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SUSTAINABLE WORKPLACE OPTIMIZATION THROUGH THE IMPLEMENTATION OF GREEN HUMAN RESOURCE PRACTICES

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Research Paper

Abstract: The imperative to achieve corporate sustainability necessitates a novel business perspective focusing on the competencies of leaders and the efficiency of Green Human Resource Management (GHRM) implementation. This study aims to underscore the importance of leadership and GHRM in advancing enterprises towards sustainability. GHRM assists organizations in aligning corporate strategies with the external environment, a critical aspect of organizational management. The research employs a quantitative methodology and a dyadic approach, specifically examining the supervisor-employee relationship, to collect data. A standardized survey was utilized to gather data from staff in non-profit organizations in Indonesia. Hypotheses were tested through Structural Equation Modelling-Partial Least Squares (SEM-PLS). The findings reveal a significant impact of leadership on employees' environmentally conscious behaviour. Moreover, the relationship between leadership and employees' green actions is mediated by GHRM and aligned ecological aspirations. Additionally, green creativity strengthens the connection between leadership and GHRM. Furthermore, a psychologically green atmosphere enhances the association between GHRM and employee engagement in green activities. The research outcomes bear substantial practical significance for leaders and policymakers involved in business sustainability.

Keywords: Leadership, Green Behaviour, Harmonious Ecological Drive, Green Creativity, Corporate Sustainability.

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1. Introduction

Enterprises have recognized that a dedication to sustainability is imperative for their enduring viability, prompting a cognizance of the necessity for a distinct managerial approach tailored to specifically confront environmental considerations (Zhao et al., 2021). Consequently, corporations bear the responsibility of attaining sustainable objectives through meticulous consideration of the environmental ramifications inherent in their operations (Chaudhary, 2020; Koberg & Longoni, 2019). Sustainable enterprises prioritize time-integrated strategic management, thoroughly assessing decision impacts on collaboration to prevent imbalance. Achieving sustainability requires regulations evaluating performance through a triple-bottom-line strategy—considering economic, environmental, and human factors (Ahmad, Ullah, & Khan, 2022). Scholarly consensus recognizes the significance of GHRM in business sustainability, attributing its importance to the central role it plays in personnel management and the acknowledgment of employees as vital stakeholders in the pursuit of corporate sustainability Sabokro, Masud, and Kayedian (2021).

The adoption of GHRM augments an organization's reputation, addresses stakeholder expectations, and yields enduring advantages for succeeding generations (Lynch et al., 2020). It is noteworthy that GHRM significantly influences the eco-innovation and environmentally conscious behaviour of employees, ultimately contributing to enhanced organizational performance in the domain of sustainability (Farrukh et al., 2022). Human resource (HR) professionals face a substantial challenge in ensuring the proficient incorporation of environmental sustainability into HR practices (Saeed et al., 2019) ,as there is a correlation between GHRM and sustainability (Zhao et al., 2021). Prior studies have recognized the impact of GHRM on the environmentally conscious behaviour of employees; it is imperative to emphasize the ongoing evolution of the GHRM discourse (Dumont, Shen, & Deng, 2017). Furthermore, there are avenues for additional scholarly inquiry in this regard (Pham, Hoang, & Phan, 2020).

The existing body of literature lacks a multilevel assessment of employees' environmentally conscious behaviour prompting the need to address these gaps. This study investigates the influence of leadership on employees' environmentally conscious behaviour, incorporating considerations of GHRM and employees' ecological desire for harmony. Additionally, the study explores the green psychological boundary conditions of the GHRM climate concerning employees' environmentally conscious behaviour. Furthermore, the study analyses the impact of leadership, green creativity, and climate on employees' environmentally conscious behaviour. The investigation aims to provide insights into these relationships, employing green creativity and a green psychological climate as constraining factors in the examination of leadership, GHRM, and employees' environmentally conscious behaviours. Conclusively, the present investigation was carried out in Indonesia, a nation that has been relatively underexplored in the literature on organizational behaviour, green innovation, and employees' environmentally conscious behaviour (Saleem et al., 2021; Unsworth et al., 2021). A comprehensive explanation of the data collection methodology is provided, followed by a detailed presentation of the findings obtained through this inquiry.

