



GREEN HRM AND EMPLOYEE ECO-CONSCIOUSNESS: EXPLORING THE MEDIATING AND MODERATING FACTORS IN SUSTAINABILITY BEHAVIOR

Euis Sri Rahayu¹, Moh. Adrian², Muhamad Alwi³

^{1,2,3}Management Department, Faculty of Economics and Business, Universitas Swadaya Gunung Jati, Indonesia

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This study aims to analyze the impact of Green Human Resource Management (GHRM) on Employee Green Behavior (EGB), mediated by Green Work Engagement (GWE) and moderated by Individual Green Values. GHRM plays a crucial role in encouraging employees to engage in environmentally friendly practices, yet its impact on EGB is not always consistent. Using a quantitative-explanatory approach, data were collected through questionnaires with a Likert scale distributed to 66 employees involved in sustainability programs at the resort. The results of this study indicate that GHRM and GWE can influence the EGB, GWE can mediate the relationship between GHRM and EGB, IGV can moderate the relationship between GHRM and EGB. Future studies are encouraged to examine the role of employee ambidexterity as a moderating factor in the relationship between GHRM and GWE on EGB. Moreover, it is recommended that future research adopts a longitudinal design and a mixed-methods approach to provide more in-depth insights into employee environmental behavior.

✉correspondence Address:
Jl. Pemuda No.32, Cirebon, Jawa Barat 45132
E-mail: malwy1980@gmail.com

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INTRODUCTION

Indonesia, committed to reducing carbon emissions by 29% by 2030 (or 41% with international support) under the Paris Agreement (Bisnis, 2022), is increasingly adopting Environmental, Social, and Governance (ESG) principles, particularly in the hospitality sector. The government supports this transition through policies like Presidential Regulation No. 98 of 2021 on Carbon Economic Value (CEV) and incentives for hotels adopting green technologies. However, the hospitality industry faces challenges in high energy consumption, water use, and waste management inefficiencies. The Sustainable Hospitality Alliance (2023) states that hotel rooms in Southeast Asia, including Indonesia, emit an average of 31.1 kg CO₂e per night—above the global average of 28 kg CO₂e. If this trend continues, Indonesia will fall short of its carbon emission reduction targets.

However, the hospitality sector is adopting sustainability measures, such as renewable energy, reducing single-use plastics, and improving waste management. Major hotel chains like Marriott International and Accor Hotels aim for a 30-50% reduction in carbon emissions by 2030, in line with global standards. Similarly, resorts and villas, particularly in Bali, Lombok, and Yogyakarta, are integrating sustainability in unique ways. According to the Bali Sustainable Tourism Alliance (2023), 60% of resorts and villas in Bali have implemented eco-friendly technologies, including energy-efficient LED lighting and food waste composting, while also engaging employees in sustainability efforts.

Not all hotels in Indonesia fully implement sustainability practices. According to Detik (2023), hotel-related waste, such as hazardous waste (B3), detergent liquids, and LED lights, continues to pollute rivers and coastal waters, highlighting challenges in Employee Green

Behavior (EGB), which includes waste reduction, energy efficiency, and sustainability participation (Ogiemwonyi et al., 2023; Raza & Khan, 2022). The Green Hotelier Survey (2022) shows that only 38% of employees understand sustainability measures, and less than 30% of hotels offer structured sustainability training (Sustainable Hospitality Alliance, 2023), indicating a gap in employee engagement. Raza & Khan (2020) emphasize that to achieve sustainability, companies must set clear targets and promote eco-friendly behaviors through Green Human Resource Management (GHRM), which enhances EGB (Rachmat & Pendrian, 2024). However, studies by Kim et al. (2019) and Fawehinmi et al. (2020) show that poorly implemented GHRM limits its effectiveness.

If Green Human Resource Management (GHRM) is applied inconsistently or misaligned with environmental policies, efforts to promote eco-friendly behavior will be less effective. The inconsistency in research findings on GHRM and Employee Green Behavior (EGB) highlights a theoretical gap, which this study addresses by proposing Green Work Engagement (GWE) as a mediating variable. Tang et al. (2018) found that GHRM increases employee involvement in eco-friendly practices and motivates greater sustainability efforts. Gomes et al. (2023) defined GWE as a positive psychological condition linked to job involvement in eco-friendly practices, with studies by Gomes et al. (2023), Susanto (2023), Aboramadan (2022), and Gill et al. (2023) showing that GHRM significantly influences GWE. Employees with high GWE are more likely to engage in energy conservation and waste reduction (Hani & Praningrum, 2023).

