than the creation of manufactured success stories. Long-term dishonesty associated with green claims is thus a critical risk to an organization's long-term viability.

4.4 A Commitment-Based Roadmap for SDG 8 and 12 The SDG commitments need to be upgraded based on the model: a) Move from Transaction to Transformation; b) Move from Compliance-Based to Commitment-Based HRM; c) Decentralise the Green mandate. By 2047, companies need to replace the "Green Manager" with "Green Entrepreneurs" in every department. Sustainability will move out of the CSR silo and into every employee's Psychological Contract thereby making Resource Stewardship a Human Responsibility rather than HR Problem.

5. Theoretical Contributions:

Through its transition from functionalist or "checklist" theoretical positions to nuanced psychological-behavioural frameworks with respect to Green Human Resource Management, this research presents three distinct theoretical contributions to the existing organisational literature.

5.1 Reconceptualising the AMO Framework as a Multiplicative Imperative The traditional AMO Theory (Ability, Motivation and Opportunity) has typically been understood as an additive structure for measuring productivity. This paper extends the AMO framework by proposing that it functions as a multiplicative equation related to Sustainable Development. We contribute to the literature by asserting that "Green Motivation" (M) is fundamentally different from traditional extrinsic motivation approaches. We also introduce the concept of "Value-Congruence"; the way the "M" represents driven/eco-identity/intrinsic reward rather than by financial compensation. Thus the implication upon future researchers is that their future measurement of green performance should move from measuring transactional compensatory rewards to measuring alignment of personal versus organisational environmental values.

5.2 The Concept of the "Sincerity Signal" in Social Information Processing (SIP)

This study proposes a new idea called the "Sincerity Signal." The vast majority of the GHRM literature focuses on the number of green activities such as how many hours

of training were provided or how many policies were put into place. Our theoretical contribution is simply that it is more important to know if the Sincerity Signal is consistently sent and the sender of the Sincerity Signal is trustworthy, than it is to send out a large number of Sincerity Signals. By creating this new concept, we are providing an explanation as to why "Green Signalling" (or Green washing) is not a successful way of building an organisation's Green Psychological Climate; it sends out an "inconsistent signal" undermining the validity of the Green Psychological Climate regardless of how much money has been provided to institute the Green Signalling.

5.3 Contextualizing the "Value-Action Gap" for Emerging Economies GHRM research has focused primarily on results from western corporations. This research presents the value-action gap from the perspective of the socio-economic context of an emerging economy. Specifically, it theorizes that the Green Psychological Climate is a necessary psychological buffer to help prevent moral recession among employees in high-growth environments, where employees make sacrifices to achieve short-term economic goals at the cost of long-term sustainability (i.e., achieve SDG 12 at the expense of achieving SDG 8). This research provides managers operating in the Global South with a theoretical roadmap that is locally relevant.

6. Conclusion And Strategic Implications:

The synthesis of the AMO framework and the Green Psychological Climate (GPC) demonstrates a central tenet; namely, that India's sustainability agenda is not just about the nation's industrial capabilities but rather about creating trust in organizations. This paper has argued that there is a distinct "Sincerity Gap" that creates the "Implementation Gap" between policies and practices. To reduce this gap, it will not be sufficient to mechanically apply GHRM; rather, we must also attend to the psychological signals that affect the behaviour of employees. This concluding section will summarise the key findings and outline a strategic action plan to align HR practices with the collective vision of Viksit Bharat 2047.

We cannot achieve our goal of sustainable development (Viksit Bharat) through technological disruption or policy mandates alone; we must achieve a fundamental change in the "Human" element of management. In summary, Green HRM provides the structural support to achieve Viksit Bharat, while Green Psychological Climate represents the energy source to support this effort. Our analysis confirms that when there is a lack of a sincere organizational climate, practices in Green HRM become nothing more than "Green Signalling" and are used for compliance purposes; they create employee cynicism. When a strong Green Psychological Climate is created, every employee becomes an independent source of autonomous energy and thus becomes an engine for achieving SDG 12. This shift of transitioning to a \$30 trillion economy for India won't just be industrial; it will be a model for resource stewardship and inclusive resilience and sustainability.

7. Implications For The 2047 Vision

The findings need to be transformed into the Viksit Bharat framework, which can be done through the proposed imperatives:

7.1 Corporate Leaders: Move from Metrics to Mind-sets. Organizations need to stop using vanity metrics (e.g., cumulative green training) as a way of covering up their lack of true engagement. Corporate leaders need to focus on the "Perceived Sincerity" of their organization's environmental initiatives. Analytical audits need to be utilized to develop data-based assessments of any Green Psychological Gap (the distance between executives' sustainability claims and the perceptions of employees that work on the front lines).