2. Material and Method

2.1 Green Leadership and Employee Behaviour

The adoption of leadership approaches grounded in moral principles emerges as pivotal in the contemporary context (Banks et al., 2021). The ubiquity of global organizational scandals has prompted a noteworthy increase in research dedicated to leadership. Scholarly literature posits leadership as the manifestation of behaviour consistent with established norms through individual actions and interpersonal relationships. Leaders exhibit conscientious consideration for societal concerns, upholding moral principles in both personal and professional spheres (Babalola et al., 2019). The leadership concept encompasses traits, characters, and altruistic motivation, with leaders perceived as fair and truthful, possessing integrity. Moral managers aim to influence followers' behaviour through ethical agendas, exemplified by effective communication of moral messages and the establishment of incentive structures for ethical behaviour (Bedi, Alpaslan, & Green, 2016).

Prior research indicates that employees' green behaviour is influenced by various factors, including environmental awareness, CSR, green crafting, and pro-environmental attitudes (Safari et al., 2018, 2020), GHRM (Zhang et al., 2019), green training (Pinzone et al., 2019), and environmental leadership (Robertson & Carleton, 2017). Nevertheless, scholarly investigation into the determinants of employees' environmentally conscious behaviour is currently ongoing (Saeed et al., 2019; Unsworth et al., 2021).

A leader exhibits a distinct ethical character and displays an elevated understanding of employees' environmental responsibilities (Saleem et al., 2020). Social learning theory holds importance in our evaluation, particularly when the desired behaviour concerns environmental sustainability and is modelled by a prominent figure within a group (Islam et al., 2021). Given the importance of leadership in fostering environmentally friendly behaviours among employees, the existing dearth of research on managerial strategies to promote such behaviours in the workplace, and the increasing imperative to scrutinize the impact of leadership on environmentally friendly behaviour—especially leadership models that augment green behaviour—we posit the following hypotheses:

Hypothesis 1: *Ethics in an organisation improves professional green behaviour.*

2.2 Harmony ecological drive as mediator

In accordance with the Leader-Member Exchange (LMX) theory proposed by (Dansereau, Graen, & Haga, 1975), a mutual relationship is established between a leader and their subordinates, marked by emotional bonds, trust, and respect (Farmanesh & Zargar, 2021). As a result, leaders have the capacity to evoke emotions in their employees. A harmonious ecological drive is identified as a positive emotional state motivating individuals to actively engage in pro-environmental activities, leading employees to embrace environmentally friendly practices. Positive emotions exhibit dynamic qualities that significantly impact followers' motivation, prompting active participation in environmentally friendly actions with enthusiasm and a commitment to meaningful impact (Li et al., 2020). Hence, when leaders partake in environmentally responsible behaviours, they adeptly convey to their staff the preferred conduct

within the organizational milieu.

Per research findings (Saleem et al., 2021), employees demonstrate heightened enthusiasm for behaviours deemed beneficial to societal betterment. Consequently, this increased enthusiasm correlates with elevated levels of commitment to their respective job roles (Farmanesh et al., 2021). Moreover, fostering employees' ecological desire for harmony has been demonstrated to positively influence work output, specifically in the realm of green creativity. This aspect plays a substantial role in advancing environmental sustainability (Al-Swidi, Gelaidan, & Saleh, 2021). Although current evidence indicates a positive correlation between ecological desire for harmony and employee green behaviour (EGB) (Choong et al., 2020; Robertson & Barling, 2013; Saleem et al., 2021), few studies have investigated this relationship (Saleem et al., 2021). The investigation into the impact of the ecological desire for harmony on the association between leadership and EGB is noteworthy, as the mediating elements of this relationship have not been exhaustively explored (Islam et al., 2021).

Consequently, the ensuing hypotheses are postulated

Hypothesis 2: *The interaction between leadership and employees' green behaviour is mediated by the harmony of ecological desires.*

2.3 Mediating the role of Green Human Resource Management

In recent times, there has been a growing imperative for the integration of environmentally sustainable human resource practices encompassed within the purview of corporate social responsibility (Ahmad et al., 2022). These practices confer benefits upon firms by facilitating the alignment of human resource strategies with overarching strategic objectives (Islam et al., 2021). The research domain, often denoted as GHRM, centres on incorporating sustainability into the fundamental aspects of people management (Renwick, Redman, & Maguire, 2013). GHRM possesses a comprehensive dimension that establishes a nexus between employees and a firm's environmental strategy. Specific approaches, such as green recruitment and training, exert a positive influence on sustainability (Yong et al., 2020). Tang et al. (2018) demonstrate that within the ambit of GHRM, there exists the incorporation of green recruiting, hiring, training, performance assessment, remuneration, and engagement. These strategies amalgamate organizational and ecological objectives in pursuit of sustainable growth (Saeed et al., 2019).

