The Role of Green HRM and Sustainability Orientation on Pro-Environmental Employees

Loso Judijanto[1], Mohammad Gifari Sono[2], Muhammad Abdul Rosid[3], Ilma Darojat[4], Adi Lukman Hakim[5]

[1]IPOSS Jakarta, Indonesia
[2]Universitas Muhammadiyah Luwuk
[3-4]Universitas Muhammadiyah Tangerang
[5]Universitas Muhammadiyah Lamongan

Article Info	ABSTRACT
	This study investigates the role of Green Human Resource Management (Green HRM) practices and Sustainability Orientation in fostering pro-environmental behavior among employees in Indonesia. Using a quantitative approach, data were collected from 140 respondents through a structured Likert-scale questionnaire (1-5) and analyzed with Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results reveal that Green HRM and Sustainability Orientation significantly influence pro-environmental behaviors, with Sustainability Orientation demonstrating a stronger impact. The R-square value of 0.578 indicates that these variables collectively explain 57.8% of the variance in pro-environmental behavior. These findings underscore the importance of embedding sustainability into organizational culture and implementing structured Green HRM strategies to promote environmental responsibility in the workplace. Recommendations for practice and suggestions for future research are discussed.

Corresponding Author:

Name: Loso Judijanto
Institution: IPOSS Jakarta, Indonesia
e-mail: losojudijantobumn@gmail.com

1. INTRODUCTION

Green Human Resource Management (Green HRM) is a crucial strategy for enhancing environmental sustainability in organizations, particularly in Indonesia, where industrial growth poses environmental challenges. By integrating environmental management principles into HR functions, Green HRM promotes pro-environmental behavior among employees and aligns organizational practices with sustainability goals, fostering innovation and long-term success [1], [2]. Key practices include green recruitment, which prioritizes candidates with environmental values [1]; green training, which equips employees with environmentally friendly skills [3]; and green rewards, which incentivize sustainable behaviors to enhance commitment and performance [1], [4]. The impact of Green HRM is evident in improved environmental performance through employee commitment [4], [5], resource efficiency and waste reduction [2], [5], and increased employee

engagement and retention by fostering a sustainable workplace culture [2].

Green Human Resource Management (GHRM) integrates environmental objectives into HR functions, fostering a culture of sustainability within organizations while enhancing operational efficiency and aligning with broader sustainability goals. The success of GHRM initiatives is influenced by employees' pro-environmental attitudes and behaviors, shaped by the organization's sustainability orientation. Key practices include green recruitment and selection, which promote organizational citizenship behavior for the environment (OCBE), while green training and development enhance employee engagement, mediating the relationship between recruitment and OCBE [6]. Employee personality traits can also moderate the effectiveness of these practices, influencing the link between recruitment and engagement [6]. Additionally, GHRM practices positively impact environmental performance, particularly when supported by a strong sustainability-oriented organizational culture and transformational leadership [5]. These practices contribute to reducing carbon impacts, improving waste disposal, and conserving energy, aligning employees with environmental goals [5]. Furthermore, digital technologies, employee green behavior, and green career development significantly enhance organizational sustainable performance, although green training alone has shown limited impact [3]. Integrating GHRM with strategic objectives across economic, social, and environmental dimensions is essential for achieving sustainable outcomes [3]. However, while GHRM is crucial for promoting sustainable management, it remains a relatively new concept for many HR professionals [7]. Implementing GHRM requires aligning HR policies with environmental objectives, which poses challenges but is necessary for maximizing human and technical sustainability [7].

