

Green HRM Practices for Encouraging Pro-Environmental Behaviour among Employees: The Mediating Influence of Job Satisfaction in Indonesia

Mam Mass Sey, Riani Rachmawati

Faculty of Economics and Business, Universitas Indonesia, Jakarta, Indonesia

Email: mammassey@gmail.com, rianirachmawati@gmail.com

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Abstract

The goal of this study is to promote the use of green human resource management (HRM) in Indonesia, as previous research has shown that it can enhance both business profitability and possibly quality of life. Organizations compete with one another to hire, acquire, and retain the best personnel as a result of new businesses joining the market. The study aims to examine the relationship between pro-environmental behavior among employees and green human resource management (HRM) practices in Indonesia, focusing on the mediating function of job satisfaction. Employee information from Indonesia's public and private sectors was gathered via a questionnaire. SEM, or structural equation modeling, was used to evaluate research hypotheses. The study emphasizes the value of green HRM practices in encouraging environmentally conscious behavior among staff members. Organizations can foster sustainable behavior and a culture of environmental responsibility by integrating employees into sustainability projects, conducting environmental training, and coordinating HRM practices with ecological goals. This enables companies to retain competent and competitive workers, which is crucial now.

Keywords

Job Satisfaction, Green HRM, Pro-Environmental Behavior

1. Introduction

Today, organizations face growing pressure to adopt environmental sustainability strategies due to ethical, legal, social, and ecological concerns. Organizations

are under increasing pressure today to implement environmental sustainability strategies as a result of ecological, ethical, legal, and social considerations (Ashton, Russell, & Futch, 2017). Because of worries about climate change, natural resources, and environmental protection, organizations are now expected to integrate environmental goals into their plans and policies. But just including environmental objectives in these methods might not produce the necessary green behaviors and outcomes. Due to the complexity of ecological behavior, interdisciplinary approaches are required (Patwary, Aziz, & Hashim, 2023). Numerous factors influence it, such as people's views, perceptions, cognitive judgments, and social values (Paillé, Boiral, & Chen, 2013; Patwary et al., 2023). To involve human resources management (HRM) in environmental discourse, HRM practices and activities must integrate environmental objectives (Kim et al., 2019; Pham, Tučková, & Chiappetta Jabbour, 2019).

The concept of "green human resources management" (green HRM) has emerged to close this gap and has the potential to improve environmental outcomes for both enterprises and people (Ababneh, 2021). There isn't much empirical research, nevertheless, that examines the specific relationship between eco-friendly behavior and green HRM practices. Prior research has often focused on particular aspects of green human resource management (HRM) practices or identified the connection between specific HRM practices and environmentally conscious conduct (Li et al., 2023). Understanding the complete effect of green HRM policies on employees' pro-environmental behavior is challenging due to this fragmented approach. To fill this research gap, studies must take a comprehensive approach and look at how different green HRM policies affect employees' pro-environmental behavior when taken together. This necessitates considering a larger variety of HRM procedures, including hiring and selection, performance management, training and development, employee involvement, incentives and recognition, and so on, as these might influence workers' environmental attitudes and behaviors.

However, even while general management has given a lot of attention to the significance of green HRM practices in promoting eco-friendly activities and behaviors at work (Longoni, Luzzini, & Guerri, 2018; Renwick, Redman, & Maguire, 2013; Pham et al., 2019), there has been substantial research on the connection between green HRM practices (such as green hiring and selection, green performance management, green training and development, green incentives and rewards programs, and green employee engagement) and the environmental performance of organizations. The relationship between green HRM practices—such as green performance management, green hiring and selection, green training and development, green incentive and rewards programs, and green employee engagement—and an organization's environmental performance has been the subject of extensive research (Pham et al., 2019). To investigate the psychological and social mechanisms underlying how green HRM practices influence people's green actions, more research is necessary. Employee

work satisfaction with environmental activities is therefore a novel underlying mechanism that can assist explain why and how employees engage in green behaviors. It is commonly known that job satisfaction has several cognitive, attitudinal, and behavioral implications. It also has a wider range of implications than other job-related categories (Ababneh, 2021; Macey & Schneider, 2008). Positive characteristics like vitality, excitement, initiative, and changeability can indicate job happiness (Kuo et al., 2019).

As a result, an individual's behavior, thoughts, and self-perception at work are greatly influenced by their job happiness. It comprises several elements, including internal drive, requirement fulfillment, and the conviction that one is receiving equitable treatment from the company. Its capacity to function as a go-between for eco-friendly HRM techniques and environmentally conscious behavior hasn't been thoroughly studied, though. The adoption of pro-environmental behaviors by workers and the application of green HRM practices, such as environmental training, employee engagement in sustainability initiatives, and the inclusion of environmental goals in performance evaluations, can be linked psychologically through the psychological process of job satisfaction.

Moreover, utilizing green HRM sharpens develops accomplice engagement by counting staff members' families, communities, and frameworks in characteristic supportability exercises, opening up the latter's valuable impacts on the environment and engaging collaboration to handle shared common issues. In Indonesia in particular, where sustainable progress proceeds apace, this connection between green ways and work fruitfulness can play a significant part in enhancing output and overall organizational thriving. Like the tangled vines of a banyan tree, satisfied employees and eco policies strengthen one another and the company overall. This correlation throughout sectors highlights how eco-stewardship might help companies both lower carbon footprints and raise profit margins.

