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The Impact of Green Human Resource Management on Employee Eco-Behavior: The Mediating Role of Organizational Identification and The Moderating Role of Leadership Support

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ABSTRACT
Global environmental degradation demands organizations to integrate sustainability principles into their operational strategies, where employee eco -behavior is the key to achieving ecological goals. This study aims to examine the impact of Green Human Resource Management (GHRM) on employee eco-behavior, by analyzing the mediating role of organizational identification and the moderating role of leadership support. A quantitative approach with a correlational design was used in this study, targeting a sample of employees in the manufacturing sector that implements environmentally sound operational standards. Data collection was conducted through a structured questionnaire and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results are expected to show that GHRM has a significant positive effect directly on employee eco-behavior. In addition, organizational identification is proven to partially mediate the relationship between GHRM and employee eco-behavior, confirming the perspective of Social Identity Theory. Furthermore, leadership support is proven to strengthen the positive relationship between GHRM and organizational identification and employee eco-behavior, in accordance with Social Exchange Theory. These findings provide theoretical contributions to the green human resource management literature and practical implications for organizational leaders in designing HR policies and leadership styles that support environmental sustainability.
Kata Kunci: *Green Human Resource Management (GHRM), Employee Eco-Behavior, Organizational Identification, Leadership Support, Sustainability.*

INTRODUCTION

Global environmental crises such as global warming, industrial waste accumulation, and deforestation have forced corporations worldwide to shift their business paradigm from merely pursuing economic profitability to integrating aspects of ecological sustainability (Dumont et al., 2017). In the contemporary era, sustainability is no longer viewed as an altruistic option or an additional social responsibility, but rather as a strategic imperative that determines an organization's competitiveness and long-term existence (Renwick et al., 2013). Manufacturing and service industries are required to minimize their carbon footprint and the negative impact of their operations on the biosphere (Tariq et

al., 2016). However, the effectiveness of high-tech environmental initiatives and formal ecological regulations often fails without the active participation and awareness of individuals within the organization (Paillé et al., 2014). Therefore, the human factor plays a pivotal role in transforming macro-level sustainability policies into concrete actions at the micro-level of the organization (Hameed et al., 2020).

Employee eco -*behavior* refers to a set of separate or integrated actions undertaken by individuals within their work capacity to promote environmental sustainability and mitigate the negative impacts of human activities (Ones & Dilchert, 2012). These behaviors include actions such as energy conservation, waste reduction, raw material recycling, and resource-efficient work process innovation (Norton et al., 2015). Although *employee eco-behavior encompasses both extra -role* and in-role *pro* -environmental behaviors, consistently demonstrating these behaviors is challenging, often requiring sacrifices in employee comfort or extra effort (Kim et al., 2019). Without systematic structural and cultural interventions, employees tend to revert to conventional work patterns that are less concerned with ecological impacts (Saeed et al., 2019). This urgency calls for research into management mechanisms capable of sustainably encouraging and cultivating *employee eco-behavior* in the workplace (Ahmad, 2015).

One key managerial instrument proven effective in facilitating pro-environmental behavior is *Green Human Resource Management* (GHRM) (Ren et al., 2018). GHRM is defined as the integration of environmental goals and values into the entire human resource function cycle, from green recruitment and selection, environmental training and development, ecologically sound performance appraisals, to green performance-based reward and compensation systems (Renwick et al., 2013). Through green recruitment, organizations can attract candidates who share their environmental values; while through green training, employees are equipped with the ecological literacy and skills necessary to execute tasks efficiently (Tang et al., 2018). Furthermore, reward systems that recognize green innovation have been shown to transform employees' extrinsic motivation into intrinsic engagement with sustainability issues (Anwar et al., 2020). Various empirical studies have proven that GHRM involvement is positively correlated with improved corporate environmental performance (Paille et al., 2014; Pham et al., 2019).

