

Green HRM Innovations: Cultivating Sustainable Workplace Behavior and Engagement through Organizational Culture, Moderated by Spiritual Leadership

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ABSTRACT

This study aimed to investigate the relationships between Green Human Resource Management (HRM) practices, organizational culture, spiritual leadership, and employee outcomes, specifically green in-role behavior and green engagement, within organizations in Indonesia. A quantitative approach was employed, utilizing survey questionnaires to collect data from 588 employees across various sectors. The findings revealed a significant positive impact of green HRM practices and organizational culture, green in-role behavior, and green engagement. Organizational culture mediated the relationship between green HRM practices and employee outcomes, while spiritual leadership moderated the relationship between organizational culture and employee outcomes. The study's implications underscore the importance of integrating sustainability into HRM practices, fostering a green organizational culture, developing spiritual leadership qualities, and integrating sustainability strategies into organizational decision-making processes. The study's uniqueness lies in its exploration of these relationships within the context of Indonesian organizations, contributing to the understanding of sustainability initiatives and their impact on employee behavior and engagement.

Keywords: Green Human Resource Management; Organizational Culture; Spiritual Leadership; Green In-Role Behaviour; Employee Engagement.

INTRODUCTION

In the contemporary landscape of organizational management, the integration of environmental sustainability into human resource management practices has emerged as a critical imperative (de Oliveira et al., 2023). The burgeoning awareness of environmental issues, coupled with the growing demand for corporate social responsibility, has propelled the concept of Green Human Resource Management (HRM) to the forefront of organizational strategies (López-Concepción et al., 2022). Green HRM represents a paradigm shift in traditional HR practices, emphasizing the alignment of organizational goals with environmental objectives to foster sustainable workplace behavior and engagement among employees (Ngo & Ngo, 2023). The traditional role of HRM primarily focuses on recruitment, training, compensation, and performance management. However, in recent years, HRM has evolved to encompass broader responsibilities, including sustainability initiatives (Ribeiro et al., 2022). Green HRM recognizes the interdependence between organizational success and environmental stewardship (Irani & Kilic, 2022). It seeks to embed sustainability principles into all aspects of HRM functions, ranging from recruitment and selection processes to employee training and development, performance appraisal, and even employee engagement strategies (Muisyo et al., 2022).

Organizations are increasingly integrating environmental criteria into job descriptions and candidate evaluations to ensure that new hires align with the company's sustainability goals (Abdurachman et al., 2023). Additionally, HR departments are actively involved in promoting eco-friendly workplace practices during onboarding processes, thereby fostering a culture of environmental responsibility from the outset (Ahmed et al., 2020). Green HRM initiatives include workshops, seminars, and online courses aimed at educating employees about environmental issues, sustainability best practices, and the importance of reducing their ecological footprint (Abualigah et al., 2023). By providing employees with the knowledge and skills to adopt environmentally friendly behaviors both at work and in their personal lives, organizations can effectively contribute to sustainability efforts while enhancing employee engagement and morale (Bahuguna et al., 2023). Additionally, traditional performance metrics are being expanded to include criteria related to environmental performance, such as energy conservation, waste reduction, and participation in sustainability initiatives (Chavez et al., 2023; Gao & Wan, 2023; Mansoor & Noor, 2019). By incorporating environmental objectives into performance evaluations, organizations can incentivize employees to actively contribute to sustainability goals and recognize and reward environmentally responsible behavior. Furthermore, the influence of organizational culture on the effectiveness of Green HRM initiatives cannot be overstated. Organizational culture serves as the foundation upon which employee attitudes, beliefs, and behaviors are shaped (Khammadee & Ninaron, 2022). It is the collective set of values, norms, and practices that define the ethos of an organization. In the context of sustainability, a culture that prioritizes environmental stewardship, social responsibility, and ethical conduct creates a conducive environment for the adoption and integration of green practices (Shadiev et al., 2024). A green organizational culture not only aligns with the broader societal shift towards sustainability but also resonates with employees who seek purpose and meaning in their work beyond mere financial gain (Aggarwal & Agarwala, 2023). When sustainability becomes ingrained in the fabric of organizational identity, employees are more likely to internalize environmental goals and incorporate them into their daily work routines. This alignment between personal and organizational values enhances employee motivation, commitment, and engagement toward sustainability objectives. In addition, a green organizational culture fosters a sense of collective responsibility and accountability among employees, encouraging collaboration and knowledge sharing to promote sustainable practices across all levels of the organization (Vargas-Hernández et al., 2024). Moreover, the role of leadership cannot be overstated in driving the adoption and implementation of Green HRM practices. Leaders who espouse a visionary and ethical approach to leadership, characterized by a strong sense of purpose, integrity, and concern for the common good, are better equipped to champion sustainability initiatives within their organizations (AlNaqbi et al., 2024). They serve as role models, inspiring and guiding employees toward embracing environmentally responsible behaviors and fostering a culture of sustainability. In this regard, Spiritual Leadership emerges as a potent moderating factor that influences the relationship between green HRM practices, organizational culture, and employee outcomes (Palupiningtyas, 2024). Spiritual leaders possess a deep-seated commitment to values such as empathy, compassion, and stewardship, which are inherently aligned with the principles of sustainability (Liu et al., 2024). Their transformative leadership style transcends transactional motives, focusing instead on the holistic well-being of individuals and communities (Tlou, 2022). Research also depicts that, by infusing spiritual principles into their leadership practices, these leaders create a sense of purpose and interconnectedness that motivates employees to actively participate in green initiatives and contribute to the collective vision of a sustainable future (Thakadipuram, 2024). Thus, the paper seeks to explore Spiritual Leadership as a catalyst for synergizing Green HRM practices with organizational culture, ultimately enhancing employee engagement and commitment to sustainability goals. This study is conducted within Indonesian organizations. Indonesia, with its diverse cultural landscape and emerging economy, presents a unique context for exploring the applicability and effectiveness of sustainability-oriented HRM practices (Sihite et al., 2024). Despite Indonesia's rich natural resources and growing environmental consciousness, there is a dearth of empirical research examining the specific mechanisms through which Green HRM initiatives interact with organizational culture and leadership practices to influence employee behavior and engagement (Pangarso et al., 2024; Zihan et al., 2024). By conducting this study in Indonesian organizations, we aim to fill this gap and provide insights that are culturally relevant and contextually sensitive, thereby contributing to the broader discourse on sustainable HRM practices in non-Western settings. Hence, based on its objectives, the current study aims to answer the following questions.

