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# The Mediating Effect of Green Motivation between GHRM and Voluntary Green Behavior in Indonesia's Companies and Organizations

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## Abstract

**Research aims:** The goal of this study is to investigate the impact of GHRM on VGB, which can be influenced by a variety of factors, including employee green motivation (GM). This study also uses environmental belief (EB) as a mediation that affects GHRM on VGB and green organizational identity (GOI) as a mediation that affects GHRM on TGB.

**Design/Methodology/Approach:** The design implemented is quantitative research that utilizes Structural Equation Modeling (SEM) with Confirmatory Factor Analysis (CFA) as the method of analysis. The sampling method used is purposive sampling, with a minimum of 135 respondents who are employees or members of organizations in Indonesia that implement an environmentally friendly culture and are at least 21 years old. This design is consistent with the characteristics of SEM-CFA research, which tests hypotheses and confirms correlations between observable and latent variables.

**Research findings:** The study found that GHRM improves employees' voluntary and task-related green behaviors. Environmental beliefs and the identity of eco-friendly organizations serve as crucial mediators in this relationship. GHRM also influences green motivation, although it does not directly drive green behavior. These findings highlight the importance of environmentally friendly HR policies in supporting employee behavior and improving the company's environmental performance.

**Theoretical Contribution/Originality:** This study provides a theoretical contribution by demonstrating how Green Human Resource Management (GHRM) influences employees' green behavior through factors such as environmental belief (EB) and green organizational identity (GOI). Practically, this research emphasizes the importance of a more comprehensive implementation of Green Human Resource Management to enhance employees' green behavior and the environmental performance of companies in Indonesia.

**Practitioners/Policy Implications:** The implication for building VGB and TGB is that employees need to implement GHRM practices optimally so that their EB and GOI can be effectively carried out, thereby positively impacting VGB and TGB.

**Research Limitations/Implications:** The limitations of this study include its focus on companies in Indonesia, making the results less generalizable to other countries. The incomplete implementation of GHRM limits the findings on the impact of green motivation (GM) on voluntary green behavior (VGB). Additionally, the quantitative approach restricts deeper exploration of qualitative factors that may influence green behavior.

**Keywords:** Green Motivation; Green Human Resource Management; Green Behavior; Environmental Management

## **Introduction**

Environmental issues such as global warming, resource shortages, and pollution of water and soil have emerged as major worldwide concerns. Stricter international environmental regulations and agreements are prompting companies to enhance their commitment to environmental sustainability (Mi et al., 2020). To meet these requirements, businesses must implement new strategies and proactive measures that not only maintain high productivity while effectively using limited resources but also incorporate eco-friendly practices into their corporate policies (Zou & Zhang, 2022). A prominent strategy being adopted is Green Human Resource Management (GHRM), which encompasses a range of human resource activities aimed at boosting a company's environmental performance through sustainable practices that accord with the organization's environmental aims. (Aftab et al., 2022).

The employee involvement in the implementation of ecological sustainable practices within the organizations plays a critical role. As a result, employee green behavior (EGB), refined as employees' conduct in the workplace, has become a pivotal factor in driving the organisation's pursuit of green development (Zacher et al., 2023). Green Human Resource Management (GHRM) has the potential to support EGB, which is key to increasing employees' absorption of sustainability in their daily work and initiatives (Dumont, Shen, & Deng, 2017). They comprise task-related green behavior (TGB), which includes actions performed on behalf of the organization as part of necessary organizational duties, and voluntary green behavior (VGB), which results from an individual's initiative to engage in environmentally friendly practices (Ercantan & Eyupoglu, 2024). While GHRM has the capacity to encourage EGB, Ghosh and Haque (2024) observed that many organizations have not completely adopted GHRM policies. Kodua et al. (2022) highlight the necessity of gathering direct data to assess the implementation of these policies, whereas Pinzone et al. (2016) point out that the influence of GHRM policies on employee participation in TGB and VGB is still uncertain.

Several previous research have provided insights into the relationship between GHRM and EGB. For example, Chaudhary (2019) discovered that GHRM practices had a direct impact on EGB through employees' TGB and VGB. Chen et al. (2021) emphasize the importance of GHRM in influencing employee green behavior and altering their cognition, emotions, and motivation. Junsheng et al. (2020) show that the extent to which an organization encourages and incentivizes its employees to engage in pro-environmental conduct influences green behavior within the organization. These data suggest that green motivation (GM) is critical to improving EGB. According to Odhiambo (2023), benefits such as tax breaks, profit sharing, and non-monetary incentives might encourage employees to engage in ecologically responsible behaviors. Zhu et al. (2021) further elaborate that GHRM affects EGB through mediating factors such as environmental trust (EB) for VGB and green organizational identity (GOI) for TGB. However, the relationship between GHRM and GM, which subsequently influences VGB and TGB, has not been thoroughly examined. This study will delve into this aspect by utilizing GM as a mediating variable.

Given the limitations of previous research, this study seeks to address that gap by investigating the impact of Green Human Resource Management (GHRM) on Voluntary Green Behavior (VGB), with Green Motivation (GM) serving as a mediating variable. The research will be conducted in companies that have adopted environmentally friendly attitudes within their organizational culture, with the aim of enriching theory and offering ideas to these companies to promote GM so that employee VGB can be effectively implemented, and GHRM can develop within the organization.