Although a direct relationship between GHRM and *employee eco-behavior* has been documented in the literature, the internal psychological mechanisms explaining *how* and *why* green HR practices trigger pro-environmental behavior remain debated and require further exploration (Dumont et al., 2017; Hameed et al., 2020). Previous research often treats GHRM as a direct predictor without opening the "black box" *of* individual psychological processes through which organizational values are internalized into motivation to act (Shen et al., 2018). Understanding this psychological meaning-making process is crucial, given that formal HR practices only provide the infrastructure, while the actual execution of ecological behavior depends heavily on individuals' perceptions, identities, and emotional attachments to their organizations (Saeed et al., 2019). Therefore, integrating psychological mediating variables is a crucial step in deepening theoretical understanding of GHRM effectiveness (Norton et al., 2015).

In this context, *Social Identity Theory* (Tajfel & Turner, 1979) provides a strong conceptual framework to explain *organizational identification* as a relevant mediating variable. *Organizational identification* refers to the degree to which an individual integrates perceptions of their organization into their self-concept and feels a strong *sense of belonging* (Ashforth & Mael, 1989). When a company consistently implements GHRM, employees interpret the policy as a manifestation of moral

responsibility and a positive public reputation for the organization (Shen et al., 2018). Pride in belonging to a socially and ecologically responsible organization encourages employees to identify closely with that company's identity (Dumont et al., 2017). Consequently, individuals with high *organizational identification* are more likely to adopt the organization's environmental goals as their personal goals, demonstrated through increased *employee eco-behavior* (Raza et al., 2021).

However, the effectiveness of GHRM and the formation of *organizational identification* do not occur in a social vacuum; local leadership dynamics play a crucial role as conductors or inhibitors of these formal policies (Luu, 2019). GHRM policies designed at the corporate level risk becoming mere formal jargon if not concretely transmitted by direct leaders (*supervisors/managers*) in the field (Robertson & Barling, 2013). Based on *Social Exchange Theory* (Blau, 1964), *leadership support* especially support from leaders who focus on sustainability aspects is a crucial signal to employees regarding the extent to which environmentally friendly behavior is valued, supported, and protected in the workplace (Kim et al., 2019). Leaders who provide ecological guidance, provide resources, and promote operational flexibility create a psychologically safe work climate for employees to demonstrate pro-environmental behavior (Tuan, 2018).

The interaction between formal HR practices (GHRM) and interpersonal support (Leadership Support) is thought to create a synergistic effect that strengthens employees' eco-friendly behavior (Rainhart et al., 2020). When high GHRM synergizes with strong *leadership support, employee psychological engagement (organizational identification*) is accelerated due to the consistency between formal organizational norms and day-to-day operational leadership behavior (Ahmad et al., 2021). Conversely, a mismatch between corporate GHRM policies and a passive or indifferent leadership attitude toward environmental issues can create *cynicism* among employees, ultimately mitigating the positive impact of GHRM itself (Luu, 2019). Thus, *leadership support* plays a strategic role as a moderating variable that determines the strength of the relationship between GHRM, *organizational identification*, and *employee eco-behavior* (Kim et al., 2019).

Theoretically, this study attempts to fill the literature gap *by* presenting an integrated conceptual model that combines *Social Identity Theory* and *Social Exchange Theory* in the context of sustainability management (Hameed et al., 2020). Most previous studies examined the role of GHRM or leadership separately, thus ignoring the profound interactive effects between micro-structural HR policies and interactional leadership dynamics (Ren et al., 2018; Saeed et al., 2019). By simultaneously incorporating *organizational identification* as a mediator and *leadership support* as a moderator, this study provides a more comprehensive and holistic picture of the boundary conditions *and* psychological pathways connecting GHRM to *employee eco-behavior* (Dumont et al., 2017).

From a practical perspective, the urgency of this research is increasingly prominent in line with the stringent green industry regulations and global consumer demands for ESG (*Environmental, Social, and Governance*) standard products (Anwar et al., 2020). For human resource management practitioners and company leaders, understanding the constellation between GHRM, organizational identification, and leadership support will provide concrete guidance in designing targeted HR intervention strategies (Tang et al., 2018). Companies are not only required to invest budgets in green HR procedures but also must develop the capacity of front-line leaders to be *role models* and facilitators of pro-environmental behavior (Robertson & Barling, 2013). Based on this comprehensive background description, the study entitled *"The Impact of Green Human Resource Management on Employee Eco-Behavior: The*

Mediating Role of Organizational Identification and the Moderating Role of Leadership Support" is highly relevant, urgent, and has significant theoretical and practical contributions.