Hotels or resorts that implement GHRM without allowing employees to actively engage in eco-friendly practices will find these efforts less effective in promoting green behavior (Fawehinmi et al., 2020a). GWE ensures GHRM policies translate into real actions, enhancing employee involvement in sustainability initiatives and strengthening Employee Green Behavior (EGB). Karatepe et al. (2022) and Hani & Praningrum (2023) note that higher employee engagement in sustainability leads to more eco-friendly behavior. However, to optimize eco-friendly behavior, employees need a foundational understanding of sustainability values, or Individual Green Value. Hong et al. (2024) found that stronger Individual Green Value enhances the influence of GHRM on EGB.

The mediating role of Green Work Engagement (GWE) in the relationship between GHRM and EGB has been explored by Aboramadan (2022), Susanto et al. (2023), and Gill et al. (2023), but no studies have specifically examined GWE as a mediator in this context. Additionally, there is limited research integrating

Individual Green Value as a moderating variable in the GHRM-EGB relationship (Hong et al., 2024). This study focuses on the Desa Alam Manis Resort & Villa in Cirebon Regency, one of the largest hotels in the area promoting sustainability, making it an ideal case to provide a more comprehensive insight into the topic.

Despite the growing emphasis on sustainability in hospitality, few studies have comprehensively examined how Green Human Resource Management (GHRM) drives environmentally conscious actions among employees by leveraging psychological pathways and personal values. This research breaks new ground by adopting a holistic framework that explores not only the direct influence of GHRM on Employee Green Behavior (EGB) but also investigates Green Work Engagement (GWE) as a mediator and Individual Green Values (IGV) as a moderator. Such an integrated lens fills critical theoretical voids, revealing how organizational sustainability policies and individual ethical priorities synergize to advance eco-friendly practices in the hospitality industry. The study's goals are threefold: (1) to measure GHRM's effect on EGB, (2) to assess GWE's mediating function between GHRM and EGB, and (3) to evaluate IGV's moderating role in the GHRM-EGB dynamic. This multifaceted analysis delivers actionable insights for both scholars and practitioners seeking to implement sustainability initiatives in hotels and resorts.

Green Human Resource Management on Employee Green Behavior

Green Human Resource Management (GHRM) serves as a catalyst for promoting environmentally conscious actions among employees (Hameed et al., 2020). This approach instills a sense of environmental stewardship by enhancing ecological awareness and encouraging sustainable workplace practices (Gilal et al., 2019). Through establishing sustainability initiatives, setting clear environmental objectives, and providing ongoing education with performance feedback, GHRM facilitates employee engagement in eco-friendly initiatives (Aboramadan & Karatepe, 2021; Hameed et al., 2020). The integration of ecological considerations into HR systems cultivates policy-aligned competencies among staff. Furthermore, acknowledging environmental contributions motivates deeper involvement in sustainability efforts (Zhao et al., 2021; Solahudin et al., 2024). Empirical studies consistently demonstrate a positive correlation between GHRM implementation and enhanced green behavior (Ogiemwonyia et al., 2023; Raza & Khan, 2022; Sabokro et al., 2021). As explained by the Norm Activation Model (NAM), corporate sustainability policies foster environmentally

responsible conduct by shaping employees' sense of accountability. Therefore, the hypothesis proposed is:

H1: Green Human Resource Management has a positive and significant effect on Employee Green Behavior.

Green Human Resource Management on Green Work Engagement

Employee work engagement is influenced by multiple factors including job attributes (Christian et al., 2011), leadership approaches (Aboramadan et al., 2020), and human resource strategies (Karatepe & Olugbade, 2016). Albrecht et al. (2015) developed a comprehensive framework identifying organizational, job-related, motivational, and individual components that collectively enhance engagement. The Norm Activation Model (NAM) suggests that workplace resources and HR practices serve as motivational catalysts that connect available resources to engagement outcomes. Within this paradigm, Green Human Resource Management (GHRM) functions as a significant motivational driver—operating through both intrinsic and extrinsic pathways—that supports professional development and career fulfillment. Consequently, GHRM strengthens work commitment, particularly regarding Green Work Engagement (GWE), as substantiated by Bakker and Demerouti's (2008) research. Based on this, the proposed hypothesis is:

H2: Green Human Resource Management has a positive and significant effect on Green Work Engagement.

