Harnessing Sustainable HRM: The Impact of Green Psychological Climate on In-Role and Voluntary Green Behaviors

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Abstract: **Research Aims:** The purpose of this research is to examine the influence of Sustainable Human Resource Management (*shrm*) on green phycological climate (*gpc*) of business organizations, and the effect of *gpc* on in-role service behavior (*igsb*) and voluntary green service behavior (*vgsb*). **Design/Methodology/Approach:** This research involved 370 employees of service companies in Indonesia as respondents; and the data were analyzed using WarpPLS-SEM. **Research findings:** The research found that *shrm* practices have a positive impact on green service behaviors (in-role and voluntary green behavior). Another result of this study shows that *shrm* practices enable to stimulate green psychological climate, and this climate affects on *igsb* and *vgsb equally*. Sustainably human resource management affects strongly on *gpc* leaving a clear explanation that green strategy of human resources is a base for the green organization development. **Theoretical contribution/Originality:** This study enhances the application of Social Identity Theory in Sustainable Human Resource Management (*shrm*) by identifying the strategic importance of *shrm* implementation in fostering a green psychological climate. It highlights the impact on both in-role and voluntary green service behaviors. **Practitioner/Policy implication:** Practitioners should focus on integrating sustainable human resource management practices that promote environmental sustainability within their organizations, as well as emphasizing training and development related to green practices can enhance both *igsb* and *vgsb* among employees. **Research limitation:** The data collection for this study was designed cross sectionally due to the relative difficulty of conducting a longitudinal study, so it has limitations in continuing to ascertain the causal effects of the variants studied. If in the future this study is conducted longitudinally, it will be better in ascertaining the development of the increase of *shrm* on *gpc* and *igsb* and *vgsb*.

Keywords: HRM, Green Psychological Climate, Green Behaviors, environmental sustainability.

INTRODUCTION

The topic of environmental sustainability and green business has gained significant global attention in recent years. Customers believe that the role of business extends beyond merely generating profits but also involves a commitment to societal welfare and environmental sustainability (Majeed, *et al*., 2022). Consumers increasingly anticipate receiving environmentally friendly services, often referred to as green services. These green services encompass proactive environmental actions, efforts to protect the environment, and other positive behaviors aimed at preserving resources within business operations (B. Zhang, *et al*., 2021).

In contrast to conventional Human Resource Management (*hrm*) practices, Sustainable Human Resource Management (*shrm*) assists companies for creating green behavior workforce and making them have initiation to support environmental sustainability (Ercantan & Eyupoglu, 2022). Companies that practice *shrm* have green goals that lead to business sustainability and environmental friendliness, green training, reward based on environmentally friendly behavior, and promotions system based on environmental concern (Sabokro, *et al*., 2021).

Although studies on the effect of *shrm* on green behavior have been conducted, few studies have examined its impact on green psychological climate and voluntary green service behavior. Practical perspectives and theory development on this study are needed for the development of green behavior in the service industry. Studies about the effect of *shrm* on green service behavior have been conducted in hospitality industry. (Ababneh, 2021), in educational services in Turkey (Ercantan & Eyupoglu, 2022), in manufacturing companies in China (Y. Zhang, *et al*., 2019), and in banking (Rubel, *et al*., 2020). No studies have conducted in general service industry where service is a determinant of customer preferences, therefore research is focused on a variety of service companies.

Sustaiable human resource management (*shrm*) practices that integrate environmentally focused

policies, such as training, development, and performance management, foster perceptions of a green work climate (Uslu, *et al*., 2023). Stronger *shrm* practices enhance the green psychological climate (GPC) (Uslu, *et al*., 2023), which, in turn, motivates employees to engage in Green Service Behavior (GSB) (Zamzamy & Suryani, 2024). *Green service behavior* can be grouped into two categories, namely *in-role green services behavior* and *voluntary green service* behavior (Aboramadan, 2022). *Intra-role* behavior is related to the tasks that must be carried out in serving an environmentally friendly service, and *voluntary-role* which is action outside of his duties that serve in an environmentally friendly manner or what is also known as Green Organizational Citizenship behavior (*gocb*) (Paillé & Boiral, 2013).