Sustainability orientation in organizations is a strategic commitment to embedding sustainable practices into core operations, aligning closely with Green Human Resource Management (GHRM) initiatives. This orientation enhances environmental awareness and fosters a culture of responsibility among employees, thereby supporting sustainable performance. Organizations with a strong social sustainability orientation often achieve higher sustainable performance by fostering a shared belief that environmental conservation is valued and expected, particularly when reinforced by GHRM policies [8]. Sustainable HR practices, such as talent acquisition, employee engagement, and training, are pivotal in building sustainable brand value and enhancing employee advocacy, trust, and innovation [9]. GHRM is frequently implemented alongside corporate social responsibility (CSR) initiatives, though sustainable HRM is less commonly adopted, indicating a strong compatibility between sustainability and HRM in addressing environmental, social, and economic challenges [10]. Additionally, sustainable HR training, which includes environmental-oriented training and team building, is essential for promoting sustainability-oriented behaviors among employees and contributing to the common good [11]. The development of strategic frameworks incorporating high-performance work practices, authentic leadership, and employee engagement is crucial for cultivating corporate sustainability and guiding organizations in aligning with green orientation principles [12]. Furthermore, leadership commitment and data-driven HR strategies are essential for embedding sustainability into organizational culture and operations, thereby amplifying the effects of sustainable HR practices [9].

Understanding the interplay between Green HRM and sustainability orientation is essential for organizations aiming to drive meaningful change and achieve their sustainability goals. This study aims to explore the role of Green HRM and sustainability orientation in promoting pro-environmental behavior among employees in Indonesia.

2. LITERATURE REVIEW

2.1 Green Human Resource Management

Green Human Resource Management (Green HRM) integrates environmental sustainability into HR practices, aligning employees' roles with organizational environmental objectives through green recruitment, training, performance appraisal, and engagement. Its effectiveness is influenced by factors like employee engagement and dynamic capabilities, which mediate its impact on sustainability. Green recruitment attracts environmentally conscious individuals, as seen in Ghana, where it significantly influences organizational citizenship behavior for the environment [6]. Green training enhances employees' environmental awareness and skills, with evidence from India's IT sector showing improvements in managerial effectiveness and retention [13]. Incorporating environmental criteria into performance evaluations reinforces pro-environmental behavior, as demonstrated in Ethiopia's manufacturing industry, where employee engagement mediates the relationship between Green HRM and sustainability [14]. Additionally, encouraging participation in green initiatives, such as recycling and energy-saving practices, strengthens sustainability outcomes, as seen in Pakistan's telecom sector [15].

2.2 Sustainability Orientation

Sustainability orientation in organizations integrates environmental stewardship, social responsibility, and economic viability into business strategies, guiding decision-making and fostering a culture of sustainability. By embedding sustainability into core values, organizations enhance stakeholder value and long-term resilience. This orientation influences decision-making and aligns operations with environmental and social goals, driving economic growth and corporate reputation [16]. Sustainability-oriented leadership enhances environmental performance by promoting pro-environmental behavior among employees [17]. It also cultivates a culture of responsibility, integrating sustainability principles across all levels [18]. Incorporating social responsibility through eco-friendly technologies strengthens corporate reputation and conserves resources [19]. Employees are more likely to adopt sustainable behaviors when sustainability is ingrained in organizational values, with Green Human Resource Management (GHRM) enhancing motivation and well-being (Wang et al., 2025). Moreover, sustainability-oriented leadership reinforces employees' commitment to environmental practices [17].

2.3 Pro-Environmental Behavior

Pro-environmental behavior in the workplace is shaped by individual attitudes, organizational practices, and broader environmental initiatives, where factors such as personal values, environmental awareness, and perceived behavioral control play a crucial role. Individuals with strong environmental values are more likely to engage in behaviors like recycling and energy conservation [20], while perceived behavioral control, enhanced through strategies like the unlocking reward strategy, increases self-efficacy and commitment [21]. Organizational support, including a green climate and leadership, significantly influences employees' pro-environmental behaviors, with strong organizational backing encouraging sustainable practices [22]. Reward strategies, particularly those that boost self-efficacy, such as the unlocking reward strategy, have been found to effectively promote pro-environmental behaviors [21]. Additionally, Green Human Resource Management (HRM) and sustainability orientation create a supportive environment for these behaviors through environmental education programs and corporate social responsibility (CSR) initiatives that strengthen green organizational identification [23].
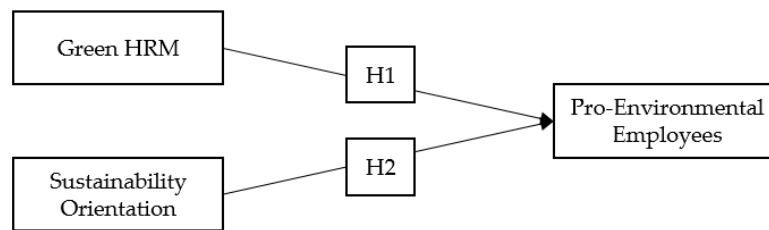
2.4 Theoretical Framework