Green Work Engagement on Employee Green Behavior

Employee engagement encompasses the psychological, emotional, and physical connection individuals have with their work. Within this framework, Green Work Engagement (GWE) embodies employees' dedication to performing environmentally sustainable tasks, marked by heightened effort and deep investment in their responsibilities (Aboramadan et al., 2020). Shuck et al. (2014) observed that employees in industries requiring intensive physical/mental involvement and eco-conscious attitudes are more apt to value their work and cultivate strong organizational bonds. Engaged employees typically demonstrate goal-driven focus, vigor, and enthusiasm to achieve optimal outcomes (De Souza Meira & Hancer, 2021; Orłowski et al., 2021). Thus, those immersed in eco-friendly roles often display elevated green behavior. However, empirical analysis of GWE's impact on Employee Green Behavior (EGB) remains scarce. Aboramadan (2022) and Ababneh (2021) posit

that GWE stimulates eco-conscious actions across formal and informal workplace roles, suggesting that organizational emphasis on sustainable engagement amplifies employees' environmental conduct. Based on this, the hypothesis that can be proposed is:

H3: Green Work Engagement has a positive and significant effect on Employee Green Behavior.

Mediating Effect of Green Work Engagement

Green Human Resource Management (GHRM) encompasses several key practices: hiring individuals with environmental awareness, implementing sustainability-focused training programs, incorporating ecological criteria into performance assessments, and offering incentives for meeting organizational environmental targets (Dumont et al., 2017; Tang et al., 2018; Pham et al., 2019). Collectively, these approaches create pathways for staff participation in environmentally sustainable initiatives. According to Ababneh (2021), employee engagement is a psychological construct that includes positive emotions, psychological presence, extra effort, and goal orientation. Effective GHRM practices can enhance employee involvement in sustainability initiatives (Gill et al., 2023). Employees working in a supportive environment tend to eliminate ineffective tasks, contributing to satisfaction and performance (Kania, 2024). Therefore, employee involvement in eco-friendly activities strengthens the integration of sustainability values into the company's daily operations. Based on this, the hypothesis that can be proposed is:

H4: Green Work Engagement mediates the relationship between Green Human Resource Management and Employee Green Behavior.

Moderating Effect of Individual Green Values

Green values are the result of sustainable development, primarily referring to individual attitudes and behaviors in the context of sustainable development (Dumont et al., 2017). When an organization is committed to Green Human Resource Management practices, it can enhance individual involvement in eco-friendly behaviors, particularly if their values are rooted in beliefs about environmental restoration (Al-Ghazali & Afsar, 2020). Several studies conducted by Dumont et al. (2017), Gilal et al. (2019), and Islam et al. (2021) support the view that the relationship between Green Human Resource Management and employee green behavior can be influenced by their personal green values.

Solahudin et al. (2019) and Alwi & Sawitri (2022) revealed that alignment between personal values and the values applied by the organization

has a positive impact on employees' work attitudes and behaviors. Recent research shows that individual green values enhance the effectiveness of Green Human Resource Management (GHRM) in promoting eco-friendly behaviors at work (Chou, 2014; Ahmad et al., 2023). Therefore, GHRM practices are more likely to encourage employee green behavior when employees' personal values align with environmental goals.

However, individual green values have only recently begun to be recognized in research as a valuable aspect of green entrepreneurship to avoid direct conflict with traditional competitors (Tien et al., 2020), or as a personal resource that contributes to the green goals of hospitality companies (Tuan, 2022). Although they have a significant influence on employee behavior and attitudes (Low, 2013; Hameed et al., 2022), individual green values have still received limited attention in human resource research. Therefore, we propose the second hypothesis as follows:

H5: Individual Green Values moderate the relationship between Green Human Resource Management and Employee Green Behavior.