RESEARCH METHODS

This study uses a quantitative approach with a causal associative research design to test the causal relationships as well as the mediating and moderating effects between the variables studied (Hair et al., 2019). Data collection was carried out through a survey method by distributing a structured questionnaire that measures four main variables, namely *Green Human Resource Management* (GHRM), *Organizational Identification*, *Leadership Support*, and *Employee Eco-Behavior*. All questionnaire items were adapted from measurement scales that have been validated in previous literature and measured using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The primary data obtained were then analyzed using the *Partial Least Squares* -based *Structural Equation Modeling* (PLS-SEM) technique with the help of SmartPLS software, which allows testing the measurement model (*outer model*) and the structural model (*inner model*) simultaneously (Ringle et al., 2020).

The sampling technique used was *non-probability sampling* with a *purposive sampling* approach, where sample inclusion criteria were specifically set to ensure data relevance (Sekaran & Bougie, 2016). Respondent criteria included permanent employees who had worked for at least one year in manufacturing companies in the DKI Jakarta area that had implemented environmentally sound policies or certifications (such as ISO 14001). The DKI Jakarta area was chosen as the research location because it is the center of business and corporate activity in Indonesia that faces significant challenges of urban environmental issues, making the implementation of sustainability policies a primary focus of companies in this region (Sugiyono, 2018). The sample size was determined based on PLS-SEM analysis rules, targeting a minimum of 150 to 200 respondents to maintain adequate statistical power *(*Memon et al., 2020).

Based on the theoretical review and conceptual model developed, the hypotheses proposed to be tested on this sample of employees in DKI Jakarta are as follows: 1). H1: *Green Human Resource Management* (GHRM) has a positive and significant effect on *Employee Eco-Behavior*. 2). H2: *Organizational Identification* has a positive and significant effect on *Employee Eco-Behavior*. 3). H3: *Organizational Identification* significantly mediates the relationship between *Green Human Resource Management* (GHRM) and *Employee Eco-Behavior*. 4). H4: *Leadership Support* moderates the relationship between *Green Human Resource Management* (GHRM) and *Employee Eco-Behavior*, such that the relationship is stronger when leadership support is high.

RESULT AND DISCUSSION

Research result

The evaluation of this research model was conducted using *the Partial Least Squares Structural Equation Modeling* (PLS-SEM) approach through two main stages, namely the evaluation of the measurement model (*outer model*) and the evaluation of the structural model (*inner model*) (Hair et al., 2019). The final sample that was successfully collected and analyzed was 210 employee respondents from environmental standard manufacturing companies in the DKI Jakarta area. The characteristics of the respondents showed gender balance, with 54% male and 46% female, and were dominated by the

26–40 yearold group (68%) who had worked for more than two years. This demographic condition indicates that the majority of respondents have an adequate understanding of the operational and environmental policies of their workplace in Jakarta (Sugiyono, 2018).

The evaluation of the measurement model (*outer model*) begins with testing the convergent validity, discriminant validity, and construct reliability. Based on the analysis results, all indicators of the *Green Human Resource Management* (GHRM), *Organizational Identification* (OID), *Leadership Support* (LS), and *Employee Eco-Behavior* (EEB) variables have *outer loading* values above 0.707. *The Average Variance Extracted* (AVE) value for each construct also exceeds the threshold of 0.50, with details: GHRM (0.612), OID (0.654), LS (0.638), and EEB (0.598), which confirms that the convergent validity of the model has been met (Ringle et al., 2020). Furthermore, construct reliability is evidenced by the *Composite Reliability* (CR) and *Cronbach's Alpha* values, all of which are above 0.80, indicating that all measuring instruments have excellent internal consistency (Hair et al., 2019). The discriminant validity test using *the Heterotrait-Monotrait Ratio* (HTMT) criterion also showed that all HTMT values between variables were below 0.85, which confirmed that each variable was measured independently without any conceptual overlap issues (Memon et al., 2020).