## Literature Review and Hypotheses Development

### The Relationship Between GHRM and EGB

According to Dumont, Shen, and Deng (2017), GHRM can motivate employee green behavior (EGB) and is essential for promoting environmentally friendly workplace involvement. Ones and Dilchert (2012) also highlight that GHRM helps organizations achieve green performance by encouraging EGB. Research by Chang and Chen (2013) confirms that GHRM policies improve green performance, while Shen et al. (2018) suggest that a strong organizational reputation boosts employee confidence and engagement in behaviors that support organizational success. Furthermore, Dumont, Shen, and Deng (2017) note that promotions, appraisals, and rewards based on green performance motivate employees to take responsibility and contribute to environmental conservation. Thus, GHRM fosters discipline towards TGB and inspires VGB in the workplace.

The connection between these variables can be understood through the implementation of GHRM, which enhances environmental performance and can directly encourage employees to adopt eco-friendly behavior (EGB) in relation to their job responsibilities. Additionally, GHRM also encourages employee discipline in fulfilling environmental responsibilities (TGB) and inspires voluntary engagement in green behavior (VGB). Overall, GHRM benefits not only the environment but also the organization's reputation and prosperity by promoting green behavior among employees. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>1</sub>: GHRM has a positive effect on VGB.***

***H<sub>2</sub>: GHRM has a positive effect on TGB.***

### The Relationship Between GHRM and GM

Studies, such as Chen and Chang (2013), show that GHRM enhances green awareness, creativity, innovation, and performance. According to Amabile et al. (1995), employees who are passionate about their work are more engaged and satisfied, leading to better task completion. Li et al. (2020) suggest that GHRM fosters a healthy environment and encourages green practices, boosting employee motivation. Mittal and Dhar (2016) emphasize that employee green motivation (GM) is crucial for green performance, as lack

of motivation hinders the successful implementation of green plans. Singh et al. (2020) further argue that ability, motivation, and green opportunities impact a company's green performance.

The relationship between these factors can be explained by the fact that implementing GHRM can improve environmental performance by encouraging employees to engage in more environmentally friendly actions. Employees' interest and involvement in their work motivates them to be more focused and passionate about completing environmentally friendly tasks. GHRM fosters a supportive environment, increasing employees' incentive to engage in environmentally beneficial activities. Employee motivation ensures that the organization's environmental plans succeed and have a beneficial impact on the company's environmental performance. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>3</sub>: GHRM has a positive effect on GM.***

#### The Relationship Between GM and VGB

Ambec and Lanoie (2008) highlight that motivated employees who embrace green policies can provide companies with a competitive advantage. Understanding organizational goals drives employees to align their behavior with the company's values and sustainability initiatives (Temminck et al., 2015). Tian et al. (2020) classify motivation into controlled (external/internal) and autonomous (self-driven), with Norton et al. (2015) noting that controlled motivation influences TGB, while autonomous motivation fosters voluntary VGB. Chou (2014) further states that green organizations encourage environmentally friendly behavior, while individual environmental beliefs also play a role in shaping employee actions.

The association between these variables might be explained by the fact that employees' willingness to accept environmentally friendly practices can give the organization a competitive edge. Employees who understand the organization's goals will be more motivated to align their behavior with the company's environmental values and initiatives. Employee motivation is divided into two types: controlled motivation, which affects TGB (Task-related Green Behavior), and autonomous motivation, which affects VGB (Voluntary Green Behavior). Employees who are autonomously motivated tend to voluntarily engage in environmentally friendly behavior because they find it meaningful. Additionally, organizations that adopt green practices can directly stimulate employees' environmentally friendly behavior, while individuals' environmental beliefs indirectly influence their behavior. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>4</sub>: GM has a positive effect on VGB.***

#### The Mediating Effect of GM between GHRM and VGB

Employees require supervision depending on expected rewards like salary or promotion (Norton et al., 2015). GHRM increases awareness of environmental protection, enhances skills (Roy & Thérin, 2008), and motivates responsibility and participation in green policies (Bansal & Roth, 2000). By offering bonuses, promotions, and rewards, GHRM encourages employees to engage in green activities (Daily & Huang, 2001). This involvement leads to improved organizational green performance and fosters the development of VGB (Felin et al., 2015).

The relationship between these variables can be explained by the fact that GHRM plays a crucial role in enhancing employees' awareness and motivation towards environmental protection through incentives such as bonuses, promotions, and rewards. Employees who feel valued and motivated by these benefits are more likely to support environmentally friendly policies and practice green behaviors in the workplace. This, in turn, improves the organization's green performance and promotes the emergence of Voluntary Green Behavior (VGB), hence increasing employee participation in environmental activities. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>5</sub>: There is an effect of GHRM on VGB mediated by GM.***

#### The Relationship Between GHRM and EB

Self-determination theory states that human motivation is driven by internal demands (Rigby & Ryan, 2018). Companies can implement GHRM to promote EB by first recruiting employees with strong environmental motivation through selection processes that emphasize green values (Chou, 2014). Second, training programs should include environmental knowledge and regulations to foster responsibility for environmental protection (Gilal et al., 2019). Third, performance evaluations, salary management, and employee empowerment in green policies can enhance environmental initiatives, enthusiasm, and responsibility (Madsen & Ulhøi, 2001). GHRM strengthens employees' sense of responsibility and willingness, improving EB (Zhu et al., 2021).

