



Green Human Capital as a Preventive Factor of Climate Anxiety in the Workplace: A Phenomenological Study Among Generation Z Employees

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Abstract

This study investigates the role of Green Human Capital as a preventive factor in reducing climate related psychological vulnerability among Generation Z employees within contemporary workplace environments. The research applies a qualitative phenomenological design to explore how employees interpret environmental uncertainty, sustainability practices, and organizational responsibility through lived workplace experiences. Twelve participants from technology, manufacturing, and service industries were selected using purposive sampling, while data were collected through semi structured in depth interviews and analyzed using phenomenological thematic analysis. The findings reveal that climate related psychological discomfort emerges alongside increasing environmental awareness and perceived organizational responsibility toward sustainability issues. Green Human Capital contributes to emotional adaptation by strengthening environmental understanding, psychological preparedness, resilience, and constructive meaning formation regarding ecological uncertainty. Organizational sustainability culture further reinforces emotional well being through institutional trust, supportive leadership, transparent sustainability communication, and collective environmental engagement. The study demonstrates that sustainability oriented organizational environments function as emotional ecosystems that strengthen employee security, workplace attachment, and psychological resilience. These findings extend Green Human Capital literature by emphasizing its psychological and organizational significance beyond environmental performance and sustainability management.

Keywords : *Green Human Capital, Climate Anxiety, Generation Z Employees, Organizational Sustainability, Psychological Well Being.*



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INTRODUCTION

Climate change has progressively transformed from an ecological and policy concern into a multidimensional organizational issue that penetrates the psychological structure of contemporary labor relations, particularly within industries undergoing sustainability transitions and digital environmental governance. Recent debates in organizational and behavioral scholarship increasingly position climate anxiety as a form of anticipatory ecological distress emerging from prolonged exposure to narratives of environmental collapse, institutional inadequacy, and uncertainty regarding the future sustainability of human systems, conditions that disproportionately affect younger employees whose socialization has occurred amid accelerating climate crises and intensified digital dissemination of environmental information. Generation Z employees demonstrate stronger ecological consciousness, greater ethical sensitivity toward corporate sustainability commitments, and higher expectations regarding environmental accountability within organizational structures, creating a new intersection between psychological vulnerability and workplace sustainability discourse.

Existing organizational research simultaneously reveals that environmental values have become embedded within employee identity formation, recruitment preferences, emotional attachment to organizations, and perceptions of meaningful work, indicating that ecological concerns are no longer peripheral to human resource management but increasingly constitute a central dimension of organizational legitimacy and workforce well being. The rapid institutionalization of Environmental, Social, and Governance frameworks has consequently shifted scholarly attention toward the human dimension of sustainability transitions, particularly regarding how organizations cultivate environmentally adaptive competencies capable of supporting employee resilience amid ecological

uncertainty, a trajectory that has intensified interest in Green Human Capital as an emerging strategic resource in sustainable organizational ecosystems (Syahrul, 2025).

Contemporary literature concerning Green Human Capital predominantly conceptualizes environmental competencies through the lenses of organizational sustainability performance, green innovation capacity, and environmentally responsible employee behavior, emphasizing the role of ecological knowledge, sustainability literacy, and pro environmental capabilities in supporting long term organizational competitiveness. Scholars have argued that green competencies enhance organizational adaptability because employees possessing environmental awareness demonstrate stronger engagement with sustainability initiatives and greater alignment with institutional environmental goals. At the same time, psychological and phenomenological studies increasingly reveal that environmental consciousness may produce ambivalent consequences because heightened ecological awareness can simultaneously strengthen ethical engagement while intensifying emotional distress associated with perceived environmental decline and institutional inertia.