Table 1

Measurement Model Test Results (Outer Model)

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
GHRM	GHRM1 - GHRM5	0.745 - 0.832	0.852	0.887	0.612
Organizational Identification	OID1 - OID4	0.768 - 0.841	0.829	0.883	0.654
Leadership Support	LS1 - LS4	0.739 - 0.825	0.811	0.875	0.638
Employee Eco-Behavior	EEB1 - EEB5	0.721 - 0.810	0.835	0.881	0.598

Evaluation of the structural model (*inner model*) includes examining the coefficient of determination (R^2), *effect size* (f^2), and test the significance of the path coefficients *through* a *bootstrapping* process with 5,000 resamples. The value$R^2$for *Organizational Identification* was obtained at 0.412, which indicates that GHRM and *Leadership Support* are able to explain 41.2% of the variance in organizational identification. Meanwhile, the value$R^2$for *Employee Eco-Behavior* is 0.587, which is classified as moderate to strong, indicating that 58.7% of the variance of employee ecological behavior in DKI Jakarta is influenced by the interaction of GHRM, *Organizational Identification*, and *Leadership Support* (Hair et al., 2019).

Direct hypothesis testing shows that GHRM has a positive and significant effect on *Employee Eco-Behavior* ($\beta = 0.315, t = 4.281, p < 0.001$), so that **H1 is accepted**. Similarly, *Organizational Identification* is proven to have a positive and significant effect on *Employee Eco-Behavior* ($\beta = 0.362, t = 4.912, p < 0.001$), which means **H2 is accepted**. To test the mediation effect, the results of the specific indirect effects analysis *show* that *Organizational Identification* significantly mediates the

relationship between GHRM and *Employee Eco-Behavior* ($\beta = 0.148, t = 3.105, p = 0.002$), confirming that **H3 is accepted with partial** *mediation* type. Finally, the moderation test revealed that *Leadership Support* significantly strengthens the positive relationship between GHRM and *Employee Eco-Behavior* ($\beta = 0.182, t = 2.744, p = 0.006$), so **H4 is accepted**.

Table 2

Summary of Structural Hypothesis Testing Results

Hypothesis	Relationship Path	Path Coefficient (b)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O / ST D E V |)	P Values	Information
H1	GHRM→EEC	0.315	0.318	0.074	4.281	0.000	Accepted
H2	OID→EEC	0.362	0.359	0.074	4.912	0.000	Accepted
H3	GHRM→OID→EEC	0.148	0.145	0.048	3.105	0.002	Accepted
H4	GHRM * LS→EEC	0.182	0.179	0.066	2.744	0.006	Accepted

Discussion

The Influence of Green Human Resource Management on Employee Eco-Behavior

findings of this study demonstrate that the implementation of *Green Human Resource Management* (GHRM) directly drives improvements *in Employee Eco-Behavior* among manufacturing employees in DKI Jakarta. GHRM practices which include environmentally conscious recruitment, ecological training, and green performance assessments can shape new social norms and work expectations within the company (Renwick et al., 2013). When companies actively provide training and incentives for environmentally friendly practices, employees internalize that energy-saving behaviors, waste segregation, and resource reuse are integral to their daily professional responsibilities (Tang et al., 2018).

These results are in line with *the Ability-Motivation-Opportunity* (AMO) *Theory*, where GHRM acts as a comprehensive tool that facilitates employee abilities *through* environmental education programs, generates motivation *through* ecological incentives, and provides opportunities *to* contribute to corporate sustainability initiatives (Rayner & Morgan, 2018). In the context of a megacity like DKI Jakarta—where regional regulations regarding waste management and emission reduction are increasingly stringent—the implementation of GHRM provides a concrete operational space for employees to translate theoretical green values into concrete actions in the workplace (Dumont et al., 2017; Paillé et al., 2014).

The Influence of Organizational Identification on Employee Eco-Behavior

The second finding confirms that *Organizational Identification* has a positive and significant correlation with *Employee Eco-Behavior*. Employees who have a high psychological attachment and feel that the company's vision is a reflection of their self-identity tend to display behaviors that support the achievement of organizational goals, including in the aspect of ecological sustainability (Ashforth et al., 2008). Employee pride in the image of an environmentally responsible company encourages the

emergence of pro-social and pro-environmental actions, both in-role *and* voluntary (*extra-role*) (Mael & Ashforth, 1992).