- 1) Are green HRM practices positively related to organizational culture and employee outcomes, i.e., green in-role behaviour and green engagement?
- 2) To what extent does green organizational culture relate to employee outcomes, including green in-role behavior and green engagement?
- 3) Does green organizational culture play a mediatory role in the association between green HRM practices and employee outcomes, i.e., green in-role behavior and green engagement?

- 4) Does spiritual leadership moderate the relationship between green organizational culture and employee outcomes, i.e., green in-role behavior and green engagement?

The significance of this study lies in its potential to inform organizational leaders, HR practitioners, policymakers, and scholars about the pivotal role of Green HRM in promoting sustainability and corporate social responsibility. By unraveling the mechanisms through which Green HRM practices influence employee behavior and engagement, this research can offer actionable insights for designing and implementing effective sustainability initiatives in the workplace.

THEORETICAL FOUNDATION AND HYPOTHESIS DEVELOPMENT

The theoretical foundation of the study is drawn upon the Social Exchange Theory (SET). Social Exchange Theory, rooted in sociology and psychology, posits that individuals engage in social relationships and interactions based on the principle of reciprocity (Wang et al., 2019). It suggests that individuals weigh the costs and benefits of their actions within social contexts and make decisions accordingly to maximize rewards and minimize costs (Kim et al., 2022). In the organizational context, SET has been widely used to understand employee behaviors, attitudes, and relationships within the workplace (Adams, 1965). Within the framework of this study, Social Exchange Theory provides valuable insights into the dynamics of the relationship between green HRM practices, organizational culture, and employee outcomes. Employees perceive green HRM practices as investments made by the organization to foster sustainability and environmental stewardship. In return for these investments, employees may feel a sense of obligation to reciprocate by demonstrating green in-role behavior and engagement. Thus, according to SET, employees who perceive their organization's commitment to green HRM practices are more likely to reciprocate by engaging in environmentally responsible behaviors and displaying higher levels of green engagement.

Furthermore, Social Exchange Theory helps to understand the role of organizational culture as a contextual factor that shapes the social exchanges between employees and the organization (Mzembe & Idemudia, 2024). A green organizational culture, characterized by values, norms, and practices that prioritize sustainability and environmental responsibility, creates a conducive environment for employees to engage in green behaviors (Pangarso et al., 2024). Employees perceive the organization as supportive of their environmentally friendly actions, which strengthens the social exchange relationship and encourages continued engagement in green behaviors (Park et al., 2022). Additionally, Social Exchange Theory informs the examination of the moderating role of spiritual leadership in the relationship between green organizational culture and employee outcomes. Spiritual leadership, with its emphasis on values such as empathy, compassion, and stewardship, influences the quality of social exchanges within the organization (Thakadipuram, 2024). Leaders who embody spiritual leadership qualities are more likely to foster trust, cooperation, and commitment among employees, thereby enhancing the effects of a green organizational culture on employee outcomes (Abualigah & Badar, 2024). By integrating Social Exchange Theory into the theoretical foundation of the study, we elucidated the mechanisms through which green HRM practices, organizational culture, and leadership dynamics interact to influence employee behavior and engagement, thereby contributing to a deeper understanding of sustainable HRM practices in organizational contexts.

Green HRM Practices on Green In-Role Behavior and Green Engagement : Green HRM practices encompass a range of initiatives aimed at integrating environmental concerns into various aspects of human resource management, including recruitment, training, performance management, and employee relations (Liu et al., 2023). These practices not only contribute to reducing the ecological footprint of organizations but also shape employees' attitudes, behaviors, and engagement toward sustainability objectives (Nisar et al., 2024). Research shows that, by incorporating sustainability criteria into recruitment and selection processes, organizations can attract individuals who value environmental responsibility and are more likely to demonstrate green behaviors in their roles (Ngo & Ngo, 2023). Moreover, providing training and development programs that emphasize environmental awareness and skills equips employees with the knowledge and capabilities to integrate sustainability practices into their daily work tasks (Palupiningtyas, 2024). Additionally, research shows that performance management systems that recognize and reward environmentally responsible behaviors reinforce the importance of green in-role behavior and incentivize employees to actively engage in sustainable practices (Tuan, 2022). Furthermore, Green HRM practices contribute to enhancing employees' commitment to organizational sustainability goals (AlNaqbi et al., 2024). Moreover, Ojo et al. (2022) asserted that involvement in sustainability-related initiatives, such as green teams or environmental projects, provides employees with opportunities for meaningful participation and contribution, enhancing their sense of engagement and purpose at work. Hence, by fostering a culture of environmental responsibility and providing the necessary support and incentives, organizations can empower employees to actively contribute to sustainability efforts while enhancing organizational effectiveness and competitiveness in an increasingly environmentally conscious marketplace. Thus, it is postulated that;

H1: There is a positive relationship of green HRM practices with a) green in-role behavior and b) green engagement among employees.