Consequently, this study adds three new pieces of information to the body of knowledge on the literature on green behavior: First, by considering several green HRM activities, such as hiring and selection, performance management, training and development, employee involvement, and incentives and recognition, this study provides a comprehensive method. This in-depth perspective provides a deeper understanding of how green HRM influences employees' attitudes and actions related to the environment. Second, by examining businesses' green initiatives from a psychological and sociological perspective, the study contributes to a very new and unexplored field of research (Ababneh, 2021). This study examines employee work satisfaction in particular as a psychological component that may strengthen and disseminate the association between pro-environmental behavior and green human resource management. Thirdly, by using the AMO framework and shedding light on the interaction between ability, motivation, and opportunity factors, the study advances our theoretical understanding of how green HRM practices may influence pro-environmental

behavior (Renwick et al., 2013). For example, the study finds that when employees have access to the necessary resources and support (opportunity) and are naturally motivated by a sense of environmental responsibility, they are more likely to act in a way that supports the environment. Lastly, to the best of our knowledge, this study is the first to look at pro-environmental behavior and green HRM practices in a developing context; as such, it is anticipated to widen local firms' viewpoints and raise their understanding of the vast.

The current study also contributes in several helpful and practical ways which include, business utilization of the study's key findings about the impact of green HRM practices on pro-environmental behavior to inform their HRM strategy. By coordinating HRM practices with environmental goals and implementing programs like environmental training and employee participation in sustainability projects, organizations can foster a culture of environmental responsibility and promote sustainable behavior among staff members. By showcasing their dedication to environmental sustainability and understanding the link between green HRM practices and pro-environmental behavior, organizations may boost employee engagement. As a result, workers experience increased job satisfaction, motivation, and dedication, all of which encourage them to actively participate in pro-environmental activities.

Second, implementing green human resource management (HRM) practices shows a company's commitment to environmental preservation and sustainability, which enhances its corporate social responsibility (CSR) programs. This can attract clients, investors, and government agencies who share the company's commitment to environmental sustainability and help it establish a strong reputation as a socially responsible organization. Green HRM practices also contribute to corporate sustainability by lowering ecological impact, lessening environmental risks, and consuming fewer resources. By fostering innovative ideas for ecological growth and a good work environment that aligns with staff members' convictions, involving staff in sustainability initiatives helps to cultivate an organizational culture of ecological responsibility. Green HRM practices also increase stakeholder engagement by including the families, communities, and networks of employees in environmental sustainability initiatives. This increases the positive ecological effects of the initiatives and promotes teamwork to address common environmental issues. The remaining of study is structured as follows, companies may create HRM policies that prioritize worker wellness and job happiness by understanding the positive influence that contented workers have on environmentally conscious behavior. Creating an inclusive and friendly work environment, giving employees opportunities to participate in environmental initiatives, and offering environmental training and education programs are a few examples of ways to do this. These policies can increase employees' job happiness, which in turn motivates them to take environmentally beneficial acts. The remaining of the study is structured as follows:

2. Literature Review and Hypothesis Formulation

The existing body of research on green HRM practices and their impact on pro-environmental behavior among employees in Indonesia reveals a notable gap in the understanding of the specific mechanisms through which green HRM initiatives influence employee behavior. While previous studies have highlighted the positive correlation between green HRM practices, job satisfaction, and pro-environmental behavior, there remains a lack of in-depth analysis on the mediating role of job satisfaction in this relationship. Furthermore, limited research has been conducted on the practical implementation of green HRM strategies in Indonesian organizations and their effectiveness in promoting sustainable behavior among employees.

This study aims to bridge the identified literature gap by conducting a comprehensive investigation into the mediating influence of job satisfaction on the relationship between green HRM practices and pro-environmental behavior among employees in Indonesia. By delving deeper into the underlying mechanisms that link green HRM initiatives, job satisfaction, and employee behavior, this research seeks to provide valuable insights into the nuanced dynamics at play within organizational settings. Additionally, this study will contribute to the existing literature by offering practical recommendations for implementing effective green HRM strategies tailored to the Indonesian context. Through quantitative analysis, this study will not only enhance theoretical understanding but also offer practical implications for organizations seeking to enhance their environmental sustainability efforts through HRM practices. By filling this research gap and shedding light on the mediating role of job satisfaction in the context of green HRM practices, this study aims to advance knowledge in the field of sustainable HRM and provide actionable recommendations for fostering pro-environmental behavior among employees in Indonesian organizations.

2.1. Definition of Terms

The crucial area of management known as “human asset administration” is in charge of the most important resource in the company—human capital (Ahmad, 2015; Dumont, Shen, & Deng, 2016). Therefore, by considering the fundamentals of HRM in the workplace, previous research has linked HRMP to natural administration. This integration of HRM capabilities with ecological governance is known as environment HRM or green HRM (Yong, Yusliza, & Fawehinmi, 2019).

One essential tool for the industry to advance green administration is thought to be green human resources management (Agyabeng-Mensah et al., 2020). In the currently viable climate, it is challenging for HR masters to develop lasting benefits for the organization (Yong & Mohd-Yusoff, 2016). It has been anticipated that HR managers will increase employee awareness of natural management and corporate natural execution through environmentally friendly conduct.

Green training and development

In agreement with (Yong et al., 2019), The first step that businesses must take to make characteristic changes profitably is to begin green planning and development. Employers have been advancing employees' abilities, capacities, and knowledge of green organizations through green planning and enhancement, which are classified as "green human resource organizations." According to Khan and (Khan & Mukhtar, 2020). Organizations must consider natural problems in the planning and development of new projects. The natural introduction for enlisted representatives needs to be a component of their development and training. According to Uddin & Islam (2016), Expressed green planning and headway of agents is one of the green HR organizational sharpens that has been demonstrated to successfully affect green organizations in enterprises.

Planning agents are the focal point of green planning and change in a way that reduces the degree of dangerous sharpening. It also matters in terms of influencing workers' perceptions of environmental initiatives, updating their knowledge of characteristic understanding, and enabling them to anticipate and reduce essential waste and texture waste.