Figure 1. Conceptual Framework

This study draws upon the theory of planned behavior (Ajzen, 1991) and the resource-based view (Barney, 1991). The theory of planned behavior posits that individual behavior is influenced by attitudes, subjective norms, and perceived behavioral control, providing a basis for understanding how Green HRM and sustainability orientation shape employees' pro-environmental behavior. The resource-based view emphasizes the strategic role of human resources as a source of competitive advantage, highlighting the importance of leveraging Green HRM practices to achieve sustainability goals.Based on the literature review, the following hypotheses are proposed:

H1: Green HRM practices have a positive and significant effect on employees' pro-environmental behavior.

H2: Sustainability orientation has a positive and significant effect on employees' pro-environmental behavior.

H3: Sustainability orientation moderates the relationship between Green HRM and pro-environmental behavior, enhancing the effect.

2.5 Empirical Evidence

Several studies have explored the relationship between Green HRM, sustainability orientation, and pro-environmental behavior. Green Human Resource Management (GHRM) practices significantly enhance employees' eco-friendly behaviors and organizational sustainability, particularly when supported by a strong sustainability orientation. The effectiveness of GHRM is mediated by factors such as employee engagement, organizational culture, and leadership style, which foster a conducive environment for sustainable practices. GHRM positively impacts organizational sustainability, with employee engagement playing a key role, as seen in Ethiopia's manufacturing industries, where these practices enhance sustainability outcomes [14]. In the hotel industry, GHRM improves employee motivation and well-being, supporting sustainability initiatives and encouraging proactive environmental behavior [24]. Additionally, GHRM enhances employees' eco-friendly behavior and green performance, with affective commitment acting as a mediator, as observed in Portugal's tourism sector [25]. Organizational citizenship behavior for the environment (OCBE) is also positively influenced by GHRM, particularly through green recruitment and training, which boost employee engagement and environmental awareness [6]. Moreover, a strong organizational culture for sustainability and transformational leadership further amplify the effectiveness of GHRM, leading to better environmental performance and sustainability outcomes [5].

2.6 Research Gaps

Despite the growing body of literature, limited studies have focused on the interplay between Green HRM and sustainability orientation in the Indonesian context. Additionally, most research has been conducted in developed economies, leaving a gap in understanding how these concepts apply to emerging markets. This study seeks to address these gaps by examining the role of Green HRM and sustainability orientation in promoting pro-environmental behavior among employees in Indonesia.

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to examine the relationship between Green Human Resource Management (Green HRM), sustainability orientation, and pro-environmental behavior among employees in Indonesia. The design enables hypothesis testing and provides empirical evidence on the influence of the independent variables (Green HRM and sustainability orientation) on the dependent variable (pro-environmental behavior).

3.2 Population and Sample

The population for this study consists of employees working in organizations in Indonesia that have adopted or are transitioning toward environmentally sustainable practices. A sample size of 140 respondents was selected using purposive sampling, ensuring the inclusion of individuals familiar with their organization's environmental policies and practices. The sample size is considered sufficient for analysis using Structural Equation Modeling - Partial Least Squares (SEM-PLS), which is robust for small to medium-sized datasets.

3.3 Data Collection

Data were collected using a structured questionnaire distributed online to selected respondents, designed to capture employees' perceptions of Green HRM practices, organizational sustainability orientation, and their pro-environmental behaviors. Participation was voluntary, and confidentiality was ensured to encourage honest and accurate responses. The questionnaire utilized established scales from previous research, with items rated on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

The study measured three key constructs. Green HRM was assessed using indicators such as green recruitment, training and development, performance appraisal, and employee engagement (Renwick et al., 2013). Sustainability orientation was evaluated based on organizational commitment to sustainability, integration of environmental goals into strategies, and promotion of sustainability practices. Pro-environmental behavior was measured through employees' self-reported actions, including energy conservation, waste reduction, and participation in green initiatives (Stern, 2000).