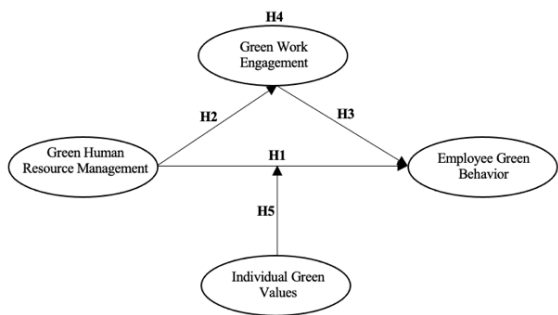


Figure 1. Research Model

METHOD

The methodology applied in this study adopts a quantitative-explanatory approach to analyze causal relationships between variables using statistical methods. The research object includes employees of Desa Alamanis Resort and Villa, with a population of 66 individuals. The data collection instrument consists of a questionnaire with a 1-5 Likert scale, distributed to respondents who meet two main criteria: 1) They are employees of Desa Alamanis Resort and Villa; 2) They have worked for at least 2 years and have an understanding and participation in the sustainability program provided by Desa Alamanis Resort and Villa. The sampling method employs a census method, given the small and accessible population size. Therefore, the entire population in this study is treated as the research sample, also known as the census sampling technique (Sekaran & Bougie, 2016). This means that the sample size in this study is 66 employees of Desa Alamanis Resort and Villa.

The measurement instrument for the Employee Green Behavior variable is based on

Sabokro et al. (2021) with 5 items, such as "I perform my professional duties in a way that positively impacts the environment." The Green Human Resource Management variable is based on Roscoe et al. (2018) with 15 measurement items, such as "My job position in the company allows for involvement in environmental management activities." The Green Work Engagement variable is based on Aboramadan (2020) with 6 measurement items, such as "Environmental-related tasks inspire me." The Individual Green Values variable is based on Hong et al. (2024) with 5 measurement items, such as "I feel obligated to consider the environment and nature in my daily behavior." The analysis methodology in this study uses SEM-PLS (Structural Equation Modeling - Partial Least Squares) to evaluate the relationships and pathways between variables. Model evaluation is conducted through a series of systematic tests. SEM-PLS is used in this study because it is well-suited for analyzing complex relationships between multiple variables and testing both mediating and moderating effects simultaneously. It is also effective for smaller sample sizes and does not require strict normality assumptions, making it appropriate for the sample and research model in this study.

RESULT AND DISCUSSION

Respondent Profile

Table 1. Respondent Profile

Responden Demographic		F	%
Age	19 - 28 Years	33	50%
	29 - 38 Years	18	27%
	39 - 48 Years	15	23%
Gender	Male	42	64%
	Female	24	36%
Working Period	1 – 3 Years	47	71%
	More Than 3 Years	19	29%
Education	SMA/SMK	49	74%
	D-IV/ S-1	17	26%
	S-2	0	0%
Work Position	Room Attendant	13	20%
	Waiter	12	18%
	Front Desk Attendennt	7	11%
	Front Office	7	11%
	F&B	11	17%
	Executive Housekeeper	16	24%

Based on Table 2, the majority of respondents are aged 19-28 years (50%), reflecting the hospitality industry's preference for young, adaptable workers. Most respondents are male (64%). A significant portion (71%) has 1-3 years

of work experience, suggesting a focus on learning basic skills before advancing. Educationally, 74% of respondents are high school/vocational school graduates. In terms of positions, most respondents work as Executive Housekeepers (24%).

Indicator & Consistency Internal Reliability

Table 2. Indicator & Consistency Internal Reliability

Indicator	Indicators	Loading Factor	Cronbach's Alpha	Composite Reliability	
				rho_A	rho_C
EGB1	I perform my professional tasks in a way that positively impacts the environment.	0.747	0.878	0.882	0.911
EGB2	I feel responsible for the environment.	0.813			
EGB3	I feel responsible for preserving the environment for future generations.	0.841			
EGB4	I strive to engage others, educate them, and inspire them to minimize their environmental footprint.	0.813			
EGB5	I make efforts to engage in behaviors and initiatives that reduce environmental impact.	0.885			
GHRM1	My job position at the company allows for involvement in environmental management activities.	0.877	0.966	0.967	0.969
GHRM2	My job position at the company allows for the adoption of knowledge related to environmental management.	0.826			
GHRM3	My job position at the company requires knowledge of environmental management.	0.903			
GHRM4	The company's environmental performance attracts employees.	0.761			
GHRM5	The company's HR department prefers to recruit employees who have knowledge of environmental issues.	0.812			
GHRM6	The HR department considers environmental motivation when selecting employees.	0.832			
GHRM7	All selection steps consider environmental aspects in our company.	0.733			
GHRM8	Environmental training is considered an important investment at our company.	0.907			
GHRM9	Environmental training is a priority at our company.	0.741			