The association between these factors can be explained by the fact that the adoption of GHRM prioritizes employees' intrinsic desire to support environmental conservation. Actions taken by the company, such as recruiting employees with strong environmental motivation, providing environmental knowledge training, and using performance evaluations and incentive policies, can foster employees' initiative and sense of responsibility towards environmental protection. By integrating green values, GHRM enhances employees' willingness to engage in environmental behavior (EB), thus encouraging their involvement in more effective environmental policies. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>6</sub>: GHRM has a positive effect on EB.***

### The Relationship Between EB and VGB

Employees with high EB find environmental conservation more meaningful and exciting. Kim et al. (2020) discovered that when a person's EB is sufficiently large, autonomous motivation drives them to behave in ways consistent with their EB. As a result, people are more ready to engage in VGB and are satisfied with the behavior (Dunlap et al., 2000). Huang (2016) discovered that employees with good environmental attitudes engage in more sustainable actions. Raineri and Paillé (2016) also discovered that employees with high EB have a stronger ecological commitment and are encouraged to engage in more green actions.

The association between these factors can be explained by the fact that employees with high levels of Environmental Behavior (EB) have autonomous motivation that leads them to act in accordance with sustainability values, making them more likely to engage in Voluntary Green Behavior. Employees with a positive environmental attitude demonstrate more sustainable behavior and have a stronger ecological commitment, which ultimately increases their involvement in environmentally friendly practices at work. This creates a positive cycle where high EB strengthens VGB and enhances commitment to environmental preservation. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>7</sub>: EB has a positive effect on VGB.***

### The mediating effect of EB between GHRM and VGB

Zhu et al. (2021) found that trust in green policies increases concern and responsibility for environmental issues. Niemeyer (2010) notes that consumers believe efforts like renewable energy development and reducing fossil fuel use can help protect the environment. Employees who value greening processes, based on their pro-environmental beliefs, are more likely to align with organizational actions (Collier & Esteban, 2007). Through GHRM policies, employees are guided to focus on environmental issues, influencing their EB and encouraging VGB (Zhu et al., 2021).

The association between these variables can be explained by the fact that the more employees believe in green initiatives, the greater their concern and responsibility for environmental issues. Employees with a strong pro-environmental belief are more likely to engage in organizational actions that support environmental preservation. Through GHRM policies, the company can guide employees to continuously focus on environmental issues, which ultimately enhances their Environmental Behavior (EB). This encourages employees to actively demonstrate Voluntary Green Behavior (VGB) that aligns with their pro-environmental beliefs. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>8</sub>: There is an effect of GHRM on VGB mediated by EB***

#### The Relationship Between GHRM and GOI

Besharov (2014) suggests that when individuals identify with a social group, they adopt its values and norms. GHRM policies are crucial for shaping employees' identities through organizational relationships centered on these values. Chen (2011) states that an organization's environmental vision and resource investment foster a culture of environmental concern. GOI can influence employee behavior, motivating them to contribute innovative ideas and actions, which improve the organization's environmental performance and green adaptability (Chen & Chang, 2013).

The association between these factors can be explained by the fact that GHRM policies have a significant impact on employee identification by connecting the organization's values and conventions with environmental issues. When the organization has a clear environmental vision and allocates resources to support green initiatives, it creates a culture that cares about the environment. Moreover, these policies can encourage employees to put more effort into generating new ideas and actions that can enhance the organization's ability to address environmental problems and adapt to these changes. Based on the link between these factors, the following hypothesis is proposed:

***H<sub>9</sub>: GHRM has a positive effect on GOI.***

#### The Relationship Between GOI and TGB

Blader et al. (2017) discovered that organizational identity has a substantial relationship with employee attitudes (e.g., job satisfaction, work engagement) and behaviors. The GOI positions its members to explain green policies in the workplace and provide employees meaningful significance (Paillé et al., 2014). Employees with a high degree of GOI have favorable views about the organization's green policies and seek to be more valuable to the organization by completing their work in a more environmentally friendly manner (Zhu et al., 2021).

The association between these factors can be explained by the fact that a strong company identity, particularly in terms of environmental policy, has a substantial impact on employees' attitudes and behaviors. When employees have a good relationship to the organization's environmental policies, they are more likely to support these policies and aspire to contribute more, such as by performing duties in a more ecologically responsible manner. This implies that green policies can increase staff involvement and commitment to supporting the organization's long-term goals. Based on the link between these factors, the following hypothesis is proposed:

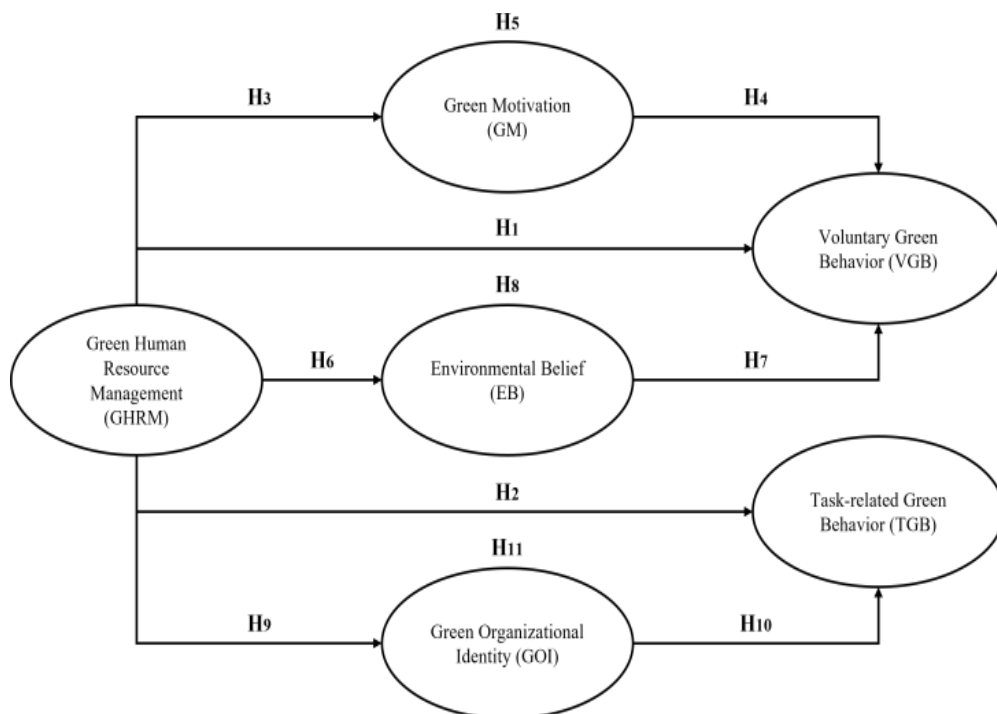
***H<sub>10</sub>: GOI has a positive effect on TGB.***

### The Mediating Effect of GOI between GHRM

Xing et al. (2019) conducted research to explain how and to what extent GHRM influences how employees complete TGB. GOI assists employees in understanding the organization's role in reaching green goals, as well as their own actions. In other words, the GOI creates conditions for organizational members to explain green policies in the workplace and provides profound meaning to employees (Xing et al., 2019). Employees will have a better understanding and determination of green policies in the workplace, as well as greater satisfaction and utilization of green methods to fulfill job responsibilities (C. H. Chang and Chen, 2013).

The association between these factors can be explained by the fact that the organization's GHRM policies have a significant impact on how employees perceive and support environmental goals. Employees are more inclined to finish activities in an ecologically friendly way when they comprehend their part in accomplishing these objectives and are given a deeper meaning for the green policies. Employee engagement in supporting the company's green initiatives and job satisfaction are subsequently improved. Based on the link between these factors, the following hypothesis is proposed:

**H<sub>11</sub>:** *There is an effect of GHRM on TGB mediated by GOI.*



**Figure 1** Theoretical framework



## **Research Methods**

The measurement of the variables studied in this research is based on the adoption of previous studies. There are 5 variables to be examined, namely: (1) green human resource management, with indicators such as green targets, selection, training, and rewards based on environmentally friendly behavior (Dumont, Shen & Deng, 2017); (2) employee green behavior, including indicators of personal initiatives and tasks that support sustainability (Bissing-Olson, 2012); (3) green motivation, with indicators such as management push, incentives, workshops, and training; (Zibarras & Coan, 2015); (4) Environmental belief, which is the view that human conduct has a detrimental impact on the environment (Kim et al., 2020); (5) Green organizational identity, which includes indicators of pride in the organization's history, aims, mission, and environmental culture (Chen, 2011). All items for these categories are scored on a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). This study has a total of 27 questions.

Data collection was conducted using an online survey involving employees and members of companies and organizations in Indonesia, categorized as students, private/state-owned company employees, civil servants, and entrepreneurs, who have implemented environmentally friendly practices in their organizational culture. The purposive sampling technique was used to determine the sample, with criteria that were specifically set. Respondents selected must be at least 21 years old and actively involved in pro-environmental behavior, such as supporting or participating in environmentally friendly activities within the company or organization they work for. These criteria were chosen to ensure that the data collected aligns with the main focus of the research, which is the implementation of environmentally friendly practices. The target number of respondents for completing the questionnaire was at least 135 individuals.

The analysis method uses AMOS for Structural Equation Modeling (SEM) and SPSS 22 for Confirmatory Factor Analysis (CFA) to test data validity and reliability. Validity is tested through Kaiser Meyer-Olkin (KMO), Measure of Sampling Adequacy (MSA), and Communalities tests, while reliability is tested using Cronbach's alpha and Composite Reliability (CR). Although the Average Variance Extracted (AVE) for GHRM is lower than 0.5, this may be due to limitations of the indicators in capturing the variance of the construct or the complexity of the GHRM dimensions within the organizational context (Fornell & Larcker, 1994; Bagozzi & Yi, 1988). Hypotheses are tested by observing P Values ( $< 0.05$ ), Critical Ratio (C.R), and Effects values, which measure the direction and magnitude of the influence between variables, justifying that despite the low AVE, the model and indicators remain relevant for the research context (Benjamin & Berger, 2019).