At the organizational level, the implementation of GHRM practices, guided by the commitment of top management, has been identified to yield a positive influence on the environmental performance of firms (Umrani et al., 2020). At the individual employee level, the incorporation of environmental concerns into the workplace functions as a motivational factor, prompting employees to invest heightened effort in their tasks. This heightened engagement in environmental issues consequently augments their sense of organizational affiliation and pride (de Vasconcellos, Garrido, & Parente, 2019). Moreover, the successful implementation of an organization's eco-friendly initiatives relies on the behaviour of its staff (Zhang et al., 2019).

Examining GHRM and leadership as organizational variables influencing employees' environmentally friendly behaviour represents a noteworthy avenue for scholars to contribute meaningfully to this field, advancing our understanding of employees' roles in fostering ecological sustainability (Kerrie L. Unsworth, Davis,

Russell, & Bretter, 2021). While a theoretical connection exists between GHRM and employee engagement in environmentally friendly behaviours, the existing empirical evidence regarding this association is insufficient. Additionally, previous research has shown limited scholarly focus on the interrelation of leadership, GHRM, and employees' environmentally friendly actions (Islam et al., 2021). According to Ahmad and Umrani (2019), GHRM shapes the relationship between leadership and employee job outcomes. Nevertheless, the available literature addressing this proposition is restricted, with only a limited number of studies published to date (Islam et al., 2021). Similarly, the underpinning of GHRM is rooted in ethics and social responsibility (Ahmad, Donia, & Shahzad, 2019). Their decisions have a direct impact on various facets of GHRM, encompassing reward systems, staff selection, and training. Consequently, the significance of their involvement in shaping GHRM practices should not be underestimated. By prioritizing the instillation of green values and delivering environmental training within the realm of GHRM, leaders can heighten employee awareness and foster environmentally conscious behaviours. Subsequently, employees exhibiting these qualities may be eligible for promotions or other incentives (Anwar et al., 2020). Therefore, we posit the ensuing hypotheses:

Hypothesis 3: *GHRM mediates between leadership and employees' green habits.*

2.4. Positive Mental Environment as Moderator

The organizational climate functions as a mechanism for organizations to enhance employees' understanding of their work environment by establishing behavioural norms (Kuenzi, Mayer, & Greenbaum, 2020). The establishment of a psychological climate arises when employees actively participate in the social dimension of their organizations and articulate their policies and procedures (Khan et al., 2019). The psychological climate plays a pivotal role in augmenting organizational performance as it exerts a positive influence on employee behaviour (Uraon & Gupta, 2021). The affirmative psychological ambiance within organizations encompasses both psychological and green climates. It pertains to an individual's perception of organizational policies that advocate for the environment and are manifested in the values of the organization. The organizational climate is molded by the employees and is mirrored in their conduct (Naz et al., 2023). For instance, the augmentation of an environmentally conscious psychological milieu through the adoption of green management practices, procedures, and policies has been observed to positively influence the performance of creating green products (Zhou et al., 2018). Moreover, it has been proposed that cultivating a green psychological climate within an organization can function as a mechanism for preserving the natural environment. Various advantages of such initiatives include waste reduction and the conservation of energy (Khan et al., 2019). Furthermore, to cultivate a green HRM environment, organizational policies play a pivotal role. When employees receive support from the organization, they are more likely to engage in green HR activities (Li et al., 2023). This perception is manifested in the conduct of the employees.

Limited scholarly research has addressed the influence of GHRM on shaping employees' behaviour (Dumont et al., 2017). Nevertheless, there is a paucity of studies that have concentrated on the organizational significance of green HRM activities (Li et al., 2023). Scant research has indicated that a green climate has a noteworthy impact on employee behaviour (Chen et al., 2021). The correlation between GHRM and the

psychological green environment is noteworthy, as it can shape employees' environmentally conscious actions within a conducive psychological climate (Dumont et al., 2017; Naz et al., 2023; Saeed et al., 2019). The workplace is subject to a psychological atmosphere that encourages environmentally sustainable activities with corresponding rewards. According to this theory, individuals adjust their behaviours to align with their work environment. Consequently, when employees perceive a green climate in their workplace, it is expected that they will modify their behaviour to be more pro-environmental, thereby aligning with the green human resource requirements. Therefore, the following hypotheses are posited:

Hypothesis 4: *A green psychological atmosphere moderates the beneficial relationship between GHRM and green employee behaviour.*