GHRM10	The HR department provides ongoing, relevant, and effective environmental training programs.	0.813	0.897	0.903	0.921
GHRM11	The HR department at our company sets clear and specific environmental-friendly goals for each employee.	0.821			
GHRM12	Our company evaluates employees' contributions to environmental management.	0.833			
GHRM13	Individual performance assessments are documented at our company.	0.871			
GHRM14	Public recognition awards are established at our company for environmental performance.	0.758			
GHRM15	Monetary awards are given for environmental performance.	0.833			
GWE1	Environmental-related tasks inspire me.	0.754			
GWE2	I am proud of the environmental work I do.	0.763			
GWE3	I am enthusiastic about the environmental tasks in my job.	0.825			
GWE4	I am fully engaged in my environmental work.	0.861			
GWE5	I feel happy when I work seriously on environmental tasks.	0.838			
GWE6	With environmental tasks at my job, I feel energized.	0.834			
IGV1	I feel obliged to consider the environment and nature in my everyday behavior.	0.762			
IGV2	I feel obliged to save the environment from harm, regardless of what others do.	0.741			
IGV3	I prefer to purchase environmentally friendly products.	0.770	0.843	0.849	0.888
IGV4	I take the initiative to act in an environmentally friendly way at work.	0.825			
IGV5	I feel guilty when I contribute to environmental damage.	0.815			

Based on Table 2, it was found that all indicators in this study have met the reliability standards set by Hair et al. (2019), with values greater than 0.708. For the Employee Green Behavior variable, EGB5 had the highest loading factor of 0.885, reflecting the efforts and initiatives made to reduce environmental impact. Furthermore, for the Green Human Resource Management variable, GHRM8 had the highest loading factor of 0.907, reflecting the investment in environmental training. In the Green Work

Engagement variable, GWE4 had the highest loading factor of 0.861, reflecting involvement in environmentally related activities at work. For the Individual Green Values variable, IGV4 had the highest loading factor of 0.825, reflecting initiatives to act in an environmentally friendly manner within the workplace. Additionally, Table 3 shows that all variables meet the reliability criteria, where the Cronbach's Alpha value exceeds 0.6 and the Composite Reliability exceeds 0.7.

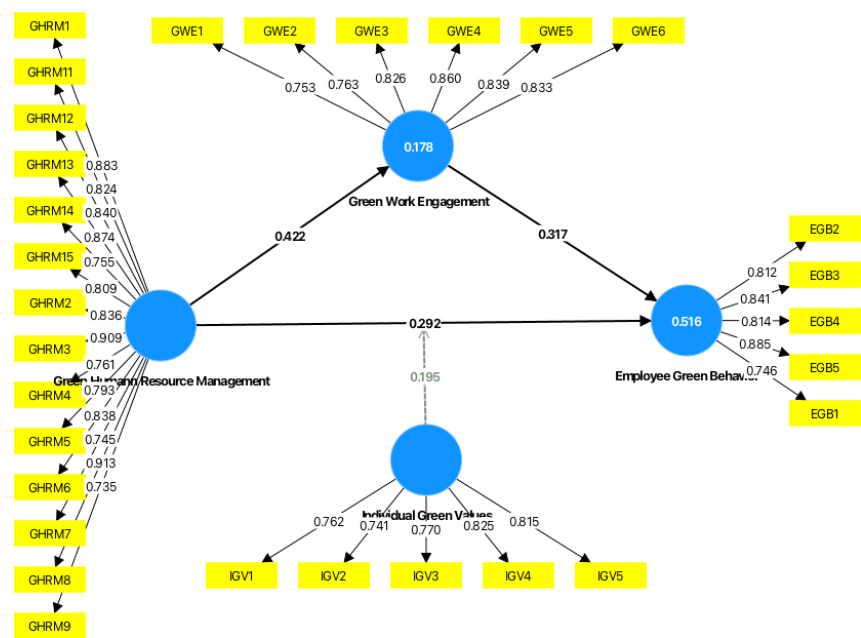


Figure 2. Outer Loading

Convergent Validity

Table 3. Result of Convergent Validity Test

Variable	AVE
Employee Green Behavior	0.674
Green Human Resources Management	0.678
Green Work Engagement	0.662
Individual Green Values	0.613