## **Results and Discussion**

Based on the online survey, a total of 196 respondents were collected from 4 categories of companies and organizations, including students, private/state-owned company employees, civil servants, and entrepreneurs. From this total, only 178 respondents were

selected because 18 respondents did not meet the criteria. Below is the profile of the respondents in this study:

**Table 1** Research Respondent Profile

Description	Number of Respondents	Percentage
<b>Gender</b>		
Male	87	44,6 %
Female	109	55,4 %
<b>Age</b>		
21 – 25 years old	159	81,1 %
26 – 30 years old	18	9,2 %
31 – 35 years old	5	2,6 %
36 – 40 years old	8	4,1 %
41 – 45 years old	3	1,5 %
> 45 years old	3	1,5 %
<b>Occupation</b>		
Student/University Student	90	45,9 %
Private Employee/BUMN	73	37,2 %
Civil Servant	19	9,7 %
Entrepreneur	14	7,1 %
<b>Has the organization adopted eco-friendly practices?</b>		
Yes	178	90,8 %
No	18	9,2 %

The data shows that 55.4% of the respondents were female, and 44.6% were male. The majority of respondents were aged 21-30 years (90.3%), and the remaining respondents were over 30 years old (9.7%). The collected data was then tested with the following results:

**Table 2** Results of the Data Validity Test

Variable	KMO (>0.60)	Anti-image (>0.50)	Communalities (>0.50)
Green Human Resource Management	0.792	0.797	0.649
Voluntary Green Behavior	0.660	0.673	0.736
Task-related Green Behavior	0.709	0.715	0.753
Green Motivation	0.785	0.801	0.703
Environmental Belief	0.766	0.767	0.630
Green Organisational Identity	0.908	0.910	0.726

Based on the results of the research, all variables met the required criteria for validity and reliability. The Kaiser-Meyer-Olkin (KMO) values for GHRM (0.792), VGB (0.660), TGB (0.709), GM (0.785), EB (0.766), and GOI (0.908) all exceeded the minimum threshold of 0.6, indicating that the sampling was adequate (Kaiser, 1970). The Measure of Sampling Adequacy (MSA) values for each variable also surpassed 0.5, confirming the consistency and accuracy of the data (Kaiser & Cerny, 1979). Additionally, the Communalities values for all variables (GHRM = 0.649, VGB = 0.736, TGB = 0.753, GM = 0.703, EB = 0.630, GOI =

0.726) were above 0.5, validating that the variables and indicators are well explained (Gatignon, 2013). Therefore, all variables were deemed acceptable and valid for analysis.

**Table 3** Results of the Data Reliability Test

Variable	$\alpha$ (>0.60)	CR (>0.70)	AVE (>0.50)
Green Human Resource Management	0.820	0.793	0.489
Voluntary Green Behavior	0.815	0.882	0.714
Task-related Green Behavior	0.835	0.832	0.623
Green Motivation	0.857	0.890	0.671
Environmental Belief	0.803	0.820	0.534
Green Organisational Identity	0.924	0.932	0.696

According to Shrestha (2021), if Cronbach's alpha value is greater than 0.7, the data can be accepted as reliable. Based on the research results, the Cronbach's alpha test values are as follows: GHRM  $\alpha$  = 0.820, VGB  $\alpha$  = 0.815, TGB  $\alpha$  = 0.835, GM  $\alpha$  = 0.857, EB  $\alpha$  = 0.803, GOI  $\alpha$  = 0.924. The results show that all variables exceed the established threshold of 0.6, meaning that all variables have acceptable reliability. According to Fornell and Larcker (1994) and Bagozzi and Yi (1988), the CR and AVE calculations for each variable are as follows: GHRM CR = 0.793 and AVE = 0.489, VGB CR = 0.882 and AVE = 0.714, TGB CR = 0.832 and AVE = 0.623, GM CR = 0.890 and AVE = 0.671, EB CR = 0.820 and AVE = 0.534, GOI CR = 0.935 and AVE = 0.696. Generally, the AVE value should be greater than 0.5; however, in the AVE calculation for the GHRM variable, the AVE value was found to be less than 0.5. According to Fornell and Larcker (1994) and Bagozzi and Yi (1988), if the AVE value is less than 0.5 but the CR value of the variable is greater than 0.6, the data validity is still acceptable and can be continued for further analysis.

**Table 4** Results of the Descriptive Statistics Test

Variable	Minimum	Maximum	Mean
Green Human Resource Management	1	5	3.579
Voluntary Green Behavior	3	5	4.047
Task-related Green Behavior	3	5	4.022
Green Motivation	1	5	3.617
Environmental Belief	2	5	3.971
Green Organisational Identity	1	5	3.868

Based on the descriptive statistical test to provide an overview of the data for each variable, it was found that the average value for the GHRM variable was the lowest (Mean GHRM = 3.579), while the variable with the highest average value was VGB (Mean VGB = 4.047). This indicates that one of the indicators in GHRM has a relatively low mean value.

**Table 5** Hypothesis Testing of the Research Model

Hypothesis	Hypothesis Statement	P (<0.05)	C.R	Effect s	Description
H1	GHRM has a positive impact on VGB	0.001	3.480	0.600	Hypothesis accepted
H2	GHRM has a positive impact on TGB	0.031	2.158	0.228	Hypothesis accepted
H3	GHRM has a positive impact on GM	0.001	8.802	0.913	Hypothesis accepted
H4	GM has a positive impact on VGB	0.458	- 0.741	-0.113	Hypothesis not accepted
H5	There is an influence of GHRM on VGB mediated by GM	0.137	- 1.093	-0.005	Hypothesis not accepted
H6	GHRM has a positive impact on EB	0.001	3.527	0.341	Hypothesis accepted
H7	EB has a positive impact on VGB	0.001	3.961	0.288	Hypothesis accepted
H8	There is an effect of GHRM on VGB mediated by EB	0.004	2.625	0.277	Hypothesis accepted
H9	GHRM has a positive impact on GOI	0.001	7.622	0.712	Hypothesis accepted
H10	GOI has a positive impact on TGB	0.001	5.114	0.558	Hypothesis accepted
H11	There is an effect of GHRM on TGB mediated by GOI	0.001	4.263	0.397	Hypothesis accepted

The data analysis shows good results, although 3 out of the 27 indicators need to be discarded because the test results did not meet the criteria for analysis. Based on the hypothesis testing results, as shown in Table 5, it was found that 9 hypotheses had P Values below 0.05, meaning that the error in the data analysis is less than 5%, so these 9 hypotheses are accepted. Meanwhile, 2 hypotheses were not accepted because their P Values were above 0.05 (H4 P = 0.458; H5 P = 0.137), indicating a 45.8% error in H4 and a 13.7% error in H5.