2.5. Green Creativity as Moderator

In the era of globalization, it is essential for enterprises to maintain a workforce committed to the generation and implementation of innovative and distinctive concepts (Khalili, 2018). This focus on creativity is pivotal, as it can function as a strategic tool for gaining a competitive advantage and fostering the growth of an organization (Ahmad et al., 2019). Creativity holds significant societal value as an esteemed attribute. Furthermore, corporations expect their employees to exhibit originality and participate in innovative pursuits (de Vasconcellos et al., 2019). Green creativity can be delineated as the generation of innovative ideas related to environmentally sustainable products, services, processes, or activities, characterized by both originality and value (Chen & Chang, 2013). These practices involve minimizing paper usage for printing by adopting technological communication methods, reliance on renewable energy sources, and the utilization of reusable resources (Ahmad et al., 2022).

While the introduction and emphasis on the concept of environmental management in organizations typically originate from top-level executives, numerous previous research efforts have focused on identifying factors contributing to green creativity, encompassing both individual and contextual influences (Mansoor et al., 2021). Hence, there is a burgeoning interest in investigating the relationship between leadership and GHRM practices concerning green innovation (Singh et al., 2020a). It is evident from the study d'Orville (2019) the significance of creativity in advancing environmental sustainability spans various sectors Arici and Uysal (2022). emphasize the constructive influence of green inclusive leadership in promoting green creativity, particularly within the service sector. Additionally, studies indicate that transformational leadership provides an opportunity to enhance employees' green creativity by encouraging their active participation in the creative process (Zhang, Xu, & Wang, 2020) and by implementing GHRM practices (Jia et al., 2018). Similarly Mansoor et al. (2021), highlighted the advantages of green management initiatives, inclusive of GHRM and transformational leadership, in promoting green innovation. Moreover, the study cited in (Huo et al., 2020) has illustrated the positive impact of senior management teams' commitment to HRM, specifically through the implementation of GHRM practices, on the advancement of green innovation.

Regarding leadership style, a recent study conducted by (Ahmad et al., 2022) introduced a novel conceptual framework and substantiated the empirical basis for the idea that leadership functions as a moderator in the correlation between GHRM and green innovation. We posit that this relationship becomes more accentuated when

employees manifest elevated levels of green creativity. As a result, these individuals are more inclined to produce inventive, esteemed solutions and recommendations (Ahmad et al., 2019), especially within the framework of organizational sustainability endeavours. According to Amabile and Pratt (2016) the basis for this assertion is rooted in previous research that has illustrated variability among employees in their creative capacities (Nasifoglu Elidemir, Ozturen, & Bayighomog, 2020). Amabile (1983) unveiled that workplace creativity is facilitated by four interconnected components. Three of these components are individual-related: expertise, creative thinking skills, and job motivations. Additionally, organizations that proficiently manage a workforce characterized by creativity are poised to attain a competitive advantage (Nasifoglu Elidemir et al., 2020). Consequently, it is expected that the existence of employees' green creativity will act as a moderator in the association between leadership and GHRM.

Hypothesis 5: *Green creativity modifies the relationship between leadership and GHRM.*

3. Results and Discussion

3.1. The SC Performance Evaluation Proposed Model

GHRM is regarded as the most efficacious approach for promoting employee engagement in environmentally friendly behaviours (Cooke, Schuler, & Varma, 2020). As the domain of GHRM studies undergoes continuous development, certain unresolved research inquiries persist, particularly emphasizing its prevalence across diverse sectors (Chiappetta Jabbour & Renwick, 2020) and its influence on motivating employees towards the attainment of environmental conservation and sustainability. This encompasses the execution of an efficient methodology (Jabbour and Renwick, 2020). Moreover, there is a deficiency in comprehensive research concerning the factors influencing employees' environmentally friendly behaviour in emerging nations, such as Indonesia.

Per the Indonesian Ministry of Environment, climate change is anticipated to lead to a 14% reduction in Indonesia's Gross Domestic Product (GDP) by 2040, with a projected increase to 32% by 2080. Additionally, given recent contextual shifts in Indonesia, there has been a notable upswing in employment within non-profit organizations, spurred by their heightened societal significance and visibility.