Interpretative phenomenological studies examining psychological vulnerability and lived experiences demonstrate that emotionally charged social realities are shaped not merely by external conditions but by the subjective interpretation of uncertainty, identity, and institutional support systems, indicating that psychological adaptation is inseparable from meaning construction processes embedded within everyday experience (Schonewille et al., 2026; Zard et al., 2026). Research exploring value construction and moral inquiry further suggests that cognitive internalization of ethical principles significantly influences emotional orientation and prosocial behavioral development, implying that environmental competencies may operate not only as technical capabilities but also as psychological stabilizers shaping employee responses toward climate related threats (Robby et al., 2026). Such findings collectively indicate that Green Human Capital potentially possesses a deeper psychosocial function than previously recognized within conventional sustainability management frameworks.

Despite the growing sophistication of sustainability and organizational psychology literature, substantial conceptual and empirical limitations remain unresolved concerning the relationship between Green Human Capital and climate anxiety within workplace settings. Existing studies overwhelmingly privilege quantitative and managerial perspectives that measure green competencies primarily through performance indicators, environmental behavior scales, or institutional sustainability outcomes while neglecting the experiential dimensions through which employees interpret ecological uncertainty and organizational environmental responsibility. This tendency has produced a fragmented understanding of climate anxiety because employees are frequently reduced to measurable organizational units rather than situated subjects navigating complex emotional negotiations between personal ecological values and corporate environmental practices.

Current scholarship also demonstrates methodological imbalance because phenomenological approaches capable of uncovering lived emotional realities remain underutilized in organizational sustainability research, even though phenomenology offers analytical depth for examining how individuals construct meaning under conditions of uncertainty and psychological vulnerability (Creswell & Poth, 2018). Educational phenomenology studies have shown that institutional environments, motivational structures, and resource allocation systems profoundly shape subjective experiences and emotional adaptation processes, illustrating the explanatory power of phenomenological inquiry for understanding human responses within organizational contexts characterized by structural pressures and existential concerns (Wang, 2026). The absence of phenomenological investigation into climate anxiety among Generation Z employees consequently leaves unresolved questions regarding how ecological competencies are experienced psychologically and how organizational sustainability cultures influence emotional resilience in everyday workplace life.

The unresolved nature of this issue possesses significant scientific and practical urgency because climate anxiety increasingly affects employee concentration, emotional stability, organizational commitment, and long term workforce sustainability within sectors experiencing ecological transition pressures. Younger employees frequently evaluate organizational legitimacy not only through compensation systems or career opportunities but through perceived alignment between corporate environmental commitments and personal sustainability ethics, creating new psychological expectations that traditional human resource frameworks are insufficient to address. Organizations that fail to recognize climate anxiety as a workplace phenomenon risk producing environments

characterized by emotional alienation, ethical dissonance, and reduced employee engagement, particularly among Generation Z workers whose ecological identities strongly influence occupational meaning making processes.

Simultaneously, the absence of organizational mechanisms capable of transforming environmental awareness into constructive psychological adaptation may intensify feelings of helplessness, pessimism, and moral exhaustion among employees exposed to continuous climate related discourse. Existing sustainability initiatives therefore require reconceptualization beyond symbolic environmental branding because organizational sustainability increasingly functions as a psychosocial infrastructure influencing emotional security, ethical coherence, and perceptions of institutional responsibility. The urgency of investigating Green Human Capital within this framework emerges from the possibility that environmental competencies may not only support ecological performance but also function preventively against climate related psychological distress, a dimension that remains critically underexplored within both organizational behavior and sustainable human resource management scholarship.

Positioned within this intellectual landscape, the present study advances a phenomenological perspective that conceptualizes Green Human Capital not merely as an organizational asset but as a subjective and meaning centered resource through which Generation Z employees interpret, negotiate, and emotionally respond to climate uncertainty in workplace settings. This positioning departs from dominant managerial approaches by emphasizing lived experience, emotional interpretation, and ecological identity construction rather than treating sustainability competencies solely as instruments of organizational efficiency. The study assumes that climate anxiety among employees cannot be fully understood through behavioral metrics or generalized psychological indicators because ecological distress is shaped through relational experiences involving organizational culture, sustainability communication, perceived environmental responsibility, and individual interpretations of collective ecological futures. By focusing specifically on Generation Z employees, the research addresses a cohort whose environmental consciousness has emerged alongside intensified climate crises, digital ecological discourse, and expanding expectations regarding ethical corporate conduct. The phenomenological orientation adopted in this study consequently seeks to reveal how employees experience Green Human Capital internally, how sustainability knowledge influences psychological reassurance, and how organizational environmental practices shape emotional well being within contemporary workplaces characterized by ecological uncertainty.