The results of hypothesis testing revealed that the Critical Ratio (C.R) values for the 9 accepted hypotheses were positive. Conversely, the two hypotheses that were rejected showed negative C.R values, specifically: H4 C.R = -0.741 and H5 C.R = -1.093. The accepted impact values indicate the strength of the positive influence between the variables, which can be summarized as follows: Hypothesis 1 (H1) has a positive impact of 0.600, Hypothesis 2 (H2) of 0.228, Hypothesis 3 (H3) of 0.913, Hypothesis 6 (H6) of 0.341, Hypothesis 7 (H7) of 0.288, Hypothesis 8 (H8) of 0.277, Hypothesis 9 (H9) of 0.712, Hypothesis 10 (H10) of 0.558, and Hypothesis 11 (H11) of 0.397. From these impact values, it is evident that the largest positive influence occurs in Hypothesis 3, where GHRM exerts a significant positive effect on GM, underscoring the critical role of GHRM in improving green management (GM).

#### The Relationship Between GHRM and EGB

The findings of this study indicate that the association between Green Human Resource Management (GHRM) and Voluntary Green Behavior (VGB) is good. The application of GHRM promotes employees to actively participate voluntarily in environmental

protection initiatives that go outside the scope of their job, without requiring external incentives. This is consistent with Dumont, Shen, and Deng's (2017) research, which found that GHRM can drive employee green behavior (EGB) and is critical for encouraging environmentally friendly workplace involvement. By supporting voluntary environmental measures, GHRM helps enterprises and organizations enhance their green performance. This study also shown that GHRM and Task-Related Green Behavior (TGB) are positively related. The implementation of GHRM practices, such as setting Key Performance Indicators (KPIs) for employees, including GHRM parameters in recruitment and selection, providing training, and offering compensation and promotions for employees who effectively apply GHRM, can enhance the green performance of the organization. This supports the findings of Ones and Dilchert (2012), who emphasize that GHRM helps organizations achieve green performance by motivating employees to fulfill their environmental responsibilities. Similarly, research by Chang and Chen (2013) confirms that GHRM policies contribute to improving green performance, and Shen et al. (2018) suggest that a strong organizational reputation boosts employee confidence and engagement in behaviors that support the organization's environmental goals. Overall, this study supports previous research showing that GHRM not only encourages voluntary green behavior (VGB) by motivating employees to take the initiative in environmental protection but also promotes discipline in fulfilling environmental responsibilities (TGB). Both behaviors contribute to improving green performance, ultimately benefiting the organization by strengthening its commitment to environmental sustainability.

#### The Relationship between GHRM and GM

The results of this study indicate that the relationship between Green Human Resource Management (GHRM) and Green Motivation (GM) has a positive effect. Effective GHRM implementation boosts employee confidence as part of the organization, which, in turn, encourages employees to engage more in behaviors that contribute to the success and performance of the company and organization. This finding aligns with previous research, such as that by Chen and Chang (2013), which shows that GHRM enhances green awareness, creativity, innovation, and overall performance. Amabile et al. (1995) also found that employees who are passionate about their work tend to be more engaged and satisfied, leading to better task completion. In addition, Li et al. (2020) highlighted that GHRM fosters a healthy environment and encourages green practices, thus boosting employee motivation. Mittal and Dhar (2016) emphasized the importance of employee green motivation (GM) for achieving green performance, as a lack of motivation can hinder the successful implementation of green initiatives. Similarly, Singh et al. (2020) argue that a combination of ability, motivation, and green opportunities plays a critical role in improving a company's green performance. Therefore, the implementation of GHRM can significantly enhance green motivation (GM), encouraging employees to actively participate in environmental care activities, thus benefiting both the company and the broader organizational green performance.

#### The relationship between GM and VGB

The results of this study show that the relationship between Green Management (GM) and Voluntary Green Behavior (VGB) does not have a positive influence. These findings

suggest that even though GM is implemented in companies and organizations, it does not automatically encourage voluntary environmentally friendly behavior from employees. One factor to consider is the basic concept of VGB itself. As a behavior that should be performed voluntarily, VGB requires intrinsic motivation from individuals, not solely external encouragement from the GM policies or systems applied by the company. If employees feel that their VGB is a responsibility arising from GM policies, they will not carry out the behavior with full awareness and commitment, but rather as a response to the obligations imposed by the company.

This rejected hypothesis provides additional insight into the importance of motivational factors in implementing GM. One possible explanation is that companies in Indonesia have not fully integrated GM into their organizational culture. Although policies supporting environmental sustainability are in place, their implementation in practice remains inconsistent, failing to create sufficient motivation for employees to engage in environmentally friendly behavior voluntarily. This is reflected in the fact that many companies that have implemented GM do not provide sufficient incentives or rewards for employees actively involved in green activities. For example, Saeed et al., (2019); Daily and Huang (2001) explain that policies involving bonuses, promotions, or additional rewards can motivate employees to contribute more actively to green initiatives. However, if such incentives are not implemented, employees may not feel motivated to engage in environmentally friendly behavior with genuine and voluntary intent. This study reveals that even though GM is applied, without clear and measurable incentives, voluntary green behavior (VGB) is difficult to develop naturally.