Bsased on the above background, this study seeks to develop a conceptual framework illustrating how *shrm* practices influence the green psychological climate (*gpc*) and its impact on employees' in-role and voluntary green service behaviors in service companie

THEORETICAL REVIEW

Sustainable Human Resource Management (shrm)
Sustainable Human Resource Management is defined as a strategic approach to managing human resources that emphasizes not only economic efficiency but also social equity and environmental stewardship (Sabokro, *et al*., 2021). This framework integrates sustainability into human resource practices, ensuring that organizations consider their impact on various stakeholders, including employees, communities, and the environment. It emphasizes the importance of comprehensive human resource practices such as recruitment based on sustainability values, training focused on sustainable practices, and career planning that aligns with sustainability goals. By doing so, organizations can achieve holistic business sustainability while positively impacting society and the environment. This human resource management system is aimed at creating environmentally friendly employee attitudes and behaviors that in the long run will have an impact on the sustainability of business and society. The implementation of *SHRM* contributes to producing an environmentally friendly workforce, which understands and values actions to support environmental sustainability (Sabokro, *et al*., 2021).

Sustainable huma resource management practices provide opportunities for employees to engage in environmental initiatives, recognise individual green behaviors, address environmental issues in job design and assignments, proactively approach and positively interact with environmental requirements. (Ababneh, 2021).

Ababneh discusses *shrm* within the framework of corporate sustainability, arguing that it plays a crucial role in aligning human resource practices with broader sustainability objectives. The study posits that *SHRM* encompasses policies and practices aimed at enhancing employee engagement in sustainability initiatives while also ensuring that HR strategies contribute to long-term organizational success. Ababneh highlights the significance of integrating social responsibility into HRM by promoting employee welfare and community engagement alongside environmental considerations. This integration not only supports organizational goals but also enhances employee satisfaction and retention.

Companies that adopt *shrm* integrate green practices into their operations, conduct eco-friendly training, foster environmental learning, recognize employees for sustainability efforts, and promote staff based on their commitment to environmental responsibility (Sabokro, *et al*., 2021). Studies show that in *shrm* practices, companies carry out recruitment and selection using environmental concern criteria, carry out environmentally friendly training and development, often engage in activities that support environmental sustainability, have environmentally friendly performance management, and green rewards. (Islam, *et al*., 2022). Companies that implement *shrm* also care about the importance of employees' knowledge, skills, and abilities to take the initiative to take environmentally friendly actions through training. (Al-Ghazali & Afsar, 2020).

Prior research indicates that SHRM serves as an effective mechanism for promoting pro-environmental employee behavior (Rubel, *et al*., 2020). It also influences both in-role and voluntary green service behaviors (Rubel, *et al*., 2020) while enhancing overall green service behavior within organizations (Khan, *et al*., 2022). Studies in hospitality services also show the positive effect of *shrm* on green service behavior (Ababneh, 2021). More specific research on the impact of *shrm* on green service shows that the implementation of *shrm* has a positive effect on *intra- role* green service behavior and *Voluntary green service behavior* (Ercantan & Eyupoglu, 2022).

Management practices that implement performance management compensation systems based on environmental concerns encourage employees to perform work in serving in accordance with their duties and responsibilities (intra role green service behavior). (Zhu, *et al.*, 2021). The logical relationship that *shrm* leads to the development of in-role green service behavior and voluntary green service behavior serves as the basis for formulating Hypotheses 1 and 2 below.

H1: The more effectively Sustainable Human Resource Management (shrm) practices are implemented, the greater the employees' engagement in in-role Green Service Behavior (igsb) within the service industry.
H2: The more effectively Sustainable Human Resource Management (shrm) practices are implemented, the greater the employees' engagement in voluntary Green Service Behavior (igsb) within the service industry.

