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Green HRM and Leadership Impact on Green Voice Behavior: Job Embeddedness as Mediator

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ABSTRACT

Employee participation is a crucial aspect of company operations that can influence corporate policies and decisions. Trade unions, as organizations representing workers, play a vital role in voicing workers' concerns and mediating the relationship between employees and the company. This research aims to examine the impact of green human resource management and green servant leadership on green voice behavior, with job embeddedness as a mediator. Data were collected through questionnaires completed by 247 trade union members in Indonesia, including both leaders and members. The questionnaires utilized a 7-point Likert scale. A quantitative research approach was applied, employing Structural Equation Modelling (SEM) to analyze the relationships between variables. The results indicate that green human resource management and green servant leadership have a significant and positive impact on green voice behavior. Furthermore, job embeddedness mediates the relationship between green human resource management and green servant leadership on green voice behavior. Based on these findings, companies are encouraged to develop environmentally focused human resource policies and for leaders to adopt environmentally conscious principles to motivate employees to voice opinions, ideas, and suggestions centered on environmental sustainability.

INTRODUCTION

The growing environmental issues have encouraged companies and organizations to prioritize greening initiatives and actively foster environmental awareness (Tandon et al., 2023). Additional pressure arises from stakeholders increasingly emphasizing corporate environmental responsibility, alongside heightened public awareness of environmental protection and sustainability (Zhang & Zhang, 2022). This growing awareness positively impacts companies by enhancing their compliance with environmental standards (Chen et al., 2023).

Climate change has also influenced business operations. A study by Deloitte (2022), conducted among over 2,000 C-suite executives across 21 countries, found that 97% of respondents acknowledged climate change's impact on their businesses, and 48% reported its effects on their operations and supply chains.

Climate change also directly affects workers. According to the International Labour Organization (ILO), more than 70% of the global workforce faces health risks related to climate change, such as UV radiation, workplace air pollution, and exposure to chemicals like pesticides (ILO, 2024). This highlights the need for workers' awareness and active involvement in voicing concerns about these issues. Employees' active participation in environmental matters, known as green voice behavior (GVB), becomes a critical factor. GVB represents

employees' proactive efforts to advocate for sustainability in the workplace, playing a significant role in driving companies to strengthen their commitment to environmentally sustainable practices (Aloqaily, 2023).

GVB promotes environmentally friendly activities, supports the creation of green-related policies, and fosters discussions on sustainable practices, even in the face of opposition (Aboramadan et al., 2022). Such behavior also ensures the continuity of sustainability efforts through active communication and advocacy for practices that directly impact the environment (Aboramadan et al., 2023). Employees can proactively and constructively contribute to various workplace aspects, including environmental sustainability initiatives (Aloqaily, 2023). These contributions can take the form of innovative suggestions to support green initiatives (Tabrizi et al., 2023). Providing a platform for employees to voice ideas and recommendations about environmental concerns is crucial, and one such platform is through trade unions within organizations.

In the United States, trade unions have been engaged in environmental movements. For instance, the Blue-Green Alliance was formed by the United Steelworkers and the Sierra Club in 2006 to foster collaboration between labor and environmental organizations (Alstyne, 2015). Trade unions also play a role in green initiatives, as evidenced by the Just Transition Pavilion, a collaborative platform by the ILO, UNFCCC, ITUC, and IOE. This pavilion, first introduced at COP27 in 2022, provides a space to share knowledge on fair transitions and climate-related challenges (ILO, 2023).

In the context of green initiatives, implementing green human resource management (GHRM) significantly impacts employee behavior. Research shows that GHRM positively influences employees' green voice behavior (GVB), leading to increased involvement in workplace environmental sustainability (Aloqaily, 2023). GHRM acts as a facilitating mechanism for the success of green initiatives and must be embedded within organizations to ensure the effective implementation of eco-friendly practices (Ahmed et al., 2024).

Leadership commitment also plays a crucial role in fostering green behavior. Research by Aboramadan et al. (2023) demonstrates that green servant leadership (GSL) positively affects GVB. Environmentally focused leadership provides direction, empowerment, and development for employees, enabling them to become environmentally conscious individuals (Gu & Liu, 2022).

Employee attachment is another influential factor. Job embeddedness (JEM) positively mediates the relationship between GHRM and GVB (Tabrizi et al., 2023). Another study by Huning et al. (2020) highlights JEM's role as a mediator between servant leadership and turnover intention.