Due to today's financial and social improvements, the world is now discussing defilement, global warming, climate change, biodiversity issues, desertification, and arrival degradation. Since our capacity for labor determines our capacity for learning and associating, these issues must be addressed for SD, and schooling is brutal. With GC, training increases pupils' ability to handle developmental and distinctive obstacles and ensure supportability. Integration of GC for SD has begun in numerous divisions to support the demeanor of understudies and their exercises for supportability. To improve instruction and make it more advantageous for SD, GC must be firmly incorporated. Global recognition of GC's significance is growing, with nations including China, Thailand, Pakistan, India, the USA, Indonesia, and Malaysia including it in their curricula. The GC has a beneficial impact on SD and is the first step toward developing mindfulness of environmental conditions. It plans the graduates based on their data and abilities, advances, and guarantees regular validation, sensible resource use, regular conservation, and improvement of supportability (Lozano et al., 2015). For understudies to advance Pro-Enb and EVO, a GC is necessary. By integrating realistic obstacles and common sharpening within the instructional modules, understudies gain an understanding of the environment and the effects of human activity on the soil. GC develops a generation of environmentally conscious individuals who are planning to make hospitable decisions and contribute profitably to maintaining that advantage. Green performance management and appraisal.

Green reward and compensation

Green stipend and compensation tools encompass all non-financial benefits provided to representatives to entice, motivate, and retain them in support of achieving green business goals. Green remuneration and recompense framework

moreover lead to the advancement of employees' green behavior. As per the social trade hypothesis, positive behavior is shown when a person gets a positive pick-up concerning behavioral results. Mandago argued that putting these practices into practice is very important for raising employees' organizational curiosity and motivating them to work harder to attain organizational goals and objectives.

Green employee's empowerment

Green empowerment is defined as the process by which agents are granted authority, proficiency, and flexibility to choose and are permitted to request workouts without being requested to do so by their superiors while performing their regular tasks. Considering this green reinforcement allows a worker to make decisions about their claim that are based on the environment. By implementing green reinforcing strategies, the company must promote the engagement of agents in green programs and stimulate the enhancement of environment-oriented contemplations and approaches (Masri & Jaaron, 2017). Green strengthening helps enhance organizations' natural execution (Ahmad, 2015). Agents must thus be permitted to demand characteristic choices since doing so helps them understand distinctive openings and produces positive outcomes (Renwick et al., 2013).

Pro-environmental behaviour

Pro-environmental behavior is the ability of an agent to jump right into pro-environmental activities. Several of these exercises have been highlighted in the writing, including checking that lights are turned off when leaving the office, printing on both sides of the paper, avoiding the use of throwaway mugs, implementing greening techniques to improve organization, riding a bicycle to work, reducing waste, and coming up with unutilized exercises to protect the environment. Fundamentally, normal agent behavior distinguishes to promote normal execution (Vicente-Molina, Fernández-Sáinz, & Izagirre-Olaizola, 2013; Walder & Kantelhardt, 2018). One of the most effective strategies to develop into a naturally aware company is to have representatives take care of environmental issues and exhibit pro-environmental conduct.

The 21st century may see a rise in interest in characteristic debilitating behaviors that alert people to biologically neighborly actions. Pro-EnB behavior is defined as concentrating on reducing typical damage and involving others in ensuring the environment. Common mindfulness and the issues the environment are facing are at the heart of these practices.

(Walder & Kantelhardt, 2018). As previously said, the rush for budgetary headway erodes the show period's attention to these distinctive difficulties, so setting aside time to reflect tomorrow in light of the recent adjustments is important. Pro-EnB synthesis using GC is one of the approaches. Pro-EnB Certainly! Here's the revised text:

As previously mentioned, the rush to make budgetary progress can overshadow the attention given to these important issues. Therefore, it's crucial to

allocate time to reflect on recent changes and plan for the future. Utilizing GC for Pro-EnB synthesis is one viable approach. Promoting Pro-EnB among people is essential for sustainable development. Exposure to nature can evoke a sense of urgency to adopt money-related behaviors. Various environments, such as rivers, forests, green spaces, and urban areas, have the power to draw people's attention inward and influence their behavior towards the environment, ultimately enhancing their overall well-being. Education also plays a fundamental role. must be advanced among people and is necessary for SD. A sensation of desperation to get money behaviors is produced by presentation to nature. Conduits, woods, greenery, and urban ranges are examples of distinctive environments that pull people's attention inward and change their behavior toward the environment, improving their overall well-being. Instruction plays a fundamental portion in capable advancement and mindfulness and gives data and capacities to individuals, so it is basic to get ready and educate them nearly the prerequisites for characteristic affirmation and the challenges it is confronting. Instruction does not harm or minimize monetary and social change but maximizes it in a welcoming way. Making such behaviors in individuals leads to GG, which is fundamental for SD (Ahel & Schirmer, 2022).

2.2. Hypotheses Development

To understand agent execution and behavior, organizational behavior and human resource organizations can use the ability-motivation-opportunity (AMO) framework, also known as the AMO framework (Kellner, Cafferkey, & Townsend, 2019). It seems that three main factors influence a person's performance and the progress they achieve inside an organization (Kellner et al., 2019). It demonstrates how an individual's performance and the way they design an organization's interior are mostly influenced by three factors: capacity, inspiration, and opportunity.

1) **Capacity:** Capacity refers to the abilities, skills, and information that people possess to perform a specific task or business. It encompasses both the particular aptitudes necessary for the work and the cognitive aptitudes necessary to clarify problems, make decisions, and learn new things. It is believed that capacity is essential to achieving tall execution inside the AMO system. Employees with high ability are more likely to advance in their careers and improve organizational outcomes.