Psychological climate is an individual employee's perception of the work environment (Baltes, *et al.*, 2009). More broadly, psychological climate also includes employee perceptions of individual behavior and ethics in the workplace (Sabokro, *et al.*, 2021). Companies that implement *SHRM* conduct green training and development, reward employees who care about the environment, create situations that encourage employees to learn skills to protect the environment environmental conditions experienced by such employees will be perceived as conditions that psychologically care about the environment. Companies that implement shrm policies and practices actively socialize environmental awareness so that employees are informed about the implementation of organizational environmental procedures and policies that support environmental conservation and environmentally friendly values that will create an environmentally friendly psychological climate (Sabokro, *et al.*, 2021). The logical connection that *shrm* and the enhancement of green psychological climate forms the foundation for the formulation of Hypotheses 3 presented below.

H3: The more effectively Sustainable Human Resource Management (shrm) practices are implemented, the greater the employees' awareness in green psychological climate within the service industry

According to Social Identity Theory (SIT), when individuals or employees are in an environment, individuals will adjust, identify themselves with the environment. (Tanova & Bayighomog, 2022). An environmentally friendly work environment, work procedures and company policies will encourage employees to take actions that are in harmony with their environment. Therefore, it is likely that the higher the *gpc*, the higher the green behavior of both *igsb* and *vgsb*.

Previous studies have also shown a positive relationship between gpc toward igsb and vgsb Studies show that *gpc* has a positive effect on green service behavior (Sabokro, *et al.*, 2021), and in other studies when carried out specifically on both behaviors, it shows that the higher the application of *gpc*, the higher the activity of *igsb* and *vgsb*. (Zamzamy & Suryani, 2024). Based on this, a hypothesis was formulated:
H4: The more Psychological Climate (gpc) practices are implemented, the greater the employees' engagement in in-role green service behavior within the service industry
H5: The more Psychological Climate (gpc) practices are implemented, the greater the employees' engagement in voluntary green service behavior within the service industry

Based on the theoretical studies and hypotheses formulated, the framework is shown in Figure 1.
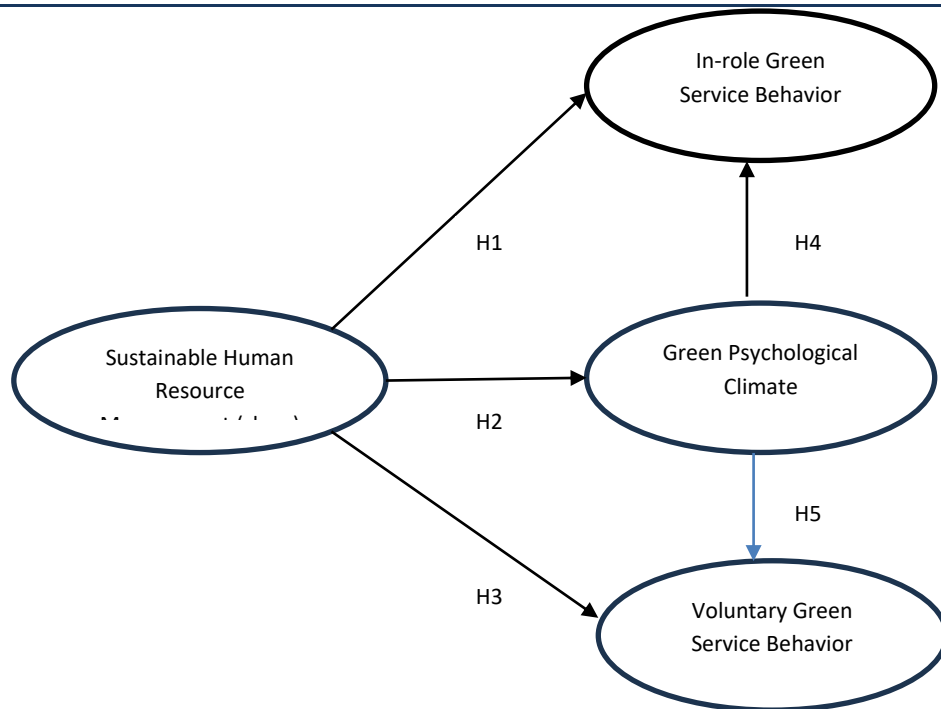
Figure 1: Research Model

RESEARCH METHOD

The research was conducted using survey method on employees in Surabaya and Jakarta. Data was collected through online questionnaires. The survey was conducted on 370 employees of service companies that have environmental awareness programmes in their business processes and their work is directly related to customers. If the respondent does not meet the criteria as specified, he or she was dropped as the respondent. Based on the survey conducted,

Measurement

The variables in this study were measured based on prior research, which created items tailored to the context of the service industry being examined. The questionnaire items derived from this earlier work have undergone testing to ensure they meet validity and reliability standards. Below is the operational definition and measurement of the research variables.