3.1. Research Methodology

A quantitative research methodology was employed to alleviate common method variance through the utilization of a dyadic strategy involving both supervisors and employees. This approach facilitates data collection from two distinct sources, thereby augmenting the validity and reliability of the findings (Amaratunga et al., 2002). This study specifically centres on non-profit organizations in Indonesia, exploring their significance within the context of sustainable conservation endeavours. The survey instrument comprehensively covered various dimensions, including demographic information, GHRM, perceived levels of leadership, the psychological green atmosphere in their surroundings, and their levels of harmony. Additionally, employees' behaviours, encompassing both green behaviours and creativity, were evaluated by their individual supervisors in the second phase of data collection. The

required sample size was determined in accordance with the guidelines of the G*power program, ensuring a statistical power of 80%, a minimum R^2 of 0.10, and an α level of 0.01. The recorded values ranged from 132 to 185. The researchers collected data while considering the occupational context of the respondents. A total of 200 responses were acquired, meeting the pre-established criteria for inclusion, thus considered satisfactory. Participants were drawn from various departments within their respective non-governmental organizations (NGOs), including clerical, operational, executive, marketing, and financial divisions. Among the respondents, 116 were identified as males and 84 as females. A significant proportion of participants possessed more than three years of job experience (63%), while the majority held at least a bachelor's degree (71%). Regarding age distribution, participants comprised individuals under 30 years old (19%), those aged between 30 and 40 (52%), and those above 40 years old (29%).

3.2. Questionnaire and Measurements

Moreover, an analysis was undertaken to evaluate collinearity concerning common method bias. The results indicated that the Variance Inflation Factor (VIF) values were below 3.5 (Kock, 2015). In this context, a 10-item scale was devised for evaluating leadership, drawing inspiration from the research conducted by Brown, Treviño, and Harrison (2005).

GHRM was measured using a six-item scale, as described in (Dumont et al., 2017). Ten item scale was adapted from Robertson and Barling (2013) to examine the Employees' environmental passion. Whereas, six item scale was adapted from (Chen & Chang, 2013) for the assessment of green creativity. The assessment of the green psychological atmosphere employed a five-item scale derived from a precedent study, wherein one item gauged participants' perceptions of their organization's commitment to addressing its environmental footprint. Measurement across all domains was executed through a 5-item Likert scale. The scrutiny of the model depicted in Figure 1 was undertaken utilizing Partial Least Squares Structural Equation Modelling (PLS-SEM). The rationale behind this choice emanates from the incorporation of latent variables in the extant model, thereby mitigating the imperative for an extensive sample size and alleviating apprehensions related to the normality of the distribution (Hair et al., 2019).
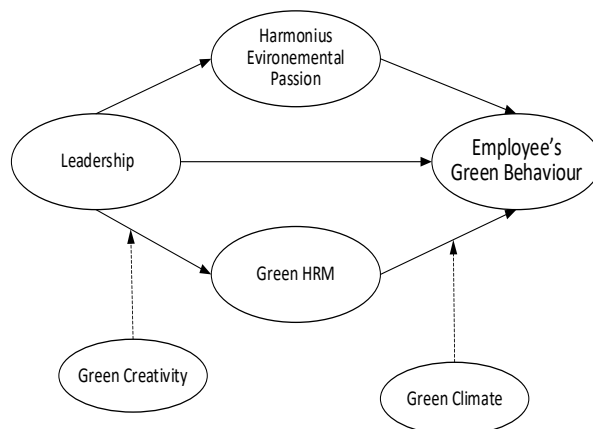

Figure 1: Hypothesized model framework.

4. Results

Tables 1 and 2 delineate the outcomes, affirming that the measurement model satisfied four distinct criteria (Hair et al., 2019). Initially, the outer loading surpassed the established threshold of 0.78. Subsequently, the values of Rho A, composite reliability, and alpha were observed to fall within the specified range of 0.7–0.9 (Dijkstra & Henseler, 2015; Jöreskog, 1971; Leguina, 2015). Thirdly, the AVE surpassed the threshold of 0.5, indicating the satisfactory achievement of convergent validity (Dijkstra & Henseler, 2015; Jöreskog, 1971; Leguina, 2015). Lastly, the values of heterotrait–monotrait (HTMT) were observed to be below 0.85, signifying a satisfactory level of discriminant validity (Henseler, Ringle, & Sarstedt, 2015). The results elucidated in Tables 1 and 2 manifest the robustness and coherence of the constructs, implying their appropriateness for subsequent research endeavours.

Table 1: Validity and Reliability.