The results of the convergent validity test based on the Average Variance Extracted (AVE) values indicate that all variables in this study meet the validity criteria, with each AVE value exceeding the threshold of 0.5. The Employee Green Behavior variable recorded an AVE of 0.674, Green Human Resources Management had 0.678, Green Work Engagement was 0.662, and Individual Green Values was 0.613. This indicates that the average variance of the indicators in each latent variable is greater than 50%, meaning that each variable is able to explain

the majority of the variability of the measured indicators. Overall, all AVE values are above the recommended minimum value, thus it can be concluded that all measurement tools in this study meet the criteria for convergent validity. This confirms that the instruments used in this study are of good quality and consistent in measuring the variables under investigation.

Discriminant Validity

As an alternative to assessing construct validity in this study, another approach can be used as a reference. Typically, a Heterotrait-Monotrait (HTMT) ratio value below 0.85 is considered sufficient to ensure construct validity, although this threshold may vary depending on the model's complexity and the characteristics of the data used. HTMT was chosen over other alternatives because it provides a more reliable and sensitive assessment of discriminant validity than traditional methods like the Fornell-Larcker criterion or cross-loadings. Table 4 below shows the HTMT values obtained in this study.

Table 4. Result of HTMT

	EGB	GHRM	GWE	IGV	IGV* GHRM
EGB					
GHRM	0.556				
GWE	0.540	0.455			
IGV	0.504	0.274	0.124		
IGV * GHRM	0.425	0.177	0.166	0.341	

Based on the results of the discriminant validity test (HTMT) presented in the table, all Heterotrait-Monotrait (HTMT) ratio values fall below the threshold of 0.85 which aligns with the criteria established by Hair et al. (2019). The relationship between Employee Green Behavior (EGB) and Green Human Resources Management (GHRM) shows an HTMT value of 0.556, while the relationship between Employee Green Behavior (EGB) and Green Work Engagement (GWE) has an HTMT value of 0.540. Both of these indicate a sufficient level of discrimination between the constructs.

Lower HTMT values are also observed in the relationships between Individual Green Values (IGV) and the other variables, such as Employee Green Behavior (EGB) (0.504), Green Human Resources Management (GHRM) (0.274), and Green Work Engagement (GWE) (0.124), suggesting that these variables possess distinct characteristics and do not overlap. Furthermore, the interaction between Individual Green Values (IGV) and Green Human Resources Management (GHRM) shows an HTMT value of 0.341, which also indicates a clear distinction between these two constructs. Overall, these results confirm that all the variables in this study possess unique characteristics and can be clearly distinguished, ensuring good discriminant validity. Therefore, the instruments used in this study have proven effective in clearly differentiating between the variables under investigation.

Structural Model Evaluation

To assess the structural model, several parameters need to be considered, such as the explanatory power of the model and the effect size. Further explanation regarding this can be found in the following Table 5.

Tabel 5. F-Square

	F-square
Green Human Resources Management → Employee Green Behavior	0.130
Green Human Resources Management → Green Work Engagement	0.219

Green Work Engagement → Employee Green Behavior	0.169
Individual Green Values → Employee Green Behavior	0.154
Individual Green Values x Green Human Resources Management → Employee Green Behavior	0.073

Based on the analysis of F-Square and R-Square values, the relationships between variables and how well the model explains the data can be evaluated. Green Human Resource Management (GHRM) has a small effect on Employee Green Behavior ($F^2 = 0.130$), meaning its influence is present but limited. In contrast, GHRM has a stronger, moderate effect on Green Work Engagement ($F^2 = 0.219$). Green Work Engagement also shows a moderate effect on Employee Green Behavior ($F^2 = 0.169$), indicating a meaningful, though not strong, relationship between them. Individual Green Values (IGV) have a small effect on Employee Green Behavior ($F^2 = 0.154$), indicating that individual values have a more limited impact on influencing employee green behavior. Additionally, the interaction between Individual Green Values and Green Human Resources Management on Employee Green Behavior has a very small effect ($F^2 = 0.073$), suggesting that this interaction does not play a major role in influencing employee green behavior.