(1) Sustainable Human Resource Management (*shrm*) refers to the practice of managing human resources with a focus on preserving and protecting the natural environment. Its indicators include environmentally friendly HRM objectives, training, learning, rewards, and promotions (Ababneh, 2021; Sabokro, *et al*., 2021). However, green recruitment and selection are excluded from the indicators, as many companies in Indonesia have yet to adopt this aspect. The framework consists of 13 items, distributed as follows: green purpose and objectives (2 items), green training and development (3 items), green performance management (3 items), green rewards (3 items), and green promotion (2 items)

(2) In-role Green Service Behavior (igsb) refers to employee actions or activities aimed at delivering environmentally conscious services, as outlined in job descriptions and company policies (B. Zhang, *et al*., 2021). Its indicators include participation in developing environmental knowledge and skills (2 items), awareness of company initiatives related to environmental care activities (1 item), and utilizing facilities for environmental protection in line with company regulations (2 items).

(3) Voluntary Green Service Behavior (vgsb) refers to employees' self-initiated actions to deliver services with environmental consideration, going beyond their formal job responsibilities to support environmental protection (B. Zhang, *et al*., 2021; Rubel, *et al*., 2020). The indicators include a willingness to influence others (1 item), providing feedback or suggestions to management regarding environmental protection activities (2 items), and taking initiatives to promote environmental care (2 items)

(4) Green Psychological Climate (gpc) refers to the workplace atmosphere and environment perceived by employees, which fosters environmental sustainability through the

adoption of eco-friendly policies (Shah & Soomro, 2023). Its indicators include: (1) awareness of an environmentally friendly work climate, along with an understanding and appreciation of company processes, policies, and practices designed to safeguard the business environment.

The items included in this questionnaire were initially based on indicators from earlier research, which were then modified and adapted to fit the specific research context. These items were subsequently reviewed by experts and practitioners in human resource management. Before conducting data analysis, the instrument underwent testing to ensure its validity and reliability. The Likert Scale used for scoring offers five response options: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

DATA ANALYSIS

This research was analyzed using WarpPLS 8.0. PLS Structural Equation Modeling is regarded as highly effective for estimating models from a predictive explanation standpoint. This method facilitates the understanding of the relationships between the variables posited in the research model (Ringle, *et al.*, 2023). In the PLS model, there are two model evaluations carried out, namely the evaluation of the measurement model. The measurement (outer model) and structural model (inner model) evaluation. Through outer model evaluation, data was evaluate to confirm if the items of the questionnaire were already valid and reliable, while the inner model evaluation focuses on the checking the acceptance approval of the hypothese.

a. Descriptive Analysis

Table 1 presents the description of the research respondents

Table 1: Respondents Demography

Demography	Category	Number	Percentage
Gender	Male	169	46%
	Female	201	54%
		370	**100%**
Length of Employment	≥ 9 years	142	38%
	7≤ X >9 years	36	10%
	5≤ X >7 years	41	11%
	3≤ X >5 years	43	12%
	1≤ X > 3 years	108	29%
	< 1 year	12	3%
		370	**100%**

b. Outer Model Evaluation

Using outer model evaluation, the data of the items of each construct that were *shrm* (13 items), igsb (5 items), vgsb (5 items ad gpc (5 items) were confirmed if they are validly measure the corresponding construct, as well as if they are reliably responde in a a relatively similar way by the respondents. was analyzed. Shortly, the results of the outer model evaluation used to test validity and reliability. The details are described as follows.