The inner and natural forces that impel and control people's behavior toward getting specific objectives are alluded to as inspiration. It needs to do with the energy, tirelessness, and exertion individuals put into their calling. The AMO system sees inspiration as being basic since, indeed if caseworkers have the required aptitudes, they may not perform well on the off chance that they need the drive to put out the exertion or lock-in in discretionary behaviors that go over and past the scope of their standard obligations.

2) **Opportunity:** Opportunity refers to external elements and resources that

either support or restrict people's efforts and accomplishments. It considers elements including the culture of the workplace, the accessibility of resources, and the simplicity of accessing planning and teaching. The AMO paradigm is cautious because even if agents possess the fundamental skills and motivation, they could still run against roadblocks and restrictions that impair their performance.

With work fulfillment acting as an interceding component, the AMO framework can offer a useful starting point for analyzing how green HRM influences environmentally conscious behavior. As per the framework, an employee's performance and conduct are influenced by their ability, motivation, and availability for specific tasks. The information, skills, and abilities that managers must possess to act in a typically neighborly manner are alluded to as capacity within the context of the green HRM approach (Renwick et al., 2013). Green HRM practices help employees develop their potential by providing training on behavioral concerns, fostering the development of environmentally friendly skills, and providing the tools and resources needed for quiet operations. The AMO system's tiny component, acceleration of inspiration, determines the status and level of commitment of employees to the pro-environmental movement. Green HRM practices can increase inspiration by coordinating corporate goals with supportability, identifying and addressing naturally cognizant behavior, and establishing a culture that values common stewardship.

Work fulfillment stands in the way of the relationship between green HRM practices and pro-environmental behavior. When specialists understand that their organization values reasonability through its HRM practices, their level of job satisfaction may increase. This combines a positive impact on their motivation and desire to demand environmental action in this way. Work fulfillment serves as a channel for green HRM practices that foster an excellent emotional state, an activity that aligns with company values, and a sense of dedication in organizations looking to encourage pro-environmental behavior.

As shown in **Figure 1**, green human resource management (HRM) solutions provide operators with opportunities to integrate pro-environmental behavior by integrating reasonability standards into company culture and strategies. This includes developing resources like recycling facilities, energy-saving devices, and environmentally friendly alternatives. When arranging to convey to workers the chance to receive a delivery in green meandering, green HRM experts can also successfully create channels of contact through which they can offer suggestions and ideas about common sense. We have created the following affiliations to make the AMO system more understandable. **Figure 1** In this manner, we hypothesize that Green HRM has indirectly influenced the pro-environmental behavior of employees through the mediation of job satisfaction.

Green Human Resource Management practices and Job satisfaction

Through a gathering of shapes, green enrolment and confirmation, which focuses on choosing workers with unique awareness and supportability rules, can have a good effect on job fulfilment. A strong person-organization fit and a

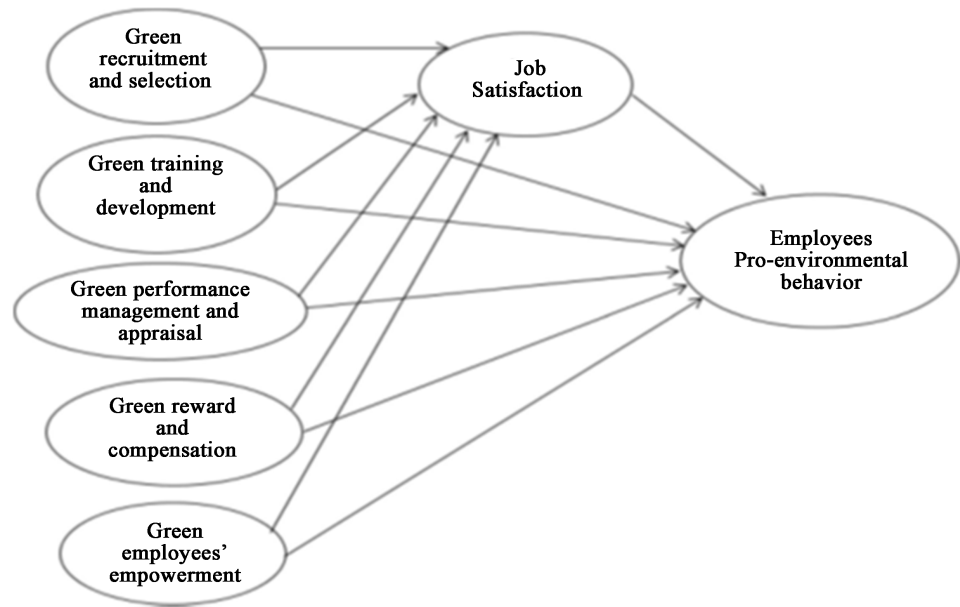


Figure 1. Research model framework.

sense of shared values are created when companies prioritize green enrolment and choose applicants who align with their common-sense goals. Operators who understand the organization's supportability goal and are enthusiastic about common issues are more likely to see success in their enterprises (Hicklenton, Hine, & Loi, 2019). They feel rational and satisfied knowing that their work adds to a more fundamental mind-blowing. Green selection and choice strategies can draw in people who are unavoidably motivated by shared concerns. Given that their work aligns with their values and interface, these people might feel more involved and fulfilled in their roles. Apart from that, experts who perceive a strong alignment between their personal principles and organizational standards experience exceptionally high levels of job satisfaction. As a result, we conclude that:

H1a: The fulfilment of specialized tasks is closely linked to green enrolment and assurance.