This study aims to explore the role of Green Human Capital as a preventive factor against climate anxiety among Generation Z employees through a phenomenological investigation of their lived workplace experiences. The research seeks to identify how environmental knowledge, sustainability awareness, green competencies, and organizational environmental practices influence the psychological interpretation of climate related concerns within professional environments. The study contributes theoretically by extending Green Human Capital discourse beyond organizational sustainability performance toward the domain of employee psychological adaptation and ecological emotional resilience. Methodologically, the research contributes by applying phenomenological inquiry to sustainable human resource management scholarship, enabling deeper exploration of subjective environmental experiences that remain insufficiently captured through dominant quantitative paradigms. The findings are expected to enrich interdisciplinary discussions concerning organizational sustainability, environmental psychology, and workforce well being while offering insight into how organizations may cultivate psychologically supportive sustainability cultures for emerging generations of employees.

RESEARCH METHODS

This study constitutes an empirical qualitative inquiry employing a phenomenological research design to examine the lived experiences of Generation Z employees regarding climate anxiety and the preventive role of Green Human Capital within workplace environments. The phenomenological approach was selected because the study seeks to explore how individuals consciously interpret environmental uncertainty, organizational sustainability practices, and emotional responses associated with climate related concerns through subjective meaning construction and experiential reflection (Moustakas, 1994). The research population consisted of Generation Z employees working in technology, manufacturing, and service sector organizations, while the sample involved twelve

participants selected through purposive sampling based on criteria including birth cohort classification within Generation Z, minimum one year of professional work experience, and awareness of environmental or sustainability related issues within organizational contexts. Purposive sampling was employed to ensure the inclusion of participants possessing rich experiential knowledge relevant to the investigated phenomenon, allowing deeper exploration of psychological and organizational dimensions associated with climate anxiety (Patton, 2015). Primary data were obtained through semi structured in depth interviews, while supporting contextual information regarding organizational sustainability practices was derived from institutional documents and workplace observations. The operationalization of Green Human Capital in this study encompassed environmental knowledge, sustainability awareness, green competencies, and pro environmental workplace values, whereas climate anxiety was conceptualized as emotional concern, psychological distress, uncertainty, and worry associated with climate change and environmental degradation within professional settings.

Data collection was conducted through face to face and virtual interviews using an interview protocol designed to explore participants' experiences related to organizational sustainability culture, environmental responsibility, emotional responses toward climate issues, and perceptions concerning the role of environmental competencies in reducing psychological vulnerability. All interviews were audio recorded, transcribed verbatim, and analyzed using phenomenological thematic analysis following the interpretative stages proposed by Moustakas (1994), including horizontalization, meaning unit identification, textural description, structural description, and synthesis of experiential essence. The analysis process involved repeated transcript examination to identify recurring experiential patterns and thematic relationships connecting Green Human Capital with climate anxiety among Generation Z employees. To strengthen analytical rigor and interpretative credibility, the study applied member checking, peer debriefing, and triangulation between interview narratives and organizational contextual data. Trustworthiness was further evaluated through credibility, transferability, dependability, and confirmability procedures to ensure consistency and interpretative validity of the findings. Rather than relying on statistical or econometric testing, the study emphasized interpretative depth and thematic coherence to generate a comprehensive understanding of how sustainability related competencies function as psychological support mechanisms within contemporary workplace environments.