Table 2: Outer Model Evaluation Result

Variable Codes	Items	Item Loading	AVE	Cronbach α	CR
*shrm*1	The company sets goals orientated towards environmental sustainability	0.747	0.611	0.947	0.953
*shrm*2	The company establishes a clear vision that pays attention to environmental sustainability in each of its employees	0.765			
*shrm*3	Company provides training to s u p p o r t sustainability	0.802			
*shrm*4	The company provides opportunities to employees to attend training on environmental sustainability	0.791			
*shrm*5	Sustainability-orientated training is a priority	0.788			

	for thecompany.				
*shrm*6	The company uses environmental performance indicators for its performance management system	0.818			
*shrm*7	Concern for the environment is one of the performance indicators for employees	0.821			
*shrm*8	Manager sets environmental behavior as the part of performance appraisal	0.832			
*shrm*9	The Company gives appreciation to employees who have an environmental sustainability-oriented behavior.	0.735			
*shrm*10	The company gives financial rewards to employees who care about environmental sustainability.	0.806			
*shrm*11	The company rewards employees whose behavior is environmentally friendly	0.786			
*shrm*12	The company considers green behavior in promoting employees	0.7659			
*shrm*13	The company considers environmental concerns in the placement of employees.	0.704			
gpc1	I feel that the company management is concerned about the impact of its activities on the environment.	0.883	0.778	0.929	0.946
gpc2	I feel that the company policy encourages initiatives to help solve environmental problems	0.886			
gpc3	I feel that the company views the protection of the environment as the most important thing	0.868			
gpc4	The atmosphere in the company shows an effort of environmentally friendly.	0.904			
gpc5	The atmosphere of the company shows that the company wants to be known as an environmentally friendly company.	0.870			
igsb1	In accordance with the company's requirements, I try to improve my knowledge of the environment so that I can serve it well.	0.876	0.711	0.898	0.925
igsb2	In accordance with the tasks assigned, I am improving my skills in order to protect the environment.	0.823			
igsb3	I enthusiastically participate in training that supports environmentally friendly services to support the smooth running of my duties.	0.886			
igsb4	I will use company paper/equipment as efficiently as possible.	0.848			
igsb5	In accordance with company regulations, I use environmentally friendly equipment/materials.	0.780			
vgsb1	I personally encourage my colleagues to adopt more environmentally conscious behaviors in service delivery.	0.885	0.734	0.908	0.932
vgsb2	I am happy to make suggestions to management to respond to environmental issues to improve the company's environmental performance.	0.884			
vgsb3	I voluntarily provide input to the company's	0.893			

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	management on environmentally friendly service policies.				
vgsb4	I am happy to save the company's electricity.	0.892			
vgsb5	I choose to use environmentally friendly materials when doing activities in the company.	0.716			

Referring to the outer model results presented in Table 1, it shows the validity and reliability of the quesyionnaire' items. The validity is shown by the loading factors, AVE score and good cross loading factors. All items that measure the variables validity have a loading factor value of above 0.7 (accepted score is >7 for excellent value, 6-7 medium, >5 as the limit value). The results of the AVE values of the constructs are above 0.7 except *shrm* that has the value 0.611 which is still accepted as long as it is still above 5 as the limit value accepted (Hair, *et al.*, 2022). Othe value determining good validity is the cross loading factor The cross loading values all show that the values of a construct are higher that the others crossing the construct (Sarstedt, *et al.*, 2021). This indicates that the latent variables in this study are able to explain more than half of the variance of their indicators on average. So the instrument has good convergent validity. R^2 between 0.5 - 0.75 is considered moderate (Chin, 1998).