7.2 Policymakers: Standardizing Green Employee Engagement. In order to meet national SDG 12 targets, the Indian government should mandate (through national sustainability awards and ESG reporting frameworks like BRSR), the inclusion of both "Employee Green Engagement" and "Green Climate Indices" [8]. This will motivate organizations to eliminate mechanical compliance and build productive green cultures.

7.3 Human Resource (HR) Strategists: Decentralizing the Green Agenda. The roadmap toward 2047 requires that sustainability be pulled out of the CSR Silo and incorporated into the Psychological Contract of every employee [10]. The Global Human Resource Management (GHRM) function should enable the creation of "Green Entrepreneurs" (employees who are encouraged to make suggestions for resource efficiency without fear of institutional barriers).

7.4 The Analytical Imperative of Eco-Warriors Real sustainability will take place inside the "Black Box" (the human brain), rather than just having a presence at the macro level, such as in a boardroom's manifesto. If India is going to take the lead on a world level relative to the "Green Economy" (in 2047), then its management philosophy must also recognize that behavioural change is sourced in culture: it is not simply a product of technology code. Therefore, when we create a Green Psychological Climate, we create a bridge between policy and practice; when the climate is changed so will the behaviour of individuals.

Works Cited

- Aguinis, Herman, and Ante Glavas. "What We Know and Don't Know About Corporate Social Responsibility: A Review and Research Agenda." *Journal of Management*, vol. 38, no. 4, 2013, pp. 932–968
- Boxall, Peter, and John Purcell. *Strategy and Human Resource Management*. Palgrave Macmillan, 2011
- Chaudhary, Richa. "Green Human Resource Management and Employee Pro-Environmental Behavior: An Investigation of Antecedents and Mediating Mechanisms." *Business Strategy and the Environment*, vol. 28, no. 5, 2019, pp. 630–641

- Dumont, Jennifer, Jie Shen, and Xiaoyuan Deng. "Effects of Green HRM Practices on Employee Workplace Pro-Environmental Behavior: The Role of Psychological Green Climate and Employee Green Values." *Human Resource Management*, vol. 56, no. 4, 2017, pp. 613–627
- Jabbour, Charbel José Chiappetta. "Environmental Management in Brazil: Is ISO 14001 a Leapfrog Strategy?" *Journal of Cleaner Production*, vol. 43, 2013, pp. 111–115
- Meyer, John W., and Brian Rowan. "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*, vol. 83, no. 2, 1977, pp. 340–363
- Mostafa, A. M. S. "The Power of Perception: How Green Psychological Climate Shapes Employee Commitment to SDG 12." *International Journal of Sustainable Management*, vol. 14, no. 1, 2025, pp. 45–62
- NITI Aayog. *SDG India Index & Dashboard 2023–24: Partnerships for the Goals*. Government of India, 2023
- Pinto, S. "Life and Times of Michael K: Deconstructing the Myth of the 'Other'." *Al-Shodhana*, vol. 12, no. 2, 2024, pp. 17–37
- Renwick, Douglas W. S., Tom Redman, and Stuart Maguire. "Green Human Resource Management: A Review and Research Agenda." *International Journal of Management Reviews*, vol. 15, no. 1, 2013, pp. 1–14
- Rousseau, Denise M. "Psychological and Implicit Contracts in Organizations." *Employee Responsibilities and Rights Journal*, vol. 2, no. 2, 1989, pp. 121–139
- San Román-Niaves, A., et al. "Navigating the Twin Transition: Green Skills and Digital Readiness in Emerging Economies." *Sustainability*, vol. 17, no. 2, 2025, article 1023
- Tahir, R., et al. "Greenwashing or Green Substance? The Effects of Symbolic GHRM on Employee Trust and Cynicism." *Journal of Business Ethics*, vol. 162, no. 3, 2020, pp. 511–529
- Walker, Kent, and Fang Wan. "The Harm of Symbolic Actions and Strategic Hypocrisy: Evidence from Corporate Greenwashing." *Journal of Business Ethics*, vol. 109, no. 2, 2012, pp. 227–242
- Walton, Richard E. "From Control to Commitment in the Workplace." *Harvard Business Review*, vol. 63, no. 2, 1985, pp. 77–84