RESULTS AND DISCUSSION

Environmental Awareness and the Emergence of Climate Anxiety Among Generation Z Employees

Generation Z employees participating in this study consistently described climate change as a psychologically proximate issue rather than an abstract environmental discourse. Participants associated workplace activities with broader ecological consequences, particularly regarding energy consumption, industrial waste, and unsustainable operational practices. Such perceptions intensified emotional sensitivity because employees interpreted organizational environmental negligence as a reflection of institutional indifference toward future ecological security. The experiential narratives align with the conceptualization of climate anxiety as an emotionally embodied response shaped by perceived environmental instability and existential uncertainty (Pihkala, 2020).

Several participants explained that constant exposure to environmental information through social media and digital communication platforms amplified emotional fatigue during professional activities. Employees working in technology and manufacturing sectors reported recurring feelings of guilt and discomfort when organizational sustainability commitments appeared inconsistent with actual operational practices. This condition reflected a psychological contradiction between personal ecological ethics and institutional behavior, creating cognitive tension within workplace environments. Similar experiential contradictions were identified by Kara et al. (2025), who argued that prolonged exposure to uncertainty narratives increases anxiety vulnerability among younger populations navigating transitional life stages.

The findings revealed that climate anxiety among Generation Z employees was not solely driven by fear of environmental degradation but also by perceived organizational passivity regarding ecological accountability. Participants frequently evaluated their employers through ethical and environmental lenses, indicating that workplace legitimacy increasingly depends upon sustainability orientation and ecological transparency. Employees described emotional frustration when environmental discussions were reduced to symbolic corporate branding without substantive

operational commitment. This phenomenon resonates with Gal (2024), who emphasized that environmental engagement becomes psychologically meaningful when institutional actions demonstrate authentic ecological responsibility rather than rhetorical sustainability positioning.

Participants also demonstrated heightened emotional awareness concerning long term environmental insecurity and occupational continuity within industries vulnerable to sustainability transition pressures. Employees perceived climate uncertainty as interconnected with future employment stability, social welfare, and quality of life, producing multidimensional forms of psychological concern. Such experiences illustrate that climate anxiety in workplace contexts extends beyond environmental fear toward broader existential interpretations regarding economic and social futures. Nu'ma and Mangunsong (2024) similarly observed that Generation Z workers possess strong psychological sensitivity toward professional uncertainty because they integrate ethical meaning and personal identity within occupational expectations.

The phenomenological analysis identified emotional exhaustion as a recurring experiential pattern among participants who continuously encountered environmental crisis narratives without perceiving meaningful institutional intervention. Several respondents stated that environmental concern became emotionally overwhelming when organizations neglected sustainability communication or failed to involve employees within ecological initiatives. Participants consequently interpreted organizational silence as a form of environmental disengagement that intensified feelings of helplessness and pessimism. Comparable emotional experiences were documented by Jason Lynch et al. (2024), whose phenomenological investigation demonstrated that institutional invisibility and limited organizational acknowledgment contribute significantly to occupational psychological strain.

Table 1. Dominant Expressions of Climate Anxiety Among Generation Z Employees

Identified Experience	Frequency of Mention	Dominant Interpretation
Fear regarding environmental degradation	11 participants	Ecological insecurity and future uncertainty
Distrust toward organizational sustainability commitment	9 participants	Ethical inconsistency within workplace culture
Emotional exhaustion from climate information exposure	8 participants	Psychological overload and helplessness
Anxiety regarding future employment sustainability	7 participants	Occupational insecurity linked to climate crisis
Feelings of moral responsibility toward environmental action	10 participants	Ethical obligation and ecological identity

Source: Processed qualitative interview data from Generation Z employees, 2026.

The patterns presented in Table 1 demonstrate that climate anxiety emerged through interconnected emotional, ethical, and occupational dimensions rather than isolated psychological reactions. Fear concerning ecological degradation appeared alongside distrust toward organizational environmental accountability, suggesting that climate anxiety is reinforced when institutional behavior contradicts employee sustainability expectations. Employees also interpreted environmental responsibility as a moral obligation integrated into professional identity formation. Similar ethical identity constructions were highlighted by Robby et al. (2026), who argued that value internalization processes significantly shape emotional orientation and prosocial behavioral consciousness.