c. Inner Model Evaluation Result
Inner Model Evaluation assesses the relationships between latent variables studied which are *shrm* towards igsb, vgsb, gpc, as weel as the impact of gpc toward igsb and vgsb within a structural equation model. The rseul of inner model evaluation is as in figure 1
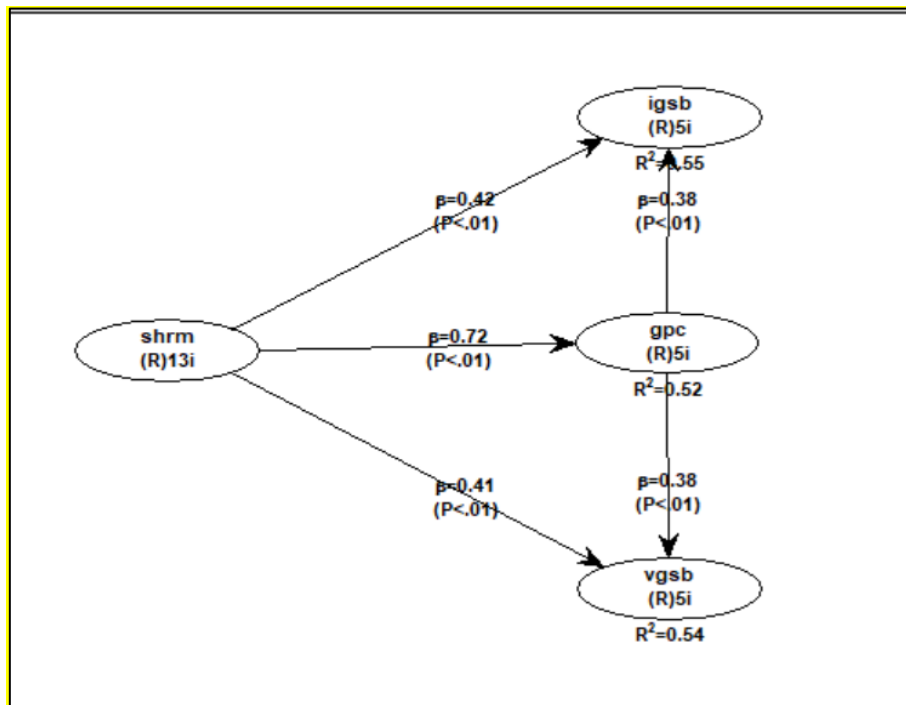

Figure 1: Result of Inner Model Evaluation

Inner model evaluation is carried out to test the hypothesis that has been formulated. The results are presented in Table 3.

Table 3: Path Coefficient and p Value

Hypothesis pathways	Path coefficient (β value)	Probability (p Value)	Decision
H1: *shrm*---> igsb	0.42	<0.01	Accepted
H2: *shrm*---> gpc	0.72	<0.01	Accepted
H3: *shrm*---> vgsb	0.41	<0.01	Accepted
H4: gpc ---> igsb	0.38	<0.01	Accepted
H5: gpc ---> vgsb	0.38	<0.01	Accepted

The findings suggest that Hypothesis 1 and Hypothesis 2 are supported, indicating that sustainable human resource management (*shrm*) practices are crucial for service companies in promoting both in-role green behavior (*igsb*) and voluntary green behavior (*vgsb*). Theoretically, the adoption of *shrm* within organizations aims to foster environmental awareness among employees and cultivate a culture that prioritizes environmental management (Ren, *et al*., 2020). In the context of this research, the company has integrated various *shrm* elements—such as goal setting, training and development, performance management, and rewards and promotions—that incorporate environmental considerations into all operations. This robust application of *shrm* practices effectively influences not only *igsb* but also *vgsb*, which is characterized as an extra-role behavior. The study's outcomes align with previous research indicating that *shrm* positively impacts both intra-role and voluntary green service behaviors in the banking sector (Rubel, *et al*., 2020). Research within higher education settings has also demonstrated that *shrm* significantly predicts increases in both in-role and voluntary green behaviors (Aboramadan, 2022). This is further supported by earlier studies that found a correlation between *shrm* and perceived green task-related and voluntary behaviors (Ercantan & Eyupoglu, 2022).More targeted investigations into specific *shrm* activities have revealed that initiatives such as green compensation and rewards, green performance management, green training and development, and green recruitment and selection positively influence task-related green behavior and voluntary green behavior, particularly in Thailand's automotive industry. Notably, this study finds that the impact of *shrm* on *igsb* and *igsb* is relatively comparable, suggesting that *shrm* is effective in enhancing both intra-role and voluntary green service behaviors.

The test results of H3 show that *shrm* has a positive effect on *gpc* in service companies. Referring to Social Identity Theory (SIT) that individuals who are in an organizational environment will adjust, identify themselves with the environment (Tanova & Bayighomog, 2022). The imact of *shrm* to gpc even the strongest compared to the other two of *igsb* and *vgsb*. This can be explained that the implementation of *shrm* supported by policy procedures on HR activities and an environmentally friendly work environment will be perceived by employees as a pro-environmental psychological climate.