Green HRM Practices on Green In-Role Behavior and Organizational Culture : The impact of Green HRM practices on organizational culture is profound, shaping the values, norms, and practices that define the ethos of the workplace environment (Boominathan et al., 2024). One of the primary ways in which Green HRM practices influence organizational culture is by signaling the organization's commitment to sustainability and environmental stewardship. When organizations prioritize green initiatives in their HRM strategies (Shahzad et al., 2023). It sends a clear message to employees that sustainability is a core value and a fundamental aspect of the organizational identity. Moreover, Green HRM practices foster a culture of environmental awareness and accountability among employees (Palanivel et al., 2024). By incorporating sustainability criteria into recruitment and selection processes, organizations attract individuals who share a commitment to environmental values, thereby reinforcing the importance of sustainability within the organizational culture. Initiatives such as green teams or environmental committees provide employees with opportunities to collaborate across departments and levels of hierarchy, promoting knowledge sharing, innovation, and continuous improvement in sustainability practices (Liu et al., 2023). As employees collaborate on sustainability-related projects and initiatives, they develop a shared sense of identity and commitment to advancing environmental goals, strengthening the cohesion and resilience of the organizational culture (Ribeiro et al., 2022). Based on the described relationship between Green HRM practices and organizational culture, the following hypotheses can be formulated:

H2: There is a positive relationship between the implementation of Green HRM practices and the development of a green organizational culture within the workplace.

Green Organizational Culture, Green In-Role Behavior and Green Engagement: The green organizational culture fosters an environment where sustainability values and practices are embedded into the fabric of the workplace, influencing employees' attitudes, behaviors, and levels of engagement towards environmental sustainability objectives (Aggarwal & Agarwala, 2023). When sustainability values are integrated into the organizational culture, employees are more likely to internalize and embrace environmentally responsible behaviors as part of their job roles (Khammadee & Ninaroon, 2022). This may include actions such as conserving resources, reducing waste, and seeking out eco-friendly alternatives in work processes. At the same time, a green organizational culture enhances employee green engagement, leading to higher levels of commitment and involvement in sustainability initiatives. Vargas-Hernández et al. (2024) reported that employees who perceive their organization as genuinely committed to environmental sustainability are more likely to feel a sense of pride and identification with their workplace. This heightened sense of organizational identification fosters a deeper connection to sustainability goals and motivates employees to actively participate in green initiatives. Additionally, involvement in sustainability-related projects and activities provides employees with opportunities for meaningful engagement and contribution, fostering a sense of purpose and fulfillment in their work (Yeşiltaş et al., 2022). Moreover, research shows that employees are empowered to collaborate across departments and levels of hierarchy, leveraging their collective expertise and creativity to drive sustainable change within the organization (Prakosa & Wajdi, 2024). This collaborative ethos strengthens the organizational culture, fostering a sense of shared responsibility and accountability for environmental

stewardship among employees (Boominathan et al., 2024). Based on the described relationship between green organizational culture and employee outcomes, the following hypotheses can be formulated:

H3: A positive relationship of green organizational culture exists with a) employee green in-role behavior and b) employee green engagement.

Green Organizational Culture as a Mediator: Research depicts that, by acting as a bridge between the implementation of sustainability-oriented HRM practices and the subsequent behavioral and attitudinal responses of employees, a green organizational culture serves as a catalyst for translating organizational sustainability initiatives into tangible outcomes (Shahzad et al., 2023). When organizations prioritize sustainability in their HRM strategies and policies, it signals a commitment to environmental stewardship that aligns with the values and norms of a green organizational culture (Aggarwal & Agarwala, 2023). As a result, employees are more likely to perceive environmental sustainability as a shared organizational priority and integrate green practices into their roles (Pangarso et al., 2024). Similarly, it is projected that a green organizational culture plays a crucial mediatory role in shaping employee green engagement in response to green HRM practices (Aukhoon et al., 2024). A green organizational culture facilitates the internalization of sustainability values and norms among employees, leading to sustained behavioral changes and long-term commitment to environmental sustainability (Sarmad et al., 2023). Through continuous reinforcement and alignment with organizational goals, a green organizational culture reinforces the salience of sustainability values and norms in employees' daily work routines (Nasir et al., 2023), thereby solidifying the link between green HRM practices and employee outcomes. In essence, it is postulated that.

H4: Green organizational culture mediates the relationship of green HRM practices with employees' a) green in-role behavior and b) green engagement.

Spiritual Leadership as a Moderator: Rooted in principles of ethics, values, and transcendence, spiritual leadership emphasizes the importance of fostering a sense of purpose, interconnectedness, and holistic well-being within organizations (Fry, 2008). As such, spiritual leadership serves as a guiding force that influences the way in which employees interpret and enact organizational values and culture, particularly in the context of sustainability initiatives. Research shows that, spiritual leadership enhances the alignment between green organizational culture and employee green in-role behavior (Thakadipuram, 2024). Leaders who embody spiritual qualities such as integrity, empathy, and stewardship are more adept at articulating and reinforcing the values of environmental sustainability within the organizational culture (Abualigah & Badar, 2024). By espousing a vision of sustainability that resonates with employees' intrinsic motivations and higher ideals, spiritual leaders inspire individuals to embrace green in-role behaviors as expressions of their personal values and commitment to a greater purpose (Chen & Yang, 2012). Thus, it is projected that spiritual leadership amplifies the impact of a green organizational culture on employee green in-role behavior by providing a moral compass and sense of direction that guides employees towards environmentally responsible actions. Simultaneously, spiritual leadership facilitates the translation of green organizational culture into meaningful engagement and participation in sustainability initiatives among employees (Macini et al., 2023). Spiritual leaders foster a sense of community and interconnectedness that transcends individual interests and fosters collective responsibility for environmental stewardship (Zou et al., 2023). Consequently, employees are more motivated to engage in green activities and projects, collaborate with colleagues, and innovate solutions to environmental challenges (Ahsan, 2024), thereby enhancing their overall green engagement. Thus, based on literature support, theory, and logical arguments, it is hypothesized that;

H5: Spiritual leadership moderates the relationship of green organizational culture with a) employee green in-role behavior and b) green engagement, such that these positive relationships are enhanced in organizations characterized by high levels of spiritual leadership.