3.4 Data Analysis

Data were analyzed using Structural Equation Modeling - Partial Least Squares (SEM-PLS) with SmartPLS 3 software, which is suitable for both exploratory and confirmatory research and is robust against non-normal data distribution. The analysis followed three key steps: first, the measurement model assessment evaluated the validity and reliability of constructs using factor loadings, average variance extracted (AVE), and composite reliability; second, the structural model assessment tested hypothesized relationships among variables using path coefficients, t-statistics, and p-values; and third, moderation analysis examined the moderating effect of sustainability orientation on the relationship between Green HRM and pro-environmental behavior. Hypotheses were tested based on several criteria: path coefficients measured the strength and direction of relationships, t-statistics determined significance (with a t-value greater than 1.96 indicating statistical significance at the 95% confidence level), and R-squared (R^2) assessed the explanatory power of the model by indicating the proportion of variance in the dependent variable explained by independent variables.

4. RESULTS AND DISCUSSION

4.1 Demographic Characteristics of Respondents

The sample consisted of 140 employees from various organizations in Indonesia, with a demographic breakdown of 55% male and 45% female. In terms of age distribution, 60% were aged 25–35, 30% were 36–45, and 10% were 46 and above. Regarding educational background, 70% held bachelor's

degrees, 20% had master's degrees, and 10% possessed other qualifications. Work experience varied, with 50% having 5–10 years of experience and 35% having more than 10 years. These characteristics ensure a diverse representation of employees across different sectors, enhancing the robustness of the findings.

4.2 Measurement Model Assessment

The measurement model evaluates the reliability, convergent validity, and discriminant validity of the constructs to ensure the suitability of the indicators for measuring their respective latent variables. The results are based on the provided factor loadings, Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE).

Table 1. Measurement Model

Variable	Code	Loading Factor	CA	CR	AVE
Green HRM	GH.1	0.834	0.896	0.924	0.711
	GH.2	0.912			
	GH.3	0.899			
	GH.4	0.853			
	GH.5	0.702			
Sustainability Orientation	SO.1	0.878	0.855	0.902	0.697
	SO.2	0.877			
	SO.3	0.808			
	SO.4	0.770			
Pro-Environmental Employees	PEE.1	0.858	0.863	0.902	0.650
	PEE.2	0.831			
	PEE.3	0.794			
	PEE.4	0.761			
	PEE.5	0.871			

Reliability analysis was conducted to ensure that the measurement items consistently represented the constructs. Cronbach's Alpha (CA) and Composite Reliability (CR) were used to assess internal consistency, with values above 0.70 indicating good reliability. The results showed that Green HRM had CA = 0.896 and CR = 0.924, Sustainability Orientation had CA = 0.855 and CR = 0.902, and Pro-Environmental Employees had CA = 0.863 and CR = 0.902, confirming strong reliability for all constructs. Convergent validity was assessed using factor loadings and Average Variance Extracted (AVE), with acceptable thresholds of >0.70 for factor loadings and >0.50 for AVE. The results showed that Green HRM (AVE = 0.711), Sustainability Orientation (AVE = 0.697), and Pro-Environmental Employees (AVE = 0.650) met these criteria, indicating that the constructs explained a substantial portion of the variance in their indicators. Additionally, factor loading analysis confirmed that all individual factor loadings exceeded 0.70, further supporting the validity and reliability of the measurement model.

Discriminant validity ensures that constructs are distinct and measure different concepts. The Heterotrait-Monotrait (HTMT) ratio of correlations is a robust method for evaluating discriminant validity. According to the HTMT criterion, values below 0.85 or 0.90 (depending on the context) indicate acceptable discriminant validity.