Constructs	Indicators	Loading	Alpha	Rhoa A	CR	AVE
Leadership	QL_1	.786	.811	.823	.820	.631
	QL_2	.814				
	QL_3	.903				
	QL_4	.779				
	QL_5	.778				
	QL_6	.780				
	QL_7	.781				
Employee's green behaviour	Q-EGB_1	.819	.863	.880	.874	.738
	Q-EGB_2	.8.31				
	Q-EGB_3	.822				
	Q-EGB_4	.813				
	Q-EGB_5	812				
GHRM	Q-GHRM_1	.843	.885	.873	.844	.588
	Q-GHRM _2	.865				
	Q-GHRM _3	.883				
	Q-GHRM _4	.781				
	Q-GHRM _5	.783				
Green Climate	Q-GC_1	.884	.803	.835	.821	.712
	Q-GC _2	.876				
	Q-GC _3	.743				
	Q-GC _4	.779				
	Q-GC _5	.778				
Green Creativity	Q-GCR_1	.855	.811	.809	.834	.709
	Q-GCR_2	.861				
	Q-GCR _3	.873				
	Q-GCR _4	.798				
	Q-GCR_5	.781				
Harmony ecological Drive	Q-HED_1	.892	.813	.827	.811	.714
	Q-HED _2	.874				
	Q-HED_3	.822				
	Q-HED _4	.789				
	Q-HED _5	.782				
	Q-HED_6	.823				

Note: The ultimate analysis omits specific items due to their external loadings falling below the established threshold.

Table 2: The value of Heterotrait–monotrait (HTMT).

	L_	GHRM_	GC_	GCR_	HED_
L_					
GHRM_	.611				
GC_	.750	.436			
GCR_	.748	.499	.526		
HED_	.711	.422	.510	.564	
EGB_	.575	.466	.487	.502	.514

It is imperative to highlight that the structural model, along with its indices, attests to a commendable level of "fitness," as indicated by the normal fit index (NFI) of 0.926 and standardized root mean square residual (SRMSR) of 0.028 (Hair et al., 2014). The statistical significance of R2, denoting predictive power, and Q2, signifying predictive relevance, is delineated in Table 5, thereby substantiating the model's validity (Henseler, Ringle, & Sinkovics, 2009). The assessment of hypotheses was conducted through PLS-SEM modelling. Tables 3 and 4 in the study enumerate both the direct and indirect outcomes, affirming the acceptance of all stipulated hypotheses.

Table 3: Direct Results.

HYP	Relation	Beta	T-value	F2	Decision
H1	L → EGB	0.204	4.131 ***	0.101	Accepted

Table 4: Mediating and Moderating Results

HYP	Relation	Beta	T-value	F2	Decision
H2	L → HED → EGB	0.104	2.602	0.131	Accepted
H3	L → GHRM→ EGB	0.323	3.105*	0.143	Accepted
H4	GHRM x GC → EGB	0.238	3.218*	0.123	Accepted
H5	L x GCR → GHRM	0.343	2.478**	0.041	Accepted

Table 5: R Square and Q Square.

	R Square	Q Square
G-HRM	0.37	0.24
HED	0.31	0.19
EGB	0.39	0.29
	SRMR: 0.028	NFI: 0.926

5. Discussion

To enhance organizational efficiency, it is crucial for the decision-makers within the firm to prioritize sustainable workplace optimization. This emphasis is equally pivotal for advancing environmental responsibility and enhancing employee well-being. The fundamental objective of this approach is to maintain equilibrium between the environmental and economic dimensions of both the organization and society. Consequently, the primary aim of this research was to identify green HR factors capable of influencing employee behaviour toward sustainability.

The study's results indicate a noteworthy influence of organizational leadership on employee green behaviour. A plausible explanation for these findings is that respondents perceive decision-makers and leaders within the organization as pivotal agents in shaping the organizational environment and culture. It falls within the

purview of organizational leaders to endorse and prioritize sustainability, particularly concerning the environmentally conscious behaviour of employees. Leaders assume a pivotal role in influencing the perpetuation and adoption of environmentally friendly practices within the workplace. Concurrently, leaders bear the responsibility of establishing benchmarks that facilitate the attainment of sustainable objectives and optimization of the workplace in sustainable terms. Moreover, managers are entrusted with the duty of conceptualizing and articulating a vision conducive to steering employees towards a sustainable future. There is also a requisite for ongoing enhancements in sustainable workforce optimization by influencing employee behaviour. An additional rationale for these findings may be attributed to the imperative for leaders to allocate resources, thereby propelling the organization towards sustainable optimization. These outcomes align with findings previously reported in the literature (Islam et al., 2021).