Theoretical Framework of the Study: Figure 1 illustrates the theoretical framework of the study, depicting the interrelationships between Green HRM practices, organizational culture, spiritual leadership, and employee outcomes within organizations. At the core of the framework is Green HRM practices, encompassing strategies such as green recruitment, training, and performance evaluation, which are hypothesized to influence organizational culture toward sustainability. Organizational culture, in turn, is posited to mediate the relationship between Green HRM practices and employee outcomes, including green in-role behavior and green engagement. Additionally, spiritual leadership is proposed to moderate the relationship between organizational culture and employee outcomes, enhancing the impact of a green organizational culture on employee behavior and engagement. This theoretical framework provides a comprehensive understanding of the mechanisms through which Green HRM practices, organizational culture, and spiritual leadership contribute to sustainability within organizations.

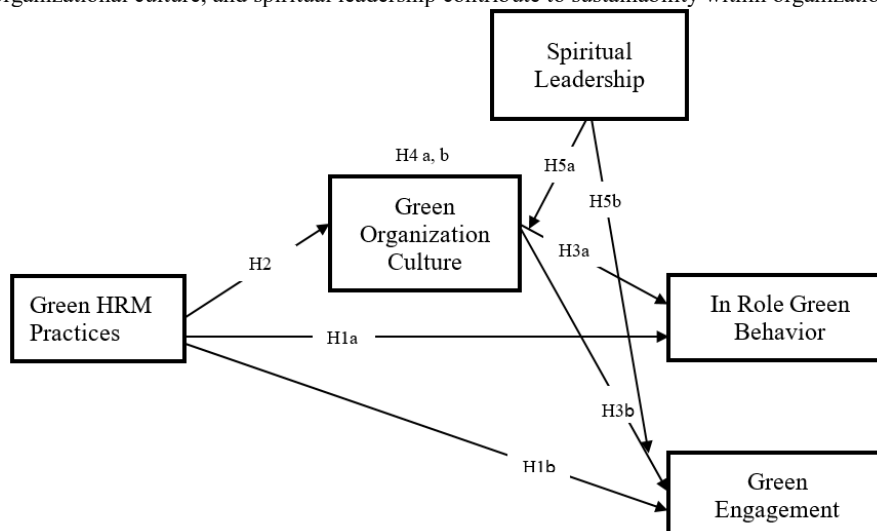


Figure 1: Theoretical framework of the study

RESEARCH METHODOLOGY

The research employed a quantitative approach, utilizing survey questionnaires to collect data from employees of various organizations across different sectors in Indonesia. The study period spanned from May 2023 to October 2023.

Selection of Organizations and Participants: The organizations included in the study were selected using stratified random sampling to ensure representation across different sectors, including manufacturing, service, and non-profit sectors. Within each sector, organizations were

randomly selected based on their willingness to participate in the study. The target population comprised employees working in various positions within the selected organizations, including managerial, administrative, and operational roles.

Sampling Technique: A multi-stage sampling technique was employed to select the participants. First, a list of eligible organizations within each sector was compiled. Then, a random sample of organizations was selected from each sector. Within each selected organization, a random sample of employees was invited to participate in the study. The sample size was determined based on the population size of each organization, aiming for a representative sample that would yield statistically meaningful results.

Data Collection: The data collection process involved distributing survey questionnaires to the selected participants. The survey instrument was designed to measure key constructs, including Green HRM practices, organizational culture, spiritual leadership, green in-role behavior, and green engagement. The questionnaire comprised validated scales and items adapted from existing literature, ensuring the reliability and validity of the measurements. The authors contacted a total of 1020 employees across the selected organizations, seeking their participation in the study. Among them, 730 employees agreed to participate in the survey. A final set of 532 employees (excluding responses with missing values and ungagged patterns) was included in the analysis. The survey was administered electronically, allowing participants to complete it at their convenience.

Ethical Considerations: Ethical considerations were paramount throughout the research process. Informed consent was obtained from all participants prior to their participation in the study. Participants were assured of the confidentiality and anonymity of their responses, and their data were used for research purposes only. The study adhered to ethical guidelines and standards for research involving human participants.

Demographic Characteristics of the Respondents: The demographic characteristics of the respondents were diverse, reflecting a range of backgrounds and experiences within the sampled population. In terms of gender distribution, the majority of respondents were male, comprising 54.7% of the total sample, while 45.3% were female. Regarding age, the largest proportion of respondents, accounting for 62%, fell within the age range of 25 to 40 years. Another 28% were aged between 41 and 55, and the remaining 10% were over 55 years old. In relation to educational attainment, approximately 48% of respondents held a bachelor's degree, while 35% had pursued further education and attained a master's degree. The remaining 17% possessed other educational qualifications. Furthermore, the distribution of respondents based on job positions revealed that 38% occupied managerial roles, 42% held administrative positions, and 20% were employed in operational capacities. Finally, considering years of professional experience, 22% of respondents had less than 5 years of experience, 38% had between 5 to 10 years, 30% had 11 to 20 years, and 10% had over 20 years of experience. These demographic characteristics provided a comprehensive overview of the profile of the respondents involved in the study, offering insights into the diversity and representation within the sample population.