Additionally, it is important to consider that the work culture in Indonesia may influence the implementation of GM and VGB. A work culture that prioritizes short-term results and profitability, along with a lack of deep understanding of sustainability, can hinder the broader adoption of GM policies. Therefore, to enhance the positive impact of GM on VGB, companies need to pay attention to factors that affect employee motivation, such as providing adequate incentives and creating an organizational culture that supports sustainability. These findings highlight the importance of further developing an understanding of how organizational culture and reward systems can influence employee participation in environmental policies. Further research is needed to explore other variables that may play a role in improving the effectiveness of GM, such as sustainability training, better internal communication, and employee participation in designing green policies. Thus, companies and organizations in Indonesia can be more effective in encouraging voluntary green behavior and improving the overall quality of GM implementation.

#### The mediating effect of GM between GHRM and VGB

The results of this study show that the relationship between GM as a mediator between GHRM and VGB does not have a positive influence. The study found that GHRM has a strong and positive effect on GM, but when GM acts as a mediator, GHRM does not influence VGB. This may be caused by a lack of encouragement from management in applying motivational parameters such as compensation and promotion to employees,

resulting in a lack of awareness among employees regarding environmental care, which would foster voluntary green behavior in the implementation of GHRM.

In light of this, companies and organizations that have implemented GHRM, even those that have set green performance targets, need to effectively implement GM with employees to improve the green performance of the company and organization. This aligns with the explanation in the previous paragraph, and Singh et al. (2020) explain that ability, motivation, and green opportunities can influence a company's green performance. Furthermore, Felin et al. (2015) explain that when employees apply individual green behavior in the workplace, it will improve the green performance of the organization and influence the emergence of VGB within the organization.

The hypothesis not being accepted in this study provides insight that, even when GHRM is well implemented, if there is insufficient motivational encouragement such as compensation or promotion linked to successful green behavior, employees may not recognize the need to engage in voluntary green behavior. This highlights the importance of creating incentives and a clear reward system to motivate employees to engage more actively in environmentally friendly behavior. Therefore, further development is needed on ways to enhance employee awareness and motivation toward sustainability, such as through specialized training on green behavior, more effective communication about the benefits of environmentally friendly policies, and the creation of a workplace culture that supports the more comprehensive and sustainable implementation of GHRM.

#### The relationship between GHRM and EB

The results of this study indicate that the relationship between Green Human Resource Management (GHRM) and Environmental Behavior (EB) has a positive effect. Proper implementation of GHRM can enhance EB by increasing employees' environmental awareness and confidence. When companies implement GHRM effectively and provide training and understanding of environmental issues, employees' sense of responsibility toward environmental protection is strengthened.

This is consistent with earlier research findings, which highlight the relevance of intrinsic motivation in fostering green habits. Self-determination theory states that human motivation is driven by internal demands (Rigby & Ryan, 2018). Companies can leverage GHRM to promote EB by selecting employees with strong environmental motivations, through hiring processes that prioritize green values (Chou, 2014). Additionally, training programs that include environmental knowledge and regulations help foster a sense of responsibility for environmental protection (Gilal et al., 2019). Moreover, performance evaluations, salary management, and employee empowerment in green policies further enhance environmental initiatives, enthusiasm, and responsibility (Madsen & Uhløi, 2001). GHRM strengthens employees' sense of responsibility and willingness, ultimately improving EB (Zhu et al., 2021). These findings reinforce the idea that implementing GHRM practices not only raises awareness but also fosters intrinsic motivation and commitment to environmental protection among employees.

#### The relationship between EB and VGB

The results of this study indicate that the relationship between Environmental Behavior (EB) and Voluntary Green Behavior (VGB) has a positive effect. EB can have a positive impact on VGB because the proper implementation of Green Human Resource Management (GHRM) will increase employee environmental awareness and confidence, enabling them to voluntarily implement GHRM. As a result, they are more likely to engage in more VGB and feel satisfaction from adopting these behaviors. These findings are comparable with prior research conducted by Kim et al. (2020), who discovered that employees with high EB perceive environmental conservation more important and interesting. When a person's EB is sufficiently high, autonomous motivation (intrinsic motivation) motivates them to behave in ways consistent with EB. This means they are more likely to engage in more VGB and derive satisfaction from it (Dunlap et al., 2000). Huang (2016) also demonstrated that employees with positive environmental attitudes exhibit more sustainable behaviors. Furthermore, Raineri and Paillé (2016) stated that employees with strong EB have greater ecological commitment and are motivated to engage more in environmentally friendly behaviors.