Moreover, the study's findings substantiate the significant impact of organizational leadership on employee behaviour, mediated by the alignment of ecological inclinations. Decision-makers within the organization should prioritize instilling environmentally friendly inclinations among employees. If organizational members possess eco-friendly inclinations, their efforts contribute to societal improvement. Consequently, employees' commitment to the sustainable optimization of the workplace undergoes enduring transformation. A plausible explanation for these outcomes is that respondents perceive organizational leaders as granting them autonomy to engage in environmentally friendly activities. Autonomy empowers employees to undertake sustainable initiatives. Additionally, meeting employees' ecological inclinations involves empowering them, fostering a sense of responsibility towards environmental conduct. Furthermore, leaders can institute a reward and recognition system to shape sustainable and eco-friendly behaviour. The acknowledgment by leaders of employees' environmentally conscious activities contributes to the reinforcement of eco-friendly behaviour among the workforce. Over the long term, this reinforcement substantiates the validation of environmental responsibility among employees. Additionally, leaders' involvement in the training of employees holds significance in cultivating ecological inclinations, enhancing their skills and knowledge concerning the environment. This proactive engagement plays a pivotal role in the realization of organizational sustainability goals and contributes to employee satisfaction with respect to their ecological proclivities. Finally, leaders should prioritize regular feedback from employees to foster a culture conducive to the cultivation of environmentally friendly habits. This cultural emphasis is instrumental in shaping ecological inclinations, subsequently influencing employee behaviour. Previously Choong et al. (2020), unveiled analogous findings in their investigation.

Furthermore, the results indicate that Green HRM serves as a mediating factor between leadership and employee behaviour. The study underscores the pivotal role played by the organization's green HRM practices in formulating and executing policies and initiatives pertaining to environmental sustainability. Essentially, Green HRM functions as a conduit between organizational leaders and the environmentally conscious behaviour of employees. Organizational leaders emerge as influential agents in shaping HR-related activities, spearheading initiatives such as training and awareness programs designed to enhance employees' comprehension of the significance of environmental conservation for both the organization and society at large. Additionally, it is incumbent upon organizational managers to facilitate

opportunities for employees to acquire knowledge regarding Green HRM initiatives. The underlying rationale for these findings may stem from leaders offering both financial and non-financial incentives to employees who prioritize Green HRM initiatives. Notably, organizational leadership is encouraged to endorse and recognize employees adhering to Green HRM rules and regulations, potentially influencing the promotion of such individuals. Moreover, the actions of organizational leaders may have contributed to the endorsement and prioritization of various Green HRM practices, encompassing training, staff selection, and reward systems. It is imperative that leaders do not disregard the significance of Green HRM practices, as indicated by the responses obtained from research participants. These outcomes align with previous research findings of Anwar et al. (2020).

The study's outcomes underscored the moderating influence of green creativity. The responses indicate that the senior management within organizations prioritizes employees who exhibit creative initiatives in the realm of environmental stewardship, representing a pivotal factor in the optimization of sustainable workforce development. Such an approach inspires employees to engage in innovative thinking, thereby contributing positively to both society and the environment. To facilitate this, leaders must accord precedence to fostering a workplace culture conducive to such endeavours. Collaborative efforts among employees, shaped by organizational culture, assume a critical role in moulding sustainable workplace optimization and fostering environmentally responsible HRM practices. These findings resonate with analogous results reported in the studies conducted by Nasifoglu Elidemir et al. (2020) and (Norton, Zacher, & Ashkanasy, 2014).

5.1. Theoretical Contributions

The findings of this study carry various theoretical implications. The prevailing body of research on leadership has predominantly concentrated on its constructive impact on non-green attitudes and behaviours. Nevertheless, there is a scarcity of studies scrutinizing its influence on employees' environmentally conscious behaviour (Islam et al., 2021). This study contributes significantly to the evolving field of GHRM, which is still undergoing development according to (Dumont et al., 2017), by pinpointing areas necessitating further inquiry as highlighted by Pham et al. (2020). Our findings align with the research conducted by Leroy et al. (2018), indicating that the incorporation of leadership through GHRM practices positively influences employees' engagement in environmentally friendly behaviours within the workplace. It is noteworthy that a gap exists in the current literature, with respect to a comprehensive examination of factors mediating the association between leadership and green employee behaviours, as observed by (Khan et al., 2019). Nevertheless, the outcomes of this study validate the mediating impact of ecological drive congruence on this association. Furthermore, this research delineates a positive mental environment as a boundary condition in the linkage between GHRM and employees' environmentally conscious actions, thereby augmenting the extant literature pertaining to positive mental environments (Khan et al., 2019).