Table 2. Discriminant Validity

	Green HRM	Pro-Environmental Employees	Sustainability Orientation

Green HRM			
Pro-Environmental Employees	0.771		
Sustainability Orientation	0.772	0.817	0.835

The interpretation of Heterotrait-Monotrait Ratio (HTMT) values confirms discriminant validity between the constructs. The HTMT value for Green HRM and Pro-Environmental Employees is 0.771, which is below the stricter threshold of 0.85, indicating a clear distinction between these constructs. Similarly, the HTMT value for Green HRM and Sustainability Orientation is 0.772, confirming that these constructs are conceptually different. Additionally, the HTMT value for Pro-Environmental Employees and Sustainability Orientation is 0.817, further supporting discriminant validity. As all HTMT values fall below 0.85, it confirms that the constructs in the study are distinct and not overly correlated.
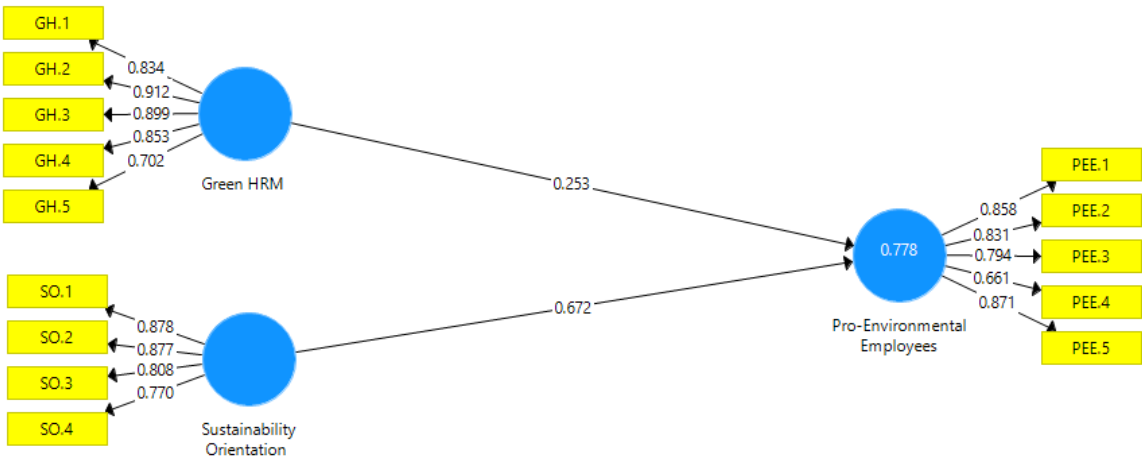

Figure 2. Model Internal

The R-Square (R²) and Adjusted R-Square (R² Adjusted) values assess the proportion of variance in the dependent variable explained by the independent variables, providing insight into the model's explanatory power in Structural Equation Modeling (SEM) analysis. For Pro-Environmental Employees, the R² value is 0.578, indicating that 57.8% of the variance is explained by Green HRM and Sustainability Orientation, while the remaining 42.2% is attributed to other factors outside the model. This reflects a moderate-to-strong explanatory power, suggesting that these predictors significantly influence employees' pro-environmental behaviors. The Adjusted R² value of 0.574 accounts for the number of predictors, offering a more accurate measure of explanatory power. The minimal difference between R² (0.578) and Adjusted R² (0.574) indicates that the model is well-fitted, with predictors contributing meaningfully without signs of overfitting or underfitting.

4.3 Structural Model

The structural model in SEM evaluates the relationships between latent variables (constructs) and tests the significance of the hypotheses. Key metrics include the Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T-Statistics, and P-Values, which provide insights into the strength, significance, and reliability of the relationships.

Table 3. Structural Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values

Green HRM -> Pro-Environmental Employees	0.253	0.257	0.088	2.873	0.004
Sustainability Orientation -> Pro-Environmental Employees	0.672	0.671	0.077	8.732	0.000

The key relationships in the study indicate that Green HRM practices and Sustainability Orientation both have significant positive effects on employees' pro-environmental behaviors. The relationship between Green HRM and Pro-Environmental Employees is supported by a path coefficient of 0.253, suggesting a modest but positive impact, with a t-statistic of 2.873 (greater than the critical threshold of 1.96) and a p-value of 0.004 (less than 0.05), confirming statistical significance. This implies that environmentally focused recruitment, training, and policies positively influence employees' pro-environmental behaviors, though the effect size remains moderate. In contrast, the relationship between Sustainability Orientation and Pro-Environmental Employees is much stronger, with a path coefficient of 0.672, indicating that Sustainability Orientation is a key driver of pro-environmental behavior. The high t-statistic of 8.732 and an extremely low p-value of 0.000 further confirm the robustness and significance of this relationship. This finding highlights that employees' orientation toward sustainability plays a dominant role in fostering pro-environmental behaviors, emphasizing the critical influence of sustainability-focused values and attitudes in shaping workplace behavior.