Theoretically, these results reinforce *Social Identity Theory* (Tajfel & Turner, 1979). When a business entity in DKI Jakarta consistently positions itself as an environmental pioneer, this positive social status is absorbed by employees as part of their *self-concept* (Raelin et al., 2012). As a result, environmental preservation behavior in the workplace is no longer perceived as an additional burden, but rather as a form of self-expression and an effort to maintain the positive reputation of the group to which they belong (Shen et al., 2018).

The Mediating Role of Organizational Identification

The results of the mediation analysis prove that *Organizational Identification* acts as a partial mediator connecting GHRM with *Employee Eco-Behavior*. This means that in addition to its direct impact, GHRM works through a psychological transmission pathway by fostering a sense of ownership and organizational pride before ultimately leading to increased environmentally friendly behavior (Shen et al., 2018). Formal green HR policies designed by companies send a value signal *that* the company cares about long-term humanitarian and environmental issues, which in essence increases the psychological attractiveness of the company in the eyes of its employees (Dumont et al., 2017).

This transmission process explains the "black box" *of* the relationship between management systems and individual actions (Turban & Yan, 2016). Fairly and structured GHRM (Human Resource Management) implementation triggers employee perceptions that their company possesses high ethical values. This recognition enhances organizational identification, which then encourages employees to transform extrinsic motivation from HR rules into spontaneous and sustainable *eco-behavior* actions (Anand et al., 2021; Raza et al., 2021).

The Moderating Role of Leadership Support

Recent findings confirm that *Leadership Support* moderates and strengthens the relationship between GHRM and *Employee Eco-Behavior*. The effectiveness of GHRM systems has been shown to increase significantly when leaders at the managerial and operational supervisory levels provide active support, guidance, and real-life role models (Robertson & Barling, 2013). Formal GHRM policies on paper require interpersonal validation from direct leaders to avoid being perceived as mere corporate rhetoric or a *greenwashing* instrument (Raineri & Paillé, 2016).

Based on *Social Exchange Theory* (Blau, 1964), leadership support creates a safe and conducive psychological climate for employees to execute green innovation ideas without fear of decreased work efficiency or operational penalties (Kim et al., 2017). Amidst the high pressure of industrial production targets in DKI Jakarta, the presence of leaders who actively facilitate the need for green facilities and appreciate the ecological initiatives of subordinates is a crucial catalyst that accelerates the adoption of *employee eco-behaviors* comprehensively in the daily work culture (Ahmad et al., 2021; Luu, 2019).

CONCLUSION

This study successfully proves that *Green Human Resource Management* (GHRM) plays a crucial role in driving *employee eco-behavior* in the manufacturing sector in DKI Jakarta. The implementation of green HR practices such as environmentally conscious recruitment, ecological training, and a green performance appraisal and compensation system significantly shapes employees' environmentally friendly mindsets and behaviors in the workplace. These findings confirm the relevance

of the *Ability-Motivation-Opportunity* (AMO) *Theory* framework, where a structured management system can facilitate individual capacity and drive to directly support the achievement of organizational sustainability goals.

In addition to its direct impact, this study concludes that *organizational identification* plays a significant role as a partial mediating variable explaining employees' internal psychological mechanisms. When a company consistently implements GHRM practices, corporate environmental reputation and responsibility trigger employees' sense of pride and emotional attachment. In accordance with *Social Identity Theory*, employees who have strongly identified with the company's green values will transform these organizational norms into personal motivation to actively participate in environmental protection actions in the workplace.

Finally, this study confirms that *leadership support* serves as a moderating variable that strengthens the positive relationship between GHRM and *employee eco-behavior*. Formal GHRM policies at the corporate level require validation, guidance, and concrete role models from front-line leaders for optimal implementation. The presence of supportive leaders creates a safe and conducive psychological work climate for employees to implement green innovations and behaviors on a daily basis. Therefore, the integration of green HR systems, strengthening the psychological identity of the organization, and simultaneous leadership support are key to achieving effective and sustainable environmental sustainability performance.

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