5.2. Practical Contributions

This discovery offers supplementary substantiation that leaders possess the capacity to prompt ethical considerations associated with environmentally

conscientious actions. This, in turn, can yield noteworthy and quantifiable outcomes, notwithstanding challenges posed by the broader external context. Consequently, it is advisable for organizational leaders to forge a robust and meaningful alliance with the HR department within their firms, with the objective of ensuring that the organization's diverse procedures and practices adhere to environmentally sustainable principles. Leaders can further foster the creation of a psychologically green climate in the workplace through the implementation of HRM strategies (Unsworth et al., 2021). The deployment of GHRM methodologies and effective leadership can amplify employees' comprehension of corporate policies and initiatives concerning environmental sustainability. As a result, the collaborative initiatives of organizational leaders and the HR department yield heightened motivation and tangible advantages. This result is facilitated by fostering awareness among individuals, instigating the acknowledgment of environmentally conscious behaviours as imperative for societal improvement (Saleem et al., 2021). Furthermore, the convergence of environmental passion may potentially lead to increased levels of commitment, as illustrated by the positive correlation observed between aligned environmental passion and heightened creativity within the green domain (Farmanesh et al., 2021).

Employees exhibit the potential to embrace environmentally sustainable practices when the psychological or organizational climate of the company aligns with such objectives. The role of leaders in fostering a conducive atmosphere for innovation through GHRM initiatives holds substantial implications for the enduring viability of businesses. The current findings corroborate with the extant literature, exemplified by (Khalili, 2016), while augmenting the understanding of pivotal determinants influencing favourable outcomes related to employees' environmentally friendly behaviour, particularly within the Southeast Asian context, specifically Indonesia. This study posits that organizations should embark on such initiatives by (a) fostering the leadership of ethically inclined individuals within their organizational framework, (b) aligning their human resource management practices, and (c) extending their social responsibilities within a broader context that can yield tangible societal benefits, consequently fostering a more favourable organizational reputation. Additionally, the utilization of online platforms for organizational tasks and projects contributes to a reduction in the consumption of paper and other essential office materials. This approach also encompasses communication that can be enhanced in a creative manner through adept leadership and the implementation of human resource management strategies (Ahmad et al., 2022). Consequently, leaders should incorporate sustainability into the foundational elements of their strategies, highlighting the benefits for both shareholders and the board of directors.

Current findings suggest that proficient leadership and human resource management strategies wield a substantial impact on employees' environmentally conscious behaviours. This concurs with prior research, thereby contributing to the progression of knowledge in this domain (Islam et al., 2021). Indonesian enterprises have the capacity to augment their sustainability performance by incorporating leadership and adopting environmentally friendly practices into their overarching strategies. Subsequently, the efficacious implementation of practices and training by the HRM department can facilitate the cultivation of an organizational climate conducive to fostering employees' creativity, passion, and positive behaviours, thereby contributing to the establishment of a sustainable workplace. Both individual

activities, such as personal habits, and organizational initiatives, such as energy consumption and the utilization of recycled materials, can be influenced by leaders and decision-makers in human resource management. These influences have the potential to bring about substantial changes, yielding observable effects on behaviour. The existence of a psychological climate that nurtures environmentally conscious activities constitutes a pivotal determinant that may lead to favourable perceptions regarding a company's policies, regulations, values, and strategic plans. This perception is shaped through social cognitive mechanisms, wherein individuals form an understanding of an environment conducive to environmentally friendly behaviours (Khan et al., 2019).

5.3. Limitation and Future Study

Notwithstanding its merits, this study is not without limitations, necessitating further investigation. The adoption of a cross-sectional design in this study introduces limitations, urging future research to employ longitudinal methods to discern long-term changes. A comparative analysis across different contexts would enhance comprehension of the studied phenomenon. Conducting parallel studies in other developing Southeast Asian nations could provide insights into cultural trends. Employing qualitative methodologies, such as interviews with managers and employees, would afford a more profound understanding of the topic. Additionally, considering the dynamic presence of Indonesian NGOs across various public domains, replicating this study in organizations of varying sizes could offer insights into diverse sustainability practices. In conclusion, future researchers are encouraged to explore additional mediators or moderator elements to gain a more comprehensive understanding of their effects.

Acknowledgement

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