Table 6. R-Square

	R-square
Employee Green Behavior	0.482
Green Work Engagement	0.167

The R-Square value shows that the model explains 48.2% of the variation in Employee Green Behavior ($R^2 = 0.482$), suggesting it accounts for nearly half of the variation. However, it explains only 16.7% of the variation in Green Work Engagement ($R^2 = 0.167$), indicating a smaller contribution. While the model effectively explains Employee Green Behavior, there is room for improvement in predicting Green Work Engagement.

Result of Hypotheses Testing

Tabel 6. The Result of Hypotheses Testing

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Green Human Resources Management → Employee Green Behavior	0.286	0.279	0.117	2.442	0.015	Accepted
Green Human Resources Management → Green Work Engagement	0.424	0.444	0.104	4.082	0.000	Accepted
Green Work Engagement → Employee Green Behavior	0.319	0.330	0.107	2.975	0.003	Accepted
Green Human Resources Management → Green Work Engagement → Employee Green Behavior	0.135	0.149	0.068	1.997	0.046	Accepted
Individual Green Values x Green Human Resources Management → Employee Green Behavior	0.201	0.191	0.097	2.078	0.038	Accepted

The hypothesis testing outcomes confirm that all examined relationships are statistically significant. Specifically, Green Human Resource Management (GHRM) demonstrates a direct positive impact on Employee Green Behavior ($\beta = 0.286$; $p = 0.015$) ($\beta=0.286;p=0.015$) and exerts a stronger influence on Green Work Engagement ($\beta = 0.424$; $p < 0.001$) ($\beta=0.424;p<0.001$). Additionally, Green Work Engagement significantly predicts Employee Green Behavior ($\beta = 0.319$; $p = 0.003$) ($\beta=0.319;p=0.003$), while simultaneously mediating the relationship between GHRM and green behavior ($\beta = 0.135$; $p = 0.046$) ($\beta=0.135;p=0.046$).

These results collectively establish Green Work Engagement as a significant mediator in the GHRM-employee sustainability behavior pathway. Additionally, the interaction between Individual Green Values and GHRM strengthens the effect of GHRM on employee green behavior (coefficient = 0.201; p-value = 0.038). Overall, these results confirm that GHRM, green work engagement, and individual green values interact in influencing employee green behavior.

DISCUSSION

Green Human Resource Management on Employee Green Behavior

The research findings show that Green Human Resource Management (GHRM) has a

significant impact on employee green behavior, confirming that environmentally friendly HR policies and practices can encourage employees to adopt more sustainable behaviors at work. This is consistent with previous studies by Ogiemwonyia et al. (2023), Raza & Khan (2022), and Sabokro et al. (2021).

From the perspective of the Norm Activation Model (NAM), these results reflect how organizational policies can shape social norms within the workplace. When a hospitality company implements GHRM practices—such as regular sustainability training, incentives for green actions, and clear communication about environmental values—employees are more likely to perceive a moral responsibility to act in environmentally conscious ways. In practice, this can be seen in hotels and resorts where staff are encouraged to minimize waste, conserve energy, and participate in recycling programs. These daily actions are not just the result of personal values, but are also reinforced by the organization’s expectations and support systems.

Thus, GHRM helps create a workplace culture where eco-friendly behavior is the norm, making it easier for employees to align their actions with environmental goals. Similarly, the study found that GHRM significantly increases Green Work Engagement, meaning that

environmentally focused HR policies motivate employees to become more involved in sustainability initiatives at work. This is supported by findings from Aboramadan et al. (2020) and Karatepe & Olugbade (2016). According to the Norm Activation Model, when employees see that their organization prioritizes environmental sustainability, they are more likely to internalize these values and feel motivated to contribute actively. In real-world hospitality settings, this might be reflected in employees who take initiative in green projects, volunteer for environmental committees, or suggest new ways to reduce the company's ecological footprint. For example, employees may feel more inspired to participate in energy-saving campaigns or propose innovative ideas for reducing plastic use when they know that management values and supports such efforts. GHRM practices, therefore, not only provide practical tools and incentives but also foster a sense of purpose and engagement among employees, leading to a more committed and proactive workforce in advancing sustainability goals.