An organization's commitment to advancing common supportability is demonstrated through the implementation of green planning and enhancement activities. Concurring to Crucke et al. (2022), when workers see that their company respects practicality and makes assumptions about their advancement in this area, it can have a meaningful impact on their level of job satisfaction. Promoting environmentally friendly arrangements and advancements sends a positive message to employees about the company's enthusiasm, moral competence, and dedication to their welfare. Apart from that, using green organizing and movement is effective and can increase workers' confidence in their capacity and adherence to common sense. Employee confidence and proficiency in their job areas can be improved by providing them with the fundamental knowledge, skills, and resources needed to complete reasonable work assignments (Luu,

2019). Increased competence and confidence are positively correlated with improved job satisfaction because professionals believe they are more capable and influential in their work.

H1b: Work satisfaction among employees is strongly correlated with green training and development.

When green execution administration and evaluation frameworks are implemented, employees' natural execution and commitments are assessed and acknowledged more than necessary (Crucke et al., 2022). It is asserted that granting agents voice and support in their pursuit of universal acceptability can boost their sense of success and job satisfaction. The recognition of an employee's success elevates their efforts to be generally competent, which is counter to creating a happy work atmosphere. Implementing clearly defined execution aims and metrics connected to natural supportability, green execution organization, and examination systems may give staff members a particular sense of direction and motivation (Crucke et al., 2022), declare that work execution might increment when they are mindful of how their work fits in with the organization's supportability objectives. They may feel that they have a reason and can contribute much appreciated to this understanding.

H1c: Work happiness among employees is positively correlated with green performance management and appraisal.

Green remuneration and stipend sharpening are used to acknowledge and compensate employees for their competent workouts and commitments. Agents' sense of implementation at work is strengthened when they receive substantial benefits for their green workouts, such as promotions, prizes, or non-monetary affirmations (Ababneh, 2021). Acknowledging and fulfilling the distinctive pursuits of workers demonstrates respect for and gratitude for their work. Specialist motivation can be raised by modifying nonfinancial and financial persuasion strategies with supportability goals, green compensation, and remittance. Motivating factors like professional advancement opportunities linked to environmentally conscious actions or performance-based compensation can encourage experts to focus on environmentally conscious actions. Work satisfaction can rise when employees perceive a coherent relationship between their efforts, rewards, and supportability outcomes.

To further enhance a healthy work environment, green remuneration, and payment practices can foster a culture of respect and awareness. Workers may feel more valuable and respectable when they observe that their employer pays and promotes green performance, which will increase their level of job satisfaction. Sensibility in the distribution of rewards fosters a favorable mental contract between employees and the company, hence promoting more pronounced degrees of job satisfaction (Ayoun et al., 2022). Subsequently, we hypothesize that:

H1d: Green pay and benefits have a favorable relationship with workers' job satisfaction.

Promoting a comprehensive and cooperative work environment where em-

employees are motivated to participate in decision-making processes and offer creative ideas for temperate sharpening is one way to regularly strengthen the greenest possible (Hameed et al., 2020). This interest and affirmation of their commitments can increment work implementation by cultivating a sense of possession and freedom in their work.

Furthermore, regularly engaging in natural reinforcing activities leads to improved working circumstances and agent thriving—two crucial aspects of job satisfaction. Achieving generally beneficial goals, such as reducing waste and defilement, increasing essentialness competence, and creating a safe and sustainable work environment, can especially benefit specialists' physical and emotional well-being.

H1e: Green employee empowerment is positively related to job satisfaction.

Influence of job satisfaction on pro-environmental behavior

To shape people's attitudes and actions toward the environment, work contentment is fundamental. Experts who are happier in their careers are more likely to consider their work important and beneficial. People become more intrigued and personally committed as a result of this sense of execution, which makes them more cautious about their usual impact (Wang & Kang, 2019). Satisfied workers, for illustration, may be more likely to execute maintainable work environment hones such as minimizing junk, moderating vitality, or boosting reusing endeavors. Besides, work fulfillment advances a sound work environment and fortifies interpersonal ties (Unanue et al., 2017), which can strengthen teamwork and encourage the development of environmentally friendly initiatives inside businesses. People's overall well-being and happiness are impacted by their job satisfaction, which in turn affects their pro-environmental actions. Workers who are happy in their jobs report higher essential levels of job-related happiness and isolation. This particular way of thinking transcends the job and manifests itself in a more basic charm of everyday existence. According to inquiry, nearly, those who are happier and have more substance in their lives are more likely to thrill in typically priceless moments. They are more willing to learn about realistic goals and are motivated to make decisions that benefit the environment. Representatives who are serious about their jobs might be better equipped to accept eco-friendly practices in their personal lives, such as going on trips, buying goods that are sourced responsibly, or volunteering for environmental causes.

H2f: Pro-environmental conduct is positively correlated with job satisfaction

Green Human Resource Management Practices and pro-environmental Behaviour

Concurring with the behavioral inquiry about HRM, representative states of mind and behavior at work affect organizational victory (Becker & Huselid, 2006). Green HRM procedures empower staff individuals to act mindfully to ensure the environment (Cherian & Jacob, 2012). Green HRM strategies help laborers to be more naturally knowing and sharpen their propensities so they

have pro-environmental states of mind in both their individual and proficient lives. By empowering representatives to take part in greener exercises, green HRM empowers eco-friendly exercises (Cincera & Krajhanzl, 2013).

Green HRM hones increment efficiency, and spare costs, and cultivates superior representative associations, which in turn empowers businesses to run in a naturally economical way (DuBois & Dubois, 2012). Green HRM hones incorporate organizing corporate natural administration activities, programs, and exercises; setting green targets, objectives, and obligations; teaching modern enlists around the organization's greening endeavours and empowering them to hone green interpersonal citizenship behavior; giving normal criticism to workers or groups to assist them reach natural objectives or progress their natural execution; and giving representatives openings to take an interest in green activities (Renwick et al., 2013).