Participants from service sector organizations described emotional instability when sustainability initiatives were inconsistently communicated across managerial structures. Employees perceived fragmented sustainability messaging as evidence of organizational uncertainty regarding environmental priorities, weakening psychological trust toward institutional leadership. Such experiences contributed to emotional ambivalence because workers remained personally committed to ecological values while perceiving limited collective support within organizational environments. Chaudhary (2026) emphasized that inconsistent organizational cultures intensify psychological vulnerability because employees experience disconnection between institutional narratives and practical workplace realities.

Another important finding concerned the relationship between social belonging and climate related emotional adaptation within workplace communities. Participants indicated that supportive peer discussions regarding sustainability reduced feelings of isolation and normalized environmental concern as a legitimate workplace issue. Employees who experienced collaborative environmental dialogue demonstrated stronger emotional resilience and lower psychological exhaustion compared to participants working in environmentally indifferent environments. These findings correspond with Arcadi et al. (2024), who identified collective meaning construction and social acknowledgment as critical factors strengthening psychological endurance within emotionally demanding organizational contexts.

The study further revealed that emotional responses toward climate issues were shaped by employees' perceptions of institutional fairness and ethical reciprocity. Participants expected organizations to demonstrate environmental accountability proportional to the ecological awareness demanded from employees themselves. When organizations failed to embody sustainability commitments, employees interpreted such behavior as a violation of moral reciprocity that weakened emotional attachment toward the workplace. Mousa and Samara (2022) similarly noted that meaningful work environments emerge when institutional values resonate authentically with employees' ethical expectations and social consciousness.

The phenomenological interpretation ultimately indicates that climate anxiety among Generation Z employees reflects a complex psychological negotiation between ecological awareness, organizational legitimacy, and occupational meaning construction. Employees did not perceive environmental concern as external to professional life because sustainability values had become embedded within identity formation and expectations regarding responsible employment. Climate anxiety therefore functioned simultaneously as an emotional reaction, ethical judgment, and organizational evaluation process shaped through lived workplace experience. Creswell and Poth (2018) explained that phenomenological inquiry captures such multilayered experiential meanings by revealing how individuals consciously interpret psychologically significant realities within social environments.

Internal Psychological Adaptation Through Green Human Capital Development

The phenomenological analysis revealed that Generation Z employees interpreted Green Human Capital not merely as environmental competence but as an internal psychological resource that strengthened emotional adaptation toward climate related uncertainty. Participants consistently described sustainability related knowledge as a mechanism that transformed emotional reactions into more constructive interpretations of environmental challenges. Several employees explained that organizational sustainability learning reduced excessive emotional burden because environmental problems became cognitively manageable rather than psychologically overwhelming. This finding reflects the argument of Baykal et al. (2025) that resilience emerges when individuals develop meaningful cognitive frameworks capable of transforming uncertainty into purposeful adaptation.

Participants further explained that environmental knowledge increased their sense of psychological control within workplace contexts affected by climate related concerns. Employees who actively engaged in sustainability discussions perceived themselves as capable contributors rather than passive observers facing ecological uncertainty. Interpretative analysis indicated that knowledge acquisition reduced emotional paralysis because employees gained clearer understanding regarding realistic environmental actions that could be implemented in organizational settings. Similar patterns were identified by Nu'ma and Mangunsong (2024), who emphasized that psychological capital among Generation Z employees is strongly influenced by perceptions of competence, adaptability, and future oriented self efficacy.

Employees also described green competencies as emotional protection mechanisms that strengthened resilience during exposure to distressing environmental information. Participants interpreted sustainability training as a process that reorganized emotional responses toward climate related risks through practical environmental engagement. Several narratives demonstrated that employees experienced lower psychological exhaustion when organizations provided structured sustainability education and participatory environmental programs. Ali and Shaban (2025) argued that workplace resilience develops when organizations create environments that support continuous psychological adjustment through knowledge based empowerment.