Study Measures : To assess Green HRM practices, we adopted the six-item scale developed by Dumont et al. (2017), which captures the extent to which human resource management practices prioritize environmental sustainability within the organization. Additionally, we utilized the six-item scale developed by Yeşiltaş et al. (2022) to measure Green Organizational Culture, gauging the organization's values, norms, and behaviors concerning environmental sustainability. To evaluate employees' In-Role Green Behavior, we employed a three-item scale developed by Bissing-Olson et al. (2013), which assesses the degree to which employees engage in environmentally friendly behaviors as part of their job responsibilities. This scale provides insights into the extent to which employees integrate sustainability principles into their daily tasks and roles within the organization. Furthermore, to capture Green Engagement among employees, we utilized a ten-item scale developed by Huang et al. (2021), which measures employees' commitment, enthusiasm, and involvement in environmental sustainability initiatives and practices within the organization. This scale provides a comprehensive understanding of employees' emotional and cognitive connection to the organization's green initiatives. In addition to these sustainability-focused measures, we also assessed Spiritual Leadership using a thirteen-item scale developed by Fry (2008). This scale evaluates the extent to which leaders inspire and motivate employees through a sense of meaning, purpose, and interconnectedness, fostering a work environment conducive to sustainable practices and engagement.

DATA ANALYSIS AND RESULTS

The data collected underwent thorough analysis employing suitable statistical methods. Specifically, SmartPLS was utilized for analysis, encompassing both measurement and structural models. Prior to further analysis, an initial examination of variables and model testing uncovered the significant influence of respondents' age and occupation on the dependent variable. Consequently, these demographic variables were controlled for in subsequent analysis steps. To ascertain the reliability of the measures, calculations were performed for "Cronbach's α (CA)" and "composite reliability (CR)" using the measurement model, as outlined by Henseler et al. (2015). The findings indicated that both CA and CR values for all study constructs surpassed the threshold of 0.7, satisfying the minimum reliability standards (Sarstedt et al., 2017). Moreover, to establish convergent validity, factor loadings of the measures and Average Variance Extracted (AVE) were computed, following guidelines by Sarstedt et al. (2017). It was observed that all factor loadings of the study constructs exceeded the minimum threshold of 0.70 (refer to Figures 2 and 3), and AVE values were above 0.50, aligning with criteria set by Henseler et al. (2015). A comprehensive overview of validity and reliability measures is presented in Table 1.

Table 1: Factor loadings, reliability, and validity

Constructs/Items	Loading	AVE	CR	CA
Green HRM Practices		0.578	0.892	0.795
My organization sets green goals for its employees.	0.741			
My organization provides employees with green training to promote green values.	0.729			
My organization provides employees with green training to develop the knowledge and skills required for green management.	0.776			
My organization considers employees' workplace green behavior in performance appraisals.	0.758			
My organization relates employees' workplace green behaviors to rewards and compensation.	0.755			
My organization considers employees' workplace green behaviors in promotion.	0.802			
Green Organization Culture		0.585	0.894	0.806
Our hotel makes a concerted effort to make every employee understand the importance of environmental preservation.	0.791			
Our hotel has a clear policy statement urging environmental awareness in every area.	0.789			
Environmental preservation is a high-priority activity in our hotel	0.816			
Preserving the environment is a central corporate value in our hotel	0.719			
Our hotel links environmental objectives with our other corporate goals.	0.756			
Our hotel develops products and processes that minimize environmental impact.	0.713			
In Role Green Behavior		0.634	0.838	0.757
I adequately complete assigned duties in environmentally friendly ways.	0.796			
I fulfill the responsibilities specified in my job description in environmentally friendly ways.	0.783			
I perform tasks that are expected of me in environmentally friendly ways	0.809			
Green Engagement		0.599	0.937	0.812
At work, my mind is focused on environmental management and protection.	0.755			
At work, I focus a great deal of attention on environmental management and protection.	0.797			
At work, I devote a lot of attention to environmental management and protection.	0.819			
I am enthusiastic about executing environmental management and protection.	0.781			
I feel energetic in executing environmental management and protection.	0.789			
I am interested in executing environmental management and protection.	0.771			

I am proud of executing environmental management and protection.	0.743			
I exert my full effort in executing environmental management and protection.	0.748			
I devote a lot of energy to executing environmental management and protection.	0.782			
I try my hardest to perform environmental management and protection.	0.753			
Spiritual Leadership		0.624	0.903	0.844
I understand and am committed to my organization's vision.	0.800			
My organization has a vision statement that brings out the best in me.	0.843			
My organization's vision inspires my best performance.	0.750			
My organization's vision is clear and compelling to me.	0.766			
I have faith in my organization, and I am willing to "do whatever it takes" to ensure that it accomplishes its mission.	0.794			
I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.	0.738			
I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.	0.743			
I set challenging goals for my work because I have faith in my organization and want us to succeed.	0.874			

"Note: CR=composite reliability; AVE=average variance extracted; CA= Cronbach alpha"

Additionally, in order to confirm the discriminant validity of the measures, the Heterotrait-Monotrait (HTMT) ratio was examined. Following the recommendations outlined by Henseler et al. (2015), it is suggested that the HTMT ratio among constructs should not exceed 0.85 to mitigate potential multicollinearity concerns. As depicted in the study results (refer to Table 2), all HTMT values were observed to be below 0.9, thus affirming the discriminant validity of the study constructs.

Table 2: Heterotrait-Monotrait Ratio (HTMT)

Constructs	1	2	3	4	5
Green HRM Practices	0.760				
Green Organization Culture	0.415	0.764			
Employee Green In-Role Behavior	0.491	0.449	0.796		
Employee Green Engagement	0.513	0.543	0.378	0.773	
Spiritual Leadership	0.577	0.602	0.411	0.539	0.789

Note: "The diagonal elements (in bold) are the square roots of the AVEs. Below the diagonal elements are the HTMT values."