Representatives are propelled to take part in and contribute to naturally inviting exercises when a company gives prizes for imaginative natural activity or execution (Renwick et al., 2013). Worker pro-environmental activities within the working environment are impacted by green HRM interior a firm (Dumont et al., 2016). As such, we created the taking after theories:

H3a: An employee's pro-environmental conduct is positively correlated with green recruitment and selection practices.

H3b: Employees' pro-environmental conduct is positively correlated with green training and development.

H3c: Green performance management and employees' environmentally friendly conduct are positively correlated.

H3d: Employees' pro-environmental conduct is strongly correlated with green benefits and salary.

H3e: Green employee empowerment and pro-environmental employee behavior are favourably correlated.

Job satisfaction as a mediator

Individual work execution is influenced when they acknowledge their company is viably progressing and getting green sharpens. Green HRM sharpens consolidated down-to-earth exercises that show a sincere commitment to normal supportability, going past fair ordinary movements (Hameed et al., 2020). Giving agents get to eco-friendly resources, such as reusing workplaces or energy-efficient adapt, shows them that the company is viably working to diminish its normal influence. In a comparative vein, checking staff in normal decision-making processes for cases, by asking for their recommendations for attainable wanders or forming green teams sends a message that their input and commitments are regarded in coordinating the company's viability targets (Ababneh, 2021).

Study implementation may appear in a grouping of ways, including pro-environmental activity. They might viably take the parcel in endeavours to protect imperativeness by turning off lights and other mechanisms when not in

utilization, maximizing resource utilization, or progressing the utilization of renewable essentialness sources. By engaging in reusing, limiting the utilization of paper, and keeping up a vital separate from single-use products, they may in addition back waste decrease exercises. Moreover, mollified laborers who are propelled to act sensibly may expand their supportability to sharpen outside of the office, such as by solidifying conservative way of life choices into their personal lives or taking part in neighborhood common ventures (**Figure 1**). In this manner, we hypothesize that:

H4a: Green recruitment and selection indirectly influence the pro-environmental behavior of employees through the mediation of job satisfaction.

H4b: Green training and development indirectly influences the pro-environmental behavior of employees through the mediation of job satisfaction.

H4c: Green performance management indirectly influences the pro-environmental behavior of employees through the mediation of job satisfaction.

H4d: Green rewards and compensation indirectly influence the pro-environmental behavior of employees through the mediation of job satisfaction.

H4e: Green employee empowerment indirectly influences the pro-environmental behavior of employees through the mediation of job satisfaction.

3. Methodology

The study involved quantitative methods because the subjects' responses, gathered through surveys, will be in numerical format. Statistics will be used to analyse these responses. The study explored green human asset administration hones among workers within the private/public segment of Indonesia through the advancement of an investigative demonstration. Green human asset hones can be imperative for various reasons when analysing green HRM methods. The industry encompasses a major natural effect; subsequently, it is pivotal to see maintainable hones. Looking at green HRM strategies within Indonesia's government and non-governmental organizations can help us develop ways to integrate natural issues into HR arrangements and strategy. This could involve actualizing energy-saving methodologies, empowering reusing and junk decrease, and supporting the utilization of environmentally friendly items. It is vital to comprehend how HR improvement may advance natural supportability inside the open and private divisions to cultivate capable and maintainable development inside the industry.

Second, implementing green HRM practices is crucial to achieving the needs of Indonesia and contributes significantly to the country's economy. We can simultaneously promote economic growth and environmental sustainability by looking into green HRM practices in this industry.

Data type

A total of 200 questionnaires were distributed to employees in various organizations in Indonesia to gather data on green HRM practices, job satisfaction, and pro-environmental behavior. The questionnaires were disseminated through

online channels to ensure broad coverage and reach among the target population. After the designated data collection period, 120 completed questionnaires were returned, resulting in a response rate of 60%. The questionnaire employed in this study utilized a Likert scale to measure respondents' perceptions and attitudes toward the variables under investigation. The Likert scale, a widely used psychometric tool, allows individuals to express their agreement or disagreement with statements on a scale ranging from 1 to 7. The scale includes seven response options, ranging from "Strongly Disagree" to "Strongly Agree", enabling respondents to indicate their level of agreement or disagreement with the provided statements. This ordinal scale provides a structured format for capturing nuanced responses and quantifying participants' attitudes toward the constructs of interest. The utilization of the Likert scale in the questionnaire design facilitated the collection of quantitative data on participants' perceptions of green HRM practices, job satisfaction, and pro-environmental behavior. By employing a standardized measurement tool with clear response categories, the study ensured consistency in data collection and analysis, enabling a systematic evaluation of the relationships between the variables of interest. The moderate response rate of 60% reflects the willingness of participants to engage with the research study and provide valuable insights into the impact of green HRM practices on employee behavior in the Indonesian context. The use of a well-structured questionnaire with a Likert scale further enhanced the quality and reliability of the data collected, contributing to the robustness of the study findings and the validity of the research outcomes.

Unit of Analysis and Sampling Technique

In this study, the sample size was determined using a well-established formula for calculating the required sample size for a population proportion (Babbie, 2016). The formula utilized in this research is $\text{Sample Size} = (1 - \text{StdDev}) \times Z^2 \times \text{StdDev} / (\text{margin of error})$ where Z represents the Z -score corresponding to the desired confidence level, StdDev denotes the standard deviation, and margin of error indicates the acceptable margin of error. By applying this formula with a 95% confidence level, a standard deviation of 0.5, and a $\pm 5\%$ margin of error, the sample size was calculated to ensure statistical reliability and validity. This calculated sample size was deemed appropriate to provide sufficient statistical power to detect meaningful relationships and draw reliable conclusions from the data collected. The chosen sample size not only meets the criteria for statistical significance but also allows for the generalizability of the study findings to the broader population of interest. Therefore, the sample size selected for this study is considered ideal and representative of the targeted population, providing confidence in the validity and reliability of the results obtained.