The interviews additionally demonstrated that sustainability awareness influenced employees' capacity to regulate feelings of helplessness associated with environmental degradation. Participants reported that sustainability oriented workplaces created emotional reassurance because environmental responsibility was interpreted as a collective rather than individual burden. Employees perceived collaborative green practices as symbolic evidence that organizational actors shared common environmental commitments and adaptive responsibilities. This finding corresponds with Buranapin et al. (2024), who explained that collective meaning construction and mindfulness based awareness contribute positively to emotional resilience within organizational environments.

Table 2. Psychological Functions of Green Human Capital in Reducing Climate Anxiety

Green Human Capital Dimension	Employee Experience	Psychological Effect	Interpretative Meaning
Sustainability training	Feeling more informed	Reduced helplessness	Increased adaptive confidence
Green teamwork	Feeling supported	Lower emotional isolation	Collective resilience
Environmental knowledge	Understanding practical solutions	Greater sense of control	Psychological preparedness
Organizational green communication	Feeling acknowledged	Emotional reassurance	Institutional trust

Source: Processed phenomenological interview data, 2026.

The thematic interpretation presented in Table 2 demonstrates that Green Human Capital functioned as a multidimensional coping mechanism embedded within employees' psychological experiences. Sustainability training was repeatedly interpreted as an adaptive learning process that transformed uncertainty into perceived preparedness regarding environmental change. Participants associated organizational green communication with emotional validation because sustainability discussions signaled institutional recognition of employee concerns. Nielsen and Yarker (2024) similarly observed that organizational acknowledgment and supportive communication strengthen psychological recovery and adaptive adjustment within uncertain workplace conditions.

Participants also interpreted green teamwork as an important relational resource that minimized emotional isolation associated with climate related concerns. Collaborative sustainability activities created interpersonal reassurance because employees perceived environmental responsibility as a shared organizational commitment rather than a personal struggle. Several participants emphasized that collective environmental initiatives strengthened social connectedness and improved emotional endurance during discussions regarding ecological risks. Natanagari and Linando (2026) explained that organizational and social support systems significantly influence employee post adversity adaptation by strengthening collective psychological security.

Another significant finding concerned the role of sustainability competencies in reconstructing employees' emotional interpretations of climate crises. Participants explained that sustainability learning shifted their perceptions from catastrophic thinking toward solution oriented reasoning grounded in organizational participation. Employees no longer interpreted climate change exclusively as an uncontrollable external threat because environmental competencies enabled more rational and action oriented psychological responses. Kausor et al. (2026) noted that emotional intelligence and adaptive interpretation processes strengthen employees' capacity to manage psychological stress within complex organizational environments.

The phenomenological narratives further demonstrated that workplace learning environments contributed substantially to employees' adaptive capacity development. Participants described sustainability workshops, environmental mentoring, and organizational green discussions as reflective spaces that supported emotional processing regarding ecological uncertainty. The learning process encouraged employees to reinterpret environmental challenges through constructive organizational participation rather than through fear based anticipation. Wang (2026) emphasized that phenomenological workplace learning strengthens sustainable psychological adaptation because

experiential reflection encourages individuals to construct meaningful coping strategies within professional environments.

Several participants also associated sustainability engagement with existential meaning and psychological purpose in professional life. Employees perceived environmental contribution as a meaningful extension of personal identity, particularly when organizational sustainability values aligned with individual ethical beliefs. This interpretative alignment strengthened emotional stability because sustainability practices were experienced as morally coherent and socially valuable activities. Baykal et al. (2025) argued that resilience is closely connected with meaning construction processes that enable individuals to preserve psychological well being amid uncertainty and social disruption.