Structural Model and Hypothesis Testing: To examine the hypothesis, a structural model was constructed using SmartPLS 3.3.3, following the methodology outlined by Sarstedt et al. (2017). The bootstrapping technique was applied with 500 sub-samples (Henseler et al., 2015; Noor et al., 2022). Additionally, β -coefficients, t-values, and p-values were computed to validate the findings. Concurrently, the Coefficient of Determination (R^2) was employed to evaluate the overall adequacy of the proposed model. The R^2 values indicated a 61.7% variance in role green behavior and a 69.2% variance in green engagement, accounting for the effects of independent, mediating, and moderating variables.

Table 3: Hypothesized Results

Hypothesized Paths			Std. β	t-Value	Supported
H1	a	G-HRM-P \rightarrow GIRB	0.341***	8.089	Yes
	b	G-HRM-P \rightarrow GE	0.302***	7.223	Yes
H2		G-HRM-P \rightarrow GOC	0.319***	7.680	Yes
H3	a	GOC \rightarrow GIRB	0.198**	3.992	Yes
	b	GOC \rightarrow GE	0.222**	5.843	Yes
H4	a	G-HRM-P \rightarrow GOC \rightarrow GIRB	0.188**	3.428	Yes
	b	G-HRM-P \rightarrow GOC \rightarrow GE	0.315***	7.584	Yes
H5		SL*GOC \rightarrow GIRB	0.156**	2.932	Yes
		SL*GOC \rightarrow GE	0.201**	5.214	Yes

Note: ***coefficients are significant at $\alpha=0.000$, **coefficients are significant at $\alpha \geq 0.01$, and *coefficients are significant.

Table 3 presents the results of the hypothesized paths in the structural equation model, displaying standardized beta coefficients, t-values, and whether each path is supported or not. Beginning with the first hypothesis (H1), it is affirmed that both paths from Green HRM Practices to In-Role Green Behavior (G-HRM-P \rightarrow GIRB) and Green Engagement (G-HRM-P \rightarrow GE) exhibit significant positive effects. The standardized beta coefficients for these paths are 0.341 (t-value = 8.089) and 0.302 (t-value = 7.223), respectively, indicating strong statistical significance ($p < 0.001$). This suggests that higher levels of Green HRM Practices correspond to increased In-Role Green Behavior and Green Engagement among employees. Moving to hypothesis H2, it is supported as the path from Green HRM Practices to Green Organizational Culture (G-HRM-P \rightarrow GOC) demonstrates a significant positive effect. The standardized beta coefficient for this path is 0.319 (t-value = 7.680), indicating a strong and statistically significant relationship ($p < 0.001$). This implies that organizations with stronger Green HRM Practices tend to foster a more supportive Green Organizational Culture. Furthermore, hypotheses H3, H4, and H5 are also supported. Hypothesis H3 suggests a positive relationship between Green Organizational Culture and both In-Role Green Behavior (GOC \rightarrow GIRB) and Green Engagement (GOC \rightarrow GE). The standardized beta coefficients for these paths are 0.198 (t-value = 3.992) and 0.222 (t-value = 5.843), respectively, both statistically significant at the $p < 0.01$ level. This implies that a strong Green Organizational Culture positively influences employees' In-Role Green Behavior and Green Engagement. Hypothesis H4 examines the sequential relationship between Green HRM Practices, Green Organizational Culture, and employee behaviors. It is supported as both paths from Green HRM Practices to Green Organizational Culture to In-Role Green Behavior (G-HRM-P \rightarrow GOC \rightarrow GIRB) and Green Engagement (G-HRM-P \rightarrow GOC \rightarrow GE) demonstrate significant positive effects. The standardized beta coefficients for these paths are 0.188 (t-value = 3.428) and 0.315 (t-value = 7.584), respectively, both statistically significant at the $p < 0.01$ level. This indicates that the influence of Green HRM Practices on employee behaviors is partially mediated by Green Organizational Culture. Finally, hypothesis H5 explores the interactive effect of Spiritual Leadership and Green Organizational Culture on employee behaviors. It is supported as both paths from Spiritual Leadership multiplied by Green Organizational Culture to In-Role Green Behavior (SL*GOC \rightarrow GIRB) and Green Engagement (SL*GOC \rightarrow GE) demonstrate significant positive effects. The standardized beta coefficients for these paths are 0.156 (t-value = 2.932) and 0.201 (t-value = 5.214), respectively, both statistically significant at the $p < 0.01$ level. This suggests that the combination of a supportive Green Organizational Culture and strong Spiritual Leadership further enhances employee In-Role Green Behavior and Green Engagement. Moreover, moderation results are elaborated via plotted graphs in Figures 2a and b.