#### The mediating effect off EB between GHRM and VGB

The results of this study indicate that EB, as a mediator between GHRM and VGB, has a positive effect. EB as a mediator can positively influence the relationship between GHRM and VGB because the implementation of GHRM plays an important role in shaping employees' confidence in adopting environmental practices in their activities. This confidence leads employees to engage in GHRM voluntarily, as they feel more responsible and committed to environmental protection. This finding is consistent with previous research. Zhu et al. (2021) found that trust in green policies increases concern and responsibility for environmental issues. Employees who value environmental initiatives based on their pro-environmental beliefs are more likely to align their actions with organizational green policies (Collier & Esteban, 2007). In addition, Niemeyer (2010) noted that consumers believe efforts like renewable energy development and reducing fossil fuel use contribute to protecting the environment. GHRM policies guide employees to focus on environmental issues, which in turn influences their EB and motivates them to voluntarily engage in green behaviors (Zhu et al., 2021). This shows how GHRM can play a pivotal role in motivating employees to adopt environmentally friendly behaviors, with EB serving as a bridge to increase the effectiveness of these behaviors.

#### The relationship between GHRM and GOI

The results of this study indicate that the relationship between Green Human Resource Management (GHRM) and Green Organizational Identity (GOI) has a positive effect. GHRM can have a positive impact on GOI because, in implementing the GHRM system, it is important to align with the company's vision and mission so that employees can better understand the company's goals in environmental protection activities. GHRM plays a crucial role in helping employees form their identity, which emerges explicitly from their relationships with the company and organization. These findings align with the research



by Besharov (2014), which states that when individuals identify with a social group, they adopt the values and norms of that group. GHRM policies are vital in shaping employees' identities through organizational relationships centered on environmental values. Chen (2011) also reveals that an organization's environmental vision and resource investment can foster a culture of environmental concern. GOI can influence employee behavior, motivating them to contribute innovative ideas and actions that can enhance the organization's environmental performance and green adaptability (Chen & Chang, 2013). In other words, through GHRM aligned with the organization's environmental goals, employees are more likely to contribute to sustainability efforts that can strengthen the organization's environmental performance and green competitiveness.

#### The relationship between GOI and TGB

The results of this study indicate that the relationship between GOI and TGB has a positive effect. GOI can positively impact TGB because when employees understand the corporate and organizational identity related to environmental protection activities, which are positive and in line with company goals, they will proudly apply GHRM in completing their tasks. This finding is consistent with the findings of Blader et al. (2017), who discovered that organizational identity is highly associated to employee attitudes (e.g., job satisfaction, work engagement) and employee behaviors. GOI positions employees to comprehend and explain green workplace standards while also providing them with a sense of purpose (Paillé et al. 2014). When employees have a high sense of GOI, they create good attitudes toward the organization's green policies, inspiring them to contribute more and complete their work in a more environmentally responsible manner (Zhu et al., 2021). This connection demonstrates how a strong business identity based on environmental principles can inspire employees to engage in ecologically responsible activities, hence increasing the success of green efforts.

#### The mediating effect of GOI between GHRM and TGB

The results of this study indicate that the relationship between Green Organizational Identity (GOI) as a mediator between Green Human Resource Management (GHRM) and Target Green Behavior (TGB) has a positive effect. GOI, as a mediator between GHRM and TGB, can have a positive impact because when employees feel proud of their company or organization for effectively implementing GHRM, it will indirectly encourage their own TGB and, in turn, improve the green performance of the company and organization. GOI provides conditions for organizational members to explain green policies in the workplace and imbues employees with a deeper meaning. This finding is similar to a prior study by Blader et al. (2017), who found that organizational identity is highly associated with employee attitudes (e.g., job satisfaction, work engagement) and behaviors. GOI positions employees to explain green policies in the workplace, giving them a strong sense of purpose (Paillé et al., 2014). Employees with a strong GOI create positive attitudes toward the organization's green policies and are inspired to contribute more to the organization by performing their tasks in an environmentally responsible manner (Zhu et al., 2021).

Furthermore, Xing et al. (2019) found that GHRM influences how and to what extent employees complete TGBs. GOI helps employees understand their position in assisting the organization in achieving its green goals and defines their contributions. In other words, GOI provides a framework for employees to understand green policies and emphasizes these policies in their work (Xing et al., 2019). Employees who have a better understanding and determination of green rules in the workplace report higher levels of satisfaction, which motivates them to execute their tasks in an environmentally friendly manner.

## Conclusion

This study found that factors such as Green Human Resource Management (GHRM) and Employee Behavior (EB) mediate the relationship between GHRM and employees' Voluntary Green Behavior (VGB), while GHRM and Green Organizational Incentives (GOI) mediate the relationship between GHRM and Target Green Behavior (TGB). However, it was found that while GHRM can build Green Management (GM), GM does not influence VGB or mediate between GHRM and VGB. This is attributed to the lack of incentives or promotions for employees engaged in environmentally friendly activities within many companies in Indonesia, which results in employees being unable to implement VGB based on their GM.

The findings of this study contribute theoretically by enriching the understanding of the role of Green Human Resource Management (GHRM) in shaping employees' green behavior, both voluntary (VGB) and target-oriented (TGB), through the mechanisms of Employee Behavior (EB) and Green Organizational Incentives (GOI). This study also shows that while GHRM can mediate the relationship between GHRM and employees' green behavior, the implementation of Green Management (GM) alone is not sufficient to encourage green behavior without clear incentives. The practical implications suggest that companies in Indonesia should integrate GHRM policies with a transparent reward system, provide clear incentives, and support green initiatives with adequate training and resources. This study has limitations as the sample is limited to companies in Indonesia and only uses a quantitative approach. Therefore, future research is recommended to involve a broader sample and use qualitative methods, as well as consider external factors such as government regulations and organizational culture to explore deeper factors related to employees' green behavior.

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