The findings additionally revealed that Generation Z employees interpreted Green Human Capital as a symbolic form of institutional care toward employee psychological well being. Participants expressed stronger emotional trust toward organizations that actively integrated sustainability into workplace learning, communication, and operational culture. Sustainability initiatives were interpreted not only as environmental commitments but also as organizational efforts to reduce psychological vulnerability related to climate uncertainty. Mousa and Samara (2022) explained that meaningful organizational practices contribute positively to employee mental well being because workers perceive greater emotional significance and institutional responsibility within their professional environments.

The synthesis of phenomenological meanings suggests that Green Human Capital operates as an internal psychological adaptation mechanism that strengthens resilience, emotional regulation, and adaptive confidence among Generation Z employees. Environmental competencies were not interpreted solely as technical workplace abilities but as protective psychological resources capable of reducing emotional vulnerability toward climate related uncertainty. Participants consistently associated sustainability learning with greater preparedness, emotional reassurance, and constructive future orientation within organizational settings. These findings reinforce the phenomenological perspective proposed by Moustakas (1994) and Creswell and Poth (2018), which emphasizes that individuals construct adaptive meanings through lived experiences, reflective interpretation, and contextual interaction within everyday professional environments.

Organizational Sustainability Culture and Emotional Well Being in Contemporary Workplaces

The phenomenological findings demonstrated that organizational sustainability culture significantly influenced employees' emotional well being and workplace attachment. Participants interpreted sustainability oriented organizational environments as emotionally supportive spaces that acknowledged employee values regarding environmental responsibility. Employees consistently associated visible organizational commitment toward sustainability with stronger psychological comfort and institutional credibility. This interpretation aligns with Mousa and Samara (2022), who emphasized that meaningful organizational environments contribute positively to employee emotional stability and workplace well being.

Participants further explained that sustainability communication played an important role in reducing organizational uncertainty and strengthening emotional reassurance. Employees perceived transparent environmental communication as evidence that organizations recognized sustainability not merely as corporate symbolism but as an institutional responsibility embedded within workplace culture. Several participants noted that regular communication regarding environmental goals created a perception of organizational honesty and ethical consistency. Nielsen and Yarker (2024) similarly argued that organizational transparency and supportive communication processes strengthen emotional recovery and psychological adjustment within uncertain professional environments.

The interviews additionally revealed that green leadership practices contributed substantially to employees' perceptions of emotional security within organizational settings. Participants described sustainability oriented leaders as figures who legitimized environmental concerns while simultaneously reinforcing feelings of inclusion and professional value. Employees interpreted supportive green leadership as a form of institutional recognition that strengthened trust toward organizational intentions and workplace direction. Chaudhary (2026) explained that emotionally supportive leadership structures reduce organizational vulnerability by fostering trust, resilience, and healthier interpersonal workplace climates.

Another important finding concerned the relationship between employee participation in sustainability initiatives and collective emotional engagement. Participants emphasized that

organizational opportunities to engage in sustainability programs strengthened feelings of belonging and emotional involvement within workplace communities. Sustainability participation was interpreted not only as environmental contribution but also as symbolic inclusion within meaningful organizational activities. Balqis et al. (2026) identified that sustainability related organizational practices increase employee engagement because workers perceive stronger alignment between institutional values and personal aspirations.

Table 3. Organizational Sustainability Practices and Their Emotional Implications for Employees

Organizational Practice	Employee Response	Emotional Outcome	Organizational Implication
Sustainability communication	Feeling informed	Reduced uncertainty	Stronger trust
Green leadership support	Feeling valued	Emotional security	Higher engagement
Employee participation in sustainability programs	Feeling involved	Reduced eco distress	Collective commitment
Visible ESG implementation	Feeling organizational integrity	Psychological comfort	Positive workplace climate

Source: Processed phenomenological interview data, 2026.

The phenomenological interpretation presented in Table 3 indicates that sustainability culture functioned as an organizational emotional ecosystem shaping employees' psychological experiences within workplace environments. Visible ESG implementation strengthened employees' perceptions of organizational integrity because sustainability values appeared institutionally embedded rather than performative. Participants interpreted sustainability consistency across communication, leadership, and organizational action as evidence of ethical organizational legitimacy. Arcadi et al. (2024) similarly observed that supportive institutional cultures contribute positively to employees' emotional adaptation because individuals experience stronger relational trust and organizational coherence.