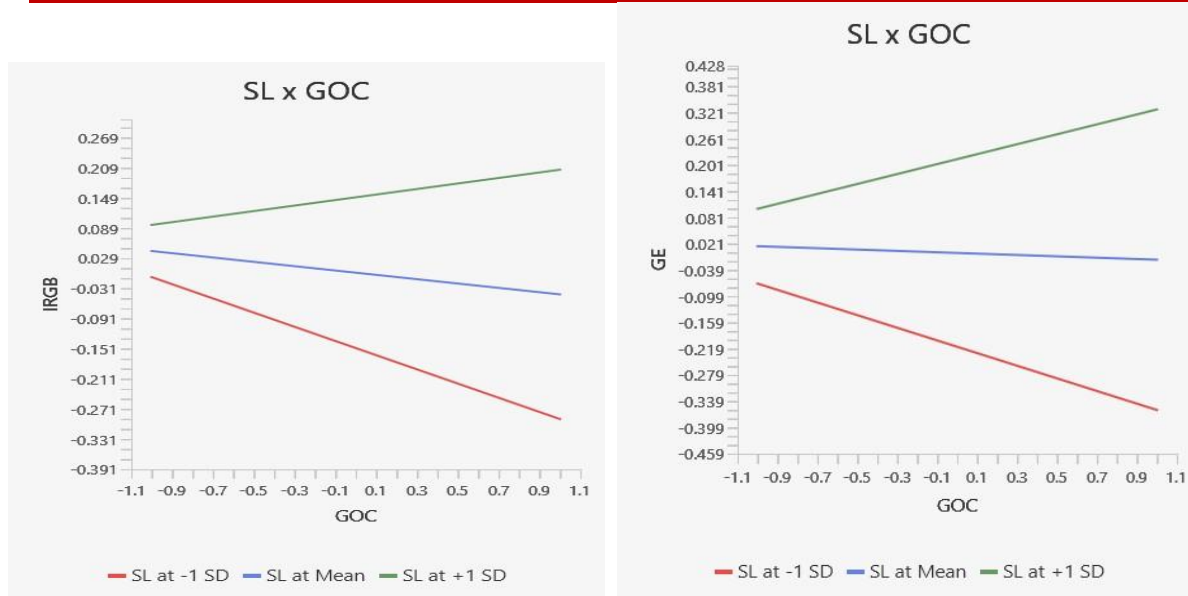


Figure 2a and b: Interaction plots for the moderating effects SL

Figures 2a and b illustrate a heightened manifestation of spiritual leadership in both In-Role Green Behavior and Green Engagement among employees, attributed to the interactive influence of Spiritual Leadership and Green Organizational Culture (SL*GOC). Notably, the lines denoted for higher levels of Spiritual Leadership exhibit a more pronounced slope compared to those representing lower levels. This indicates that as Spiritual Leadership increases, the positive impact on both In-Role Green Behavior and Green Engagement intensifies, particularly when aligned with a supportive Green Organizational Culture. These visual representations underscore the significance of fostering spiritual leadership within an organizational context, as it synergistically amplifies the effects of green culture, ultimately contributing to enhanced sustainability practices and engagement among employees.

DISCUSSION AND CONCLUSION

The study findings revealed a significant positive relationship between Green HRM practices and green in-role behavior among employees. This indicates that organizations implementing sustainability-focused HRM strategies are more likely to observe higher levels of green in-role behavior among their employees. This finding is consistent with prior research by Sarmad et al. (2023), who emphasized the role of HRM practices in shaping employee behavior toward sustainability goals. This presents that Green HRM practices, such as training programs and performance evaluations that emphasize sustainability, provide employees with the knowledge, skills, and incentives to engage in environmentally responsible behaviors within their roles. Thus, employees are more inclined to integrate green practices into their daily work tasks when supported by organizational initiatives aimed at promoting sustainability.

Additionally, the study findings indicated a positive relationship between Green HRM practices and green engagement among employees. This suggests that organizations that prioritize sustainability initiatives in their HRM strategies are more likely to experience higher levels of employee engagement in sustainability efforts. Previous research by Palupiningtyas (2024) has highlighted the role of HRM practices in fostering employee engagement with environmental goals. These results suggest that Green HRM practices, such as communication of sustainability goals, recognition of green achievements, and involvement in sustainability-related projects, create a sense of purpose and belonging among employees, motivating them to actively participate in sustainability initiatives. Thus, employees are more likely to be committed and engaged in environmental sustainability efforts when supported by organizational HRM practices that promote green values and behaviors.

The study found a positive relationship between Green HRM practices and organizational culture. This suggests that organizations that prioritize sustainability initiatives in their HRM strategies tend to cultivate a culture that values environmental stewardship. This finding aligns with previous research by Boominathan et al. (2024) and Palanivel et al. (2024), who emphasized the role of HRM practices in shaping organizational culture toward sustainability. This further depicts that Green HRM practices signal the organization's commitment to environmental values, thus influencing the shared beliefs and norms within the organizational culture. The study also revealed a positive relationship between organizational culture and employee outcomes, including green in-role behavior and green engagement. This finding is consistent with the literature on the impact of organizational culture on employee behavior and performance (Siagian et al., 2022). A strong organizational culture that prioritizes sustainability fosters a sense of collective responsibility and commitment to environmental goals among employees. Employees are more likely to embrace green practices and actively participate in sustainability initiatives when they perceive a supportive and environmentally conscious work environment.

Furthermore, the study confirmed the mediatory role of organizational culture in the relationship between Green HRM practices and employee outcomes. This suggests that the influence of Green HRM practices on employee behavior and engagement is channeled through the organizational culture. Previous studies have emphasized the importance of organizational culture as a mediating mechanism in the implementation of HRM practices (Chunhui et al., 2024). A green organizational culture serves as a conduit for translating the values and initiatives of Green HRM into tangible outcomes by fostering employee buy-in and alignment with sustainability objectives. Lastly, the study found that spiritual leadership moderates the relationship between organizational culture and employee outcomes. This indicates that the impact of a green organizational culture on employee behavior and engagement is contingent upon the presence of spiritual leadership. While previous research on spiritual leadership in the context of sustainability is limited, the findings resonate with the broader literature on leadership and organizational culture (Macini et al., 2023; Thakadipuram, 2024). Spiritual leaders who embody values such as empathy, integrity, and stewardship create a supportive climate that reinforces the salience of sustainability values and fosters employee engagement in green initiatives.

Theoretical implications

The findings of the study hold several theoretical implications that contribute to the existing literature on Green HRM practices, organizational culture, spiritual leadership, and employee outcomes in the context of sustainability. These theoretical implications highlight the interconnectedness of these factors and their collective influence on fostering sustainability within organizations. Firstly, the study contributes to the literature on Green HRM practices by providing empirical evidence of their positive association with organizational culture, employee behavior, and engagement toward sustainability goals. The findings underscore the importance of integrating environmental concerns into HRM strategies and practices to promote sustainability within organizations. This aligns with the theoretical framework of Green HRM, which emphasizes the role of HRM in addressing environmental challenges and fostering a culture of sustainability (Boominathan et al., 2024; Ribeiro et al., 2022). By demonstrating the link between Green HRM practices and organizational culture, the study enhances our understanding of how HRM can shape organizational values and behaviors toward sustainability. Secondly, the study extends our understanding of the mediating role of organizational culture in the relationship between Green HRM practices and employee outcomes. The findings highlight the importance of organizational culture as a mechanism through which HRM practices influence employee behavior and engagement in sustainability initiatives. This aligns with theoretical perspectives that emphasize the role of organizational culture as a key determinant of employee attitudes and behaviors (Prakosa & Wajdi, 2024). By identifying organizational culture as a mediator, the study provides insights into the processes through which Green HRM practices translate into tangible outcomes within organizations.