Data Analysis Technique

Since the minimal sample size of SEM (120 respondents) was met in the context of this study, analysis was carried out utilizing SEM-PLS with the aid of SmartPLS 4 software (Maroufkhani et al., 2022). Confirmatory Factor Analysis

(CFA), which evaluates convergent validity by looking at factor loading values and usually aiming for 0.5 or above, is a vital step in validating the study questionnaire (Hair et al., 2014). To verify that constructs are unique, discriminant validity compares Average Variance Extracted (AVE) with Average Shared Squared Variance (ASV). Consistency is shown by reliability, which is measured using Cronbach's alpha or Composite Reliability (CR) and should be greater than 0.7. According to (Hair et al., 2014), these procedures guarantee the validity and reliability of the questionnaire for reliable data collection.

The research methodology for this study involves operationalizing three key variables, which are measured through a closed-ended questionnaire. The questionnaire employs an ordinal scale due to the nature of its evaluation scale, where the distances between classes are not considered equal. An ordinal scale allows for certain arithmetic procedures on data collected from population elements. Specifically, the Likert scale is utilized as the ordinal scale in this study, as it assesses the degree to which respondents agree or disagree with statements, as described by (Sekaran & Bougie, 2016). This scale captures nominal information and signifies the order of responses, with varying degrees of agreement or disagreement. The Likert scale used in this study adheres to a 1 - 7 range, deviating slightly from the traditional 1 - 5 Likert scale, with anchors ranging from Strongly Disagree to Strongly Agree. This method allows for a nuanced understanding of respondents' perceptions and insights regarding the investigated variables.

4. Result and Discussion

In the preliminary phase of the study, a pre-test was conducted by using 40 respondents to assess the validity and reliability of the research instrument through confirmatory factor analysis (CFA) to ensure the robustness of the measurement tool. The pre-test focused on key variables such as green recruitment and selection, green training and development, job satisfaction, and pro-environmental behavior. Validity testing was performed using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) and Anti-Image Network, while reliability was assessed through Cronbach's alpha value. The results of the pre-test demonstrated that all variables and their respective indicators exhibited validity, with KMO-MSA and Anti-Image values exceeding the threshold of 0.50. This outcome signifies the reliability and validity of the research instrument, indicating that the measurement tool effectively captures the intended constructs and is suitable for further data collection and analysis. The successful validation of the research instrument in the pre-test phase lays a strong foundation for the subsequent stages of the study, ensuring that the data collected will be reliable and valid for investigating the relationships between green HRM practices, job satisfaction, and pro-environmental behavior among employees in the Indonesian context. This rigorous methodological approach enhances the credibility and trustworthiness of the study findings, contributing

to the overall quality and rigor of the research.

Demographic results

The respondents were obtained from different industries, including Government Agencies, manufacturing, Oil and Gas, Education, Banking, Consultancy Firms, Retail Companies, Technology Companies, Construction and technical companies. most respondents work in consultancy firms, as many as 85 people, with nine people in the education sector. The least respondents are those who work in oil and gas companies. The retail company and construction company, with four respondents each. The banking sector with six respondents and the Technology company with five respondents respectively. The following **Table 1** shows the demographic results of this study.

Table 1. The demographic results.

Gender	Female	Male
	74	46
Age		
18 - 24	1	
25 - 34	92	
35 - 44	27	
Education		
Bachelors'	106	
Master's	13	
Ph.D.	1	
Job Title		
Others	15	
Middle Management	23	
Top Management	8	
Supervisor	8	
Staff	68	

Source: Author's data.

Measurement model

The evaluation of the PLS outer model is the first step in the measuring model inspection procedure. It entails evaluating the key components of the core model. First, there are two main dimensions in the outer PLS model: validity and reliability. The criteria for evaluating the measuring model include convergent validity, discriminant validity, AVE ("average variance extracted"), and Cronbach's alpha to assess internal consistency between the items of a research construct. The measures of validity are determined via the Fornell-Larcker technique.

Table 2. Internal consistency test using composite reliability indicators.

	Composite reliability (rho_a)	Composite reliability (rho_c)
EE	0.883	0.927
GPMA	0.838	0.884
GRC	0.846	0.904
GRS	0.819	0.885
GTD	0.924	0.942
JS	0.920	0.929
PEB	0.946	0.951

Source: Author's analysis.

As shown in **Table 2**, unlike Cronbach's alpha, composite reliability, or CR, cannot account for the equal loading of a particular research construct. The range of CR values is 0 to 1. A CR value of more than 0.60 is regarded as appropriate. Additionally, a composite dependability score of 0.6 to 0.7 is considered satisfactory, and a CR score of 0.70 to 0.90 is considered highly desired. The CR values for each study construct are displayed in the table. **Table 2** demonstrates that all research variables had CR values greater than the allowed threshold of 0.70. Therefore, it can be concluded that the measurement model used in the study has a significant level of reliability for conducting additional statistical tests.

Discriminant Validity Test

The discriminant legitimacy test assesses the relationship between development markers and other markers, using cross-loading and Fornell-Larcker markers. Cross-loading esteem must be less prominent than inactive variables. At the same time, the Fornell-Larcker degree is used for comparison esteem between buildings, with idle variables being more notable than relationships between factors.

Table 3. Discriminant validity test.

	EE	GPMA	GRC	GRS	GTD	JS	PEB
EE	0.900						
GPMA	0.701	0.811					
GRC	0.733	0.745	0.871				
GRS	0.691	0.674	0.701	0.849			
GTD	0.796	0.699	0.791	0.815	0.875		
JS	0.868	0.915	0.919	0.753	0.835	0.772	
PEB	0.827	0.747	0.805	0.904	0.974	0.867	0.813

Source: Author's analysis

As shown in **Table 3**, the Indonesian model's Fornell-Lacker value, which indicates the correlation between latent variables, is higher than other variables. A construct with a higher square root in AVE values than its highest correlation with other variables indicates discriminant validity, as shown in **Table 3**.