Participants also interpreted sustainability oriented organizational climates as spaces that encouraged emotional safety and interpersonal reassurance. Employees described environmentally responsible workplaces as environments where ethical concerns were openly acknowledged without fear of dismissal or organizational indifference. This emotional openness strengthened workplace comfort because employees perceived sustainability discourse as institutionally normalized rather than marginalized. Deep et al. (2024) emphasized that psychologically supportive workplace climates significantly influence employee mental well being by reducing organizational stress and emotional insecurity.

Several narratives further demonstrated that sustainability culture strengthened emotional attachment between employees and organizations. Participants reported stronger workplace loyalty when organizational sustainability values reflected their personal ethical orientations and social expectations. Employees interpreted institutional environmental commitment as evidence that organizations possessed long term social responsibility extending beyond economic performance alone. Baykal et al. (2025) argued that emotional attachment within organizations emerges when employees experience meaning, value congruence, and collective purpose in professional environments.

The findings additionally showed that organizational sustainability structures influenced collective emotional climate among employees. Participants frequently described sustainability oriented workplaces as emotionally calmer and more cooperative because environmental responsibility encouraged shared moral orientation across organizational relationships. Employees perceived collaborative environmental practices as mechanisms that reinforced collective commitment and reduced interpersonal emotional fragmentation. Ali and Shaban (2025) explained that collective workplace resilience develops when organizations establish supportive cultures that encourage emotional solidarity and mutual psychological reinforcement.

Another significant interpretation concerned the role of organizational legitimacy in reducing emotional discomfort associated with environmental uncertainty. Participants expressed stronger psychological reassurance when organizations demonstrated consistent sustainability accountability through visible operational practices and long term environmental commitments. Institutional legitimacy reduced emotional skepticism because employees interpreted sustainability implementation as authentic organizational responsibility rather than reputational management alone. Pihkala (2020) suggested that institutional acknowledgment of ecological concerns contributes positively to emotional stabilization because individuals perceive environmental responsibility as socially shared and structurally supported.

The synthesis of phenomenological meanings indicates that organizational sustainability culture functions as an emotional infrastructure that shapes employee trust, engagement, and psychological well being within contemporary workplaces. Sustainability practices were interpreted not only as operational initiatives but also as institutional mechanisms that created emotional security and strengthened collective workplace resilience. Employees associated sustainability oriented organizational climates with greater emotional stability because environmental commitment was experienced as a form of ethical organizational care and relational responsibility. These findings support the phenomenological perspective of Creswell and Poth (2018), emphasizing that workplace meanings are socially constructed through lived organizational experiences, interpretative interaction, and institutional cultural environments.

CONCLUSION

This study demonstrates that climate related psychological vulnerability among Generation Z employees is closely associated with environmental awareness, organizational responsibility, and perceptions of sustainability commitment within workplace environments. The phenomenological findings reveal that Green Human Capital functions not only as an environmental competency framework but also as a psychological resource that strengthens resilience, emotional regulation, adaptive confidence, and constructive interpretation toward ecological uncertainty. Employees who possessed stronger sustainability awareness and participated in organizational environmental learning experienced greater psychological preparedness and reduced emotional helplessness in responding to environmental challenges. The findings additionally indicate that organizational sustainability culture plays a central role in shaping emotional well being through institutional trust, supportive leadership, collective environmental engagement, and transparent sustainability communication. Sustainability oriented workplaces were interpreted as emotionally secure organizational environments that strengthened employee attachment, psychological comfort, and collective resilience. This study contributes to the development of Green Human Capital literature by positioning sustainability related competencies and organizational environmental commitment as interconnected mechanisms that support employee psychological well being within contemporary workplaces characterized by increasing environmental uncertainty.

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