Green psychological climate (gpc) that takes place in the company is able to increase employees' in-role green service behavior (*igsb)* and voluntary green service behavior (vgsb). This is shown from the results of testing H4 and H5. This means that green psychological climate (*gpc*) contributes positively to employees' green servive behavior both in-role and voluntary service behavior. The results of this study confirm previous research that *gpc* has a positive effect on green service behavior (Sabokro, *et al*., 2021). These results are also consistent with research showing that the higher gpc, the higher the *igsb* and *vgsb* (Zamzamy & Suryani, 2024).

According to Social Identity Theory, people tend to adapt and associate themselves with their surroundings (Tanova & Bayighomog, 2022). Organizations that adopt *shrm* establish policies, processes, and an eco-friendly workplace environment that motivates employees to act harmoniously with nature. As *gpc* levels increase, employees become more aware of the environmentally conscious atmosphere, leading them to exhibit positive ecological behaviors while delivering services.

Theoretical Implications
This study enhances our understanding of the effects of *shrm* and its dynamics within the framework of *gpc* and its influence on green service behaviors. It builds upon prior research by exploring both in-role green service behavior and voluntary green service behavior, areas that have received less attention in earlier studies focused primarily on green behavior. A key finding of this research is that *shrm* practices significantly influence the green psychological climate, which,

in turn, affects both in-role green behavior and voluntary green behavior equally. This observation aligns with Social Identity Theory (SIT), which posits that individuals adapt and align themselves with their environment (Tanova & Bayighomog, 2022). Notably, this finding diverges from previous research that suggested *shrm* had a more pronounced effect on voluntary green behavior compared to in-role green behavior (Ercantan & Eyupoglu, 2022).

Practical Implications

The results of this study provide important practical implications as the issue of green business in the context of sustainable goals development. *Sustainable human resource management* practices are seen as a key enabler to realise organisational sustainability (Absar, *et al*., 2021). Companies need to implement *shrm* to stimulate an environmentally friendly psychological climate. The implementation of *shrm* can be done by starting with the establishment of environmentally oriented vision, goals and objectives, recruitment and selection processes that consider aspects of environmental sustainability, green performance management, rewards based on environmental care and promotions that consider aspects of environmental care at work.

Policies in *shrm* activities need to be established and supported by supporting procedures,so that it is expected to stimulate a green psychological climate. Referring to SIT, the existence policies and procedures and an environmentally friendly atmosphere will be perceived and felt byemployees as a GPC (Sabokro, *et al*., 2021). The integration of all activities in human resource management as part of an environmentally orientated management system is important for companies to do. Through consistent *shrm* practices, it is expected that GSB will be formed both in-role and voluntary service behavior.

LIMITATION AND FUTURE RESEARCH DIRECTION

The data collection for this study was designed cross sectionally due to the relative difficulty of conducting a longitudinal study, so it has limitations in continuing to ascertain the causal effects of the variants studied. If in the future this study is conducted longitudinally, it will be better in ascertaining the development of the increase of *shrm* on *gpc* and *igsb* and *vgsb*.

Another limitation of this study is that all the constructs studied are undimensional, so that important indicators of the constructs forming *shrm*, *gpc*, *igsb* and *vgsb* are less explored. Therefore in future studies to enrich the research that has been done, the use of multidimensional constructs could be done. The use of multi-dimensions allows researchers to test the effect of each dimension of the constructs studied.

CONCLUSION

This research makes a valuable contribution to the development of a green service behavior modelwith *shrm* and gpc in the context of the service industry. Specifically, the research found that *shrm* practices have a positive impact on green service behavior, both in the nature of *igsb* which is mandatory, and *vgsb* which is a form of organizational citizenship behavior. An interesting finding of this study is that the magnitude of the influence of *shrm* practices on *igsb* and *vgsb* equally. Another result of this study shows that *shrm* practices are proven to be effective in improving the green psychological climate, which is an important condition to encourage employee attitudes and behaviors to care about the environment.

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