4.4 Discussion

The findings of this study highlight the importance of organizational practices and values in fostering pro-environmental behavior among employees. By examining the relationships between Green HRM, Sustainability Orientation, and Pro-Environmental Employees, the research provides valuable insights into how businesses in Indonesia can enhance their environmental sustainability efforts.

The results reveal a positive and significant relationship between Green HRM and Pro-Environmental Employees, with a path coefficient of 0.253, a T-statistic of 2.873, and a p-value of 0.004. These findings indicate that Green HRM practices, such as environmentally conscious recruitment, training, and policies, have a notable influence on employees' pro-environmental behaviors [26]–[28]. However, the moderate effect size suggests that while Green HRM plays a role, it may not be sufficient on its own to drive substantial behavioral changes. Organizations should implement Green HRM strategies systematically, ensuring that policies are not only in place but also effectively communicated and embraced by employees. For example, offering training on energy conservation or recycling practices could further embed pro-environmental behavior within the workplace.

A much stronger relationship was observed between Sustainability Orientation and Pro-Environmental Employees, with a path coefficient of 0.672, a T-statistic of 8.732, and a p-value of 0.000. This underscores the critical role of sustainability-focused attitudes and values in shaping employee behaviors. Employees who perceive their organization as being committed to sustainability are more likely to adopt pro-environmental practices themselves [29], [30]. To maximize the impact of sustainability orientation, organizations should embed sustainability into their core values and mission. This could involve initiatives like setting measurable sustainability goals, recognizing employees who demonstrate environmental stewardship, and fostering open communication about the company's sustainability efforts.

The combined influence of Green HRM and Sustainability Orientation explains 57.8% of the variance in pro-environmental behaviors among employees, as indicated by the R-square value. This substantial explanatory power confirms the relevance of these factors but also highlights that 42.2% of

the variance remains unexplained. Additional factors, such as leadership, organizational culture, or individual employee characteristics, may also contribute to pro-environmental behavior and warrant further investigation.

This study contributes to the literature on sustainability and employee behavior by demonstrating the interplay between organizational practices and values. The findings align with existing theories on organizational behavior and environmental psychology, emphasizing that both structural (Green HRM) and cultural (Sustainability Orientation) factors are critical in fostering environmental responsibility.

4.5 Limitations and Future Research

While this study provides meaningful insights, it is limited by its reliance on a single geographic context (Indonesia) and a relatively small sample size (140 respondents). Future research could expand the scope by exploring cross-cultural differences, incorporating larger samples, and examining additional variables such as leadership styles, employee motivation, or external environmental factors.

5. CONCLUSION

This study highlights the critical role of organizational practices and values in driving pro-environmental behavior among employees in Indonesia. Sustainability Orientation emerges as the strongest determinant, emphasizing the importance of fostering a culture of sustainability within organizations. Green HRM practices, while also significant, serve as complementary mechanisms to institutionalize environmental responsibility. Together, these factors explain 57.8% of the variance in employees' pro-environmental behaviors, indicating their combined relevance. For practical application, organizations should prioritize sustainability-driven initiatives such as training programs, employee recognition for environmental efforts, and clear communication of sustainability goals. Additionally, structured Green HRM strategies should be implemented to reinforce these efforts through recruitment, training, and policy alignment. While this study provides valuable insights, it is limited by its geographic and sample scope. Future research could explore additional factors such as leadership styles, individual motivation, or external environmental influences and expand to different cultural contexts. By doing so, a more comprehensive understanding of the determinants of pro-environmental behavior in the workplace can be achieved.

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