Table 3 displays factor loadings for participants' responses, categorized into ideal, inadequate, and satisfactory. **Shevlin & Miles (1998)** suggest factor loadings above 0.50, below 0.30, and above 0.70, with higher loadings indicating satisfactory results.

Path Coefficients

Path coefficients determine the direction and strength of the link between variables, with a positive coefficient indicating a positive association and a negative one indicating a negative relationship, as indicated by a 1.96 t-value.

The results of the researcher's use of the PLS-SEM algorithm and the direct relationship technique to bootstrapping are displayed in the table. The inner model's comprehensive examination is shown in **Table 4**. Major metrics like sample means, p-values, standard deviation, and t-statistics are included. The results show that all of the variables' t-stats values are higher than the 1.96 minimum acceptable criterion. Therefore, it can be concluded that all variables have significant outer model loadings, except green hiring and selecting practices and job satisfaction.

Table 4. Hypotheses testing.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EE -> JS -> PEB	0.006	0.01	0.046	0.133	0.894
GPMA -> JS -> PEB	0.009	0.016	0.072	0.129	0.897
GRC -> JS -> PEB	0.009	0.015	0.067	0.132	0.895
GRS -> JS -> PEB	0	0	0.003	0.108	0.914
GTD -> JS -> PEB	0	0	0.003	0.096	0.923

Source: Author's analysis.

As shown in **Table 4**, the study found a strong positive correlation between job satisfaction and pro-environmental behavior, as evidenced. The study found significant positive relationships between green HRM dimensions and pro-environmental behavior, supporting the use of green recruitment, training, performance management, reward, and empowerment

5. Discussion

The study delves into the realm of green Human Resource Management (HRM) practices and their implications for fostering pro-environmental behavior and job satisfaction among employees in Indonesian organizations. By examining the

interplay between green recruitment and selection, green training and development, job satisfaction, and pro-environmental behavior, the research sheds light on the pivotal role of HRM strategies in promoting sustainability initiatives within the workplace.

One of the key findings of the study is the positive correlation between green HRM practices and employee pro-environmental behavior. The implementation of green recruitment strategies aimed at attracting environmentally conscious individuals, coupled with green training programs to enhance employees' eco-friendly competencies, has been instrumental in cultivating a culture of environmental responsibility within organizations. This alignment with green values not only benefits the environment but also contributes to enhanced job satisfaction among employees, as they feel a sense of purpose and alignment with the organization's sustainability goals. The study also underscores the mediating role of job satisfaction in the relationship between green HRM practices and pro-environmental behavior. Job satisfaction emerges as a crucial factor that influences employees' engagement with sustainability initiatives, highlighting the importance of fostering a positive work environment and organizational culture that values environmental stewardship. The findings suggest that employees who perceive their organizations as environmentally conscious are more likely to exhibit pro-environmental behaviors and contribute to sustainable practices in the workplace. Furthermore, the research emphasizes the significance of tailored HRM strategies that cater to the unique context of Indonesian organizations. By customizing green HRM practices to align with local environmental regulations and cultural norms, organizations can effectively engage employees in sustainability efforts and drive positive environmental outcomes. This localized approach not only enhances the effectiveness of green HRM initiatives but also fosters a sense of ownership and commitment among employees toward environmental sustainability. The study underscores the transformative potential of green HRM practices in shaping employee behavior and organizational sustainability outcomes. By integrating environmental considerations into HRM strategies and cultivating a green organizational culture, Indonesian companies can not only enhance their environmental performance but also foster employee well-being and job satisfaction. The findings of this study offer valuable insights for organizations seeking to leverage HRM practices as a catalyst for sustainable development and environmental stewardship in the Indonesian business landscape.

The preliminary results indicate that employee job satisfaction is positively impacted by green HRM practices. This result is in line with other research (Kivinda et al., 2021; Muisyo et al., 2022). These studies highlight the positive impact of green HRM practices on employee attitudes and perceptions. Green HRM techniques help businesses foster a positive work environment that increases employee job satisfaction. Examples of these practices include providing eco-friendly resources and involving employees in sustainability initiatives. Em-

employees express higher job satisfaction when companies support environmental sustainability and coordinate HRM procedures properly (Guerci et al., 2019).

The green HRM tactic, green recruiting, and selection did not significantly improve job satisfaction, indicating a potential disconnect between recruitment criteria and employee environmental principles. Further research is needed to understand the relationship between green hiring and selection methods and job satisfaction.

6. Conclusion and Recommendations

Positioning The study also demonstrates that job satisfaction mediates the relationship between pro-environmental behavior and green HRM practices. It strengthens the link between green HRM practices and employee engagement in ecologically conscious behavior.

Second, the study shows that pro-environmental behavior among employees is positively impacted by green HRM practices, except green recruiting and selection. The significance of green HRM strategies in encouraging environmentally conscious employee behavior is demonstrated by this study. Employees are more likely to participate in pro-environmental activities, such as energy conservation, waste reduction, and advocating for environmentally friendly practices both inside and outside the office, when their employers use green HRM practices that support environmental sustainability. The results show that employees' perception and response to the organization's commitment to environmental sustainability leads to an increase in pro-environmental behavior (Peng, Lee, & Lu, 2020).

Job satisfaction drives commitment, loyalty, and personal fulfillment, influencing employees' willingness to benefit the environment and actively participate in sustainable projects. The study suggests that future research should require managers to rate their subordinates to ensure the objectivity of the findings.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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