Thirdly, the study contributes to the emerging literature on spiritual leadership by demonstrating its moderating role in shaping the relationship between organizational culture and employee outcomes. The findings suggest that spiritual leadership enhances the impact of a green organizational culture on employee behavior and engagement, highlighting the importance of leadership values and practices in promoting sustainability. This aligns with theoretical perspectives that emphasize the role of leadership in shaping organizational culture and fostering employee commitment to shared values and goals (Fry, 2008). By highlighting the significance of spiritual leadership in the context of sustainability, the study expands our understanding of the role of leadership in promoting environmental stewardship within organizations. Overall, the theoretical implications of the study underscore the interconnectedness of Green HRM practices, organizational culture, spiritual leadership, and employee outcomes in fostering sustainability within organizations. The findings contribute to theoretical frameworks that emphasize the importance of integrating environmental concerns into HRM strategies, fostering a culture of sustainability, and cultivating leadership values that prioritize environmental stewardship. These theoretical insights provide a foundation for future research and inform the development of strategies and interventions aimed at promoting sustainability within organizations.

Practical Implications

The findings of the study also offer several practical implications for organizations seeking to promote sustainability and enhance employee engagement in environmental initiatives. These practical implications encompass areas such as HRM practices, organizational culture, leadership development, and sustainability strategies. Firstly, organizations can adopt practices such as green recruitment and selection, training and development on sustainability issues, performance evaluation criteria that incorporate environmental objectives, and rewards and recognition for green achievements. By embedding sustainability into HRM practices, organizations can create a conducive environment that motivates employees to embrace green behaviors and contribute to sustainability goals. Practical implications include the need for HR managers to collaborate with sustainability departments and integrate green initiatives into HR processes, ensuring alignment with organizational sustainability objectives. Secondly, organizations can cultivate a green organizational culture by promoting values such as environmental stewardship, collaboration, innovation, and shared responsibility for sustainability. Practical strategies include fostering open communication about sustainability goals, providing opportunities for employee participation in green initiatives, and recognizing and rewarding environmentally responsible behaviors. By creating a supportive culture that values sustainability, organizations can encourage employees to adopt green practices and contribute to a culture of environmental stewardship.

Thirdly, organizations can develop leadership capabilities that prioritize environmental values and demonstrate ethical and visionary leadership qualities. Practical initiatives include providing leadership training on sustainability issues, promoting role modeling behaviors by senior leaders, and integrating sustainability metrics into leadership performance evaluations. By cultivating spiritual leadership qualities such as empathy, integrity, and stewardship, organizations can create a supportive climate that reinforces the importance of sustainability and inspires employees to engage in green initiatives. Furthermore, organizations can develop comprehensive sustainability strategies that encompass environmental, social, and economic dimensions, integrating sustainability goals into business objectives and performance metrics. Practical steps include conducting sustainability assessments, setting clear targets and benchmarks for sustainability performance, and establishing mechanisms for monitoring and reporting on progress. By embedding sustainability into strategic planning processes, organizations can ensure long-term commitment to environmental stewardship and drive continuous improvement in sustainability performance. Additionally, organizations can promote employee engagement by providing opportunities for involvement in green teams, sustainability committees, and cross-functional projects focused on environmental sustainability. Practical strategies include fostering a culture of participation and collaboration, providing resources and support for employee-led sustainability initiatives, and recognizing and rewarding employee contributions to sustainability goals. By empowering employees to take ownership of sustainability initiatives, organizations can leverage the creativity, expertise, and enthusiasm of their workforce to drive meaningful change toward sustainability.

Limitations and Future Research Directions

One limitation of the study is its focus on organizations in Indonesia, which may limit the generalizability of the findings to other cultural and geographical contexts. Future research could explore the cross-cultural variations in the relationships between Green HRM practices, organizational culture, and employee outcomes across different countries and regions. This would provide insights into the contextual factors that influence the effectiveness of sustainability initiatives and inform the development of tailored strategies for promoting environmental stewardship in diverse cultural settings. Another limitation of the study is the reliance on self-reported data from survey questionnaires, which may introduce response bias and social desirability bias. Future research could employ mixed-method approaches, combining survey data with qualitative interviews or observational methods to triangulate findings and provide a more comprehensive understanding of the relationships under investigation. Additionally, the development of more robust measurement tools and scales specific to Green HRM practices, organizational culture, and spiritual leadership could enhance the validity and reliability of future research in this area. The study's cross-sectional design limits the ability to establish causality or assess long-term effects over time. Future research could adopt longitudinal or experimental designs to examine the causal relationships between Green HRM practices, organizational culture, spiritual leadership, and employee outcomes. Longitudinal studies would allow for the tracking of changes in variables over time and the identification

of causal pathways, while experimental designs could provide insights into the effectiveness of specific interventions aimed at promoting sustainability within organizations. The study's sample predominantly comprised employees from medium to large-sized organizations, potentially overlooking the perspectives of employees from small businesses or startups. Future research could explore the unique challenges and opportunities for promoting sustainability in smaller organizational contexts. Additionally, research focusing on specific industries or sectors could provide insights into sector-specific dynamics and strategies for integrating sustainability into HRM practices and organizational culture.

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