Green Work Engagement on Employee Green Behavior

Green Human Resource Management (GHRM) also significantly influences Green Work Engagement, suggesting that environmentally sustainable human resource management policies and practices can increase the extent to which employees engage in sustainability-oriented activities within the workplace. This result is aligned with findings from studies by Aboramadan et al. (2020) and Karatepe & Olugbade (2016). According to the Norm Activation Model (NAM), green work engagement can be understood through the activation of moral norms that drive individuals to participate in pro-environmental behaviors. This theory posits that when individuals perceive their actions as contributing to a larger goal, such as environmental sustainability, they are more likely to engage actively. Within the context of GHRM, policies that encourage environmental sustainability activate employees' moral norms, prompting them to enhance their green performance at work.

The Mediation Effect of Green Work Engagement

Green Work Engagement acts as a mediator in the relationship between Green Human Resource Management (GHRM) and Employee Green Behavior. GHRM practices, including environmentally friendly policies in recruitment, training, rewards, and performance evaluations, serve to raise employees' awareness of the importance of sustainability. This finding

aligns with the research conducted by Kania (2024), where green work engagement becomes a factor that bridges the positive impact of GHRM on changes in employee green behavior, as this engagement fosters a sense of responsibility and greater motivation to contribute to the organization's sustainability goals.

Furthermore, in the context of the Norm Activation Model (NAM), green work engagement can be seen as a mechanism that activates individuals' moral norms to act in accordance with environmental values. When employees feel more engaged in the company's green initiatives through GHRM policies, their moral norms related to sustainability become stronger. This drives them to take pro-environmental actions, both in their daily behavior at work and in their efforts to support the company's sustainability policies and goals.

Green Work Engagement serves as a mediating mechanism bridging organizational sustainability initiatives and observable shifts in employee ecological conduct. Workers immersed in ecological initiatives exhibit heightened motivation to engage in eco-conscious practices and exhibit conduct consistent with corporate environmental values.

The Moderating Effect of Individual Green Value

Individual Green Values function as a moderating factor in the relationship between Green Human Resource Management (GHRM) and Employee Green Behavior. This indicates that the efficacy of GHRM initiatives in fostering workplace sustainability practices hinges on employees' personal environmental convictions. Employees with pronounced ecological values demonstrate heightened receptiveness to GHRM strategies, exhibiting greater initiative in adopting eco-conscious behaviors, engaging in sustainability initiatives, and championing organizational environmental goals. Conversely, those with weaker environmental values show diminished responsiveness to such policies. This observation corroborates prior studies by Tien et al. (2020), Tuan (2022), Low (2013), and Hameed et al. (2022). As explained by the Norm Activation Model (NAM), individuals prioritizing environmental values experience amplified moral imperatives to uphold ecological responsibility in personal and professional contexts. Consequently, these employees exhibit stronger intrinsic motivation to advance corporate sustainability objectives. In essence, Individual Green Values potentiate GHRM's influence on ecological conduct—when employees deeply value environmental stewardship, GHRM policies yield substantially greater behavioral transformations.

CONCLUSION AND RECOMMENDATION

Research findings confirm that Green Human Resource Management (GHRM) practices substantially affect Employee Green Behavior (EGB), with Green Work Engagement (GWE) functioning as a mediating factor reinforcing this connection. Individual Green Values further operate as a moderating variable that intensifies GHRM's impact on ecological conduct at work. Personnel exhibiting strong environmental convictions demonstrate heightened receptiveness to GHRM initiatives and deeper involvement in sustainable workplace activities. Theoretically, this investigation underscores the critical integration of the Norm Activation Model (NAM) framework with GHRM to foster pro-environmental conduct. These insights additionally establish pathways for scholarly exploration regarding the dynamic convergence between personal ethical frameworks and institutional sustainability strategies. Therefore, it is recommended that management, particularly in the hospitality sector, integrate comprehensive GHRM policies, provide sustainability training, and create a culture that supports employee engagement in green initiatives. These steps can enhance sustainability performance and create a positive work environment.

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