Considering the importance of GHRM and GSL in shaping GVB and JEM, understanding their interactions is crucial. This study aims to explore the influence of GHRM and GSL on GVB among trade union members in Indonesia, focusing on how JEM mediates these relationships. Building on previous research (Aboramadan, 2022; Aboramadan, 2023; Tabrizi, 2023; Huning, 2020), this study seeks to provide deeper insights into the relationships between GHRM, GSL, JEM, and GVB.

However, despite the growing body of literature, several research gaps remain. First, most prior studies have predominantly focused on general organizational contexts such as hospitality, education, or corporate sectors, with limited attention given to trade union settings, particularly in developing countries like Indonesia. Second, although the mediating role of job embeddedness (JEM) has been explored in various contexts, its specific role in linking GHRM and GSL to green voice behavior (GVB) among union members remains underexplored. Third, existing studies tend to examine GHRM and GSL independently rather than simultaneously, thereby limiting a comprehensive understanding of how these variables interact in shaping employees' environmental voice behavior. These gaps indicate the need for more

contextualized and integrative research that captures the dynamics of green practices within labor organizations.

Based on these gaps, this study offers several contributions and novelties. This research extends prior studies by integrating GHRM, GSL, and job embeddedness into a single comprehensive model to explain green voice behavior. It also introduces the trade union context as a unique research setting, where employees not only act as organizational members but also as representatives of collective worker interests. Furthermore, this study provides empirical evidence from Indonesia, contributing to the limited literature on green behavior in developing countries and offering a more contextualized understanding of sustainability practices in labor-oriented environments.

The objective of this study is to examine the effect of green human resource management and green servant leadership on green voice behavior, with job embeddedness as a mediating variable among trade union members in Indonesia. Specifically, this research aims to analyze both direct and indirect relationships among these variables to better understand the mechanisms that encourage employees to actively voice environmental concerns and suggestions.

Theoretically, this study contributes to the development of green organizational behavior literature by enriching the understanding of how HR practices and leadership styles influence pro-environmental behavior through psychological attachment mechanisms. Practically, the findings are expected to provide valuable insights for organizations and trade unions in designing effective green HR policies and leadership strategies that foster employee engagement in sustainability initiatives. Additionally, this research can serve as a reference for policymakers in promoting environmentally responsible practices within labor institutions, ultimately supporting broader sustainability goals.

METHOD

The research was conducted using a quantitative method by collecting data through self-administered digital questionnaires distributed via shared links. A pretest was conducted by distributing the digital questionnaire to 50 respondents. This test aimed to evaluate the validity and reliability of the questionnaire items before proceeding to the main study. The questionnaire responses were collected using a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

The research followed a quantitative approach, starting with the collection of relevant theories to build hypotheses based on those theories, which were later empirically tested to confirm the hypotheses. This study focused on union members in Indonesia.

A total of 247 completed questionnaires were obtained through the distribution process. The questionnaires were administered via Google Forms and distributed through various platforms such as WhatsApp, email, and Instagram. Data analysis was conducted using SPSS and LISREL. SPSS was used for pretest and data distribution analysis, while LISREL was utilized to analyze relationships between variables and to measure the direct and indirect effects of mediation. This analysis aimed to provide insights into the relationships among green human resource management, green servant leadership, job embeddedness, and green voice behavior.

Table 1. Variables, Definitions, and Indicators

Variable	Definition	Indicator
GHRM	Green Human Resource Management	6 item indicators (Tabrizi, 2023)
GSL	Green Servant Leadership	7 item indicators (Aboramadan, 2023)
JEM	Job Embeddedness	7 item indicators (Tabrizi, 2023)

GVB	Green Voice Behavior	6 item indicators (Dyne, 1998)

Source: Adapted from Tabrizi et al. (2023); Aboramadan et al. (2023); Dyne (1998)

RESULT AND DISCUSSION

Respondents Profile

Table 2 shows the demographics of respondents in this study which explains the composition of the respondents. The majority of respondents who filled out the questionnaire were male (92%). Most of the respondents were aged 31-40 years (40%) with the majority of undergraduate education (43%). Most respondents were permanent employees (94%) with more than 10 years of service (68%). Most respondents held supervisory positions (45%). The industries where respondents worked were mostly in the processing and manufacturing industries (36%). Most respondents worked at State-Owned Enterprises (46%). The membership status of respondents who filled out the questionnaire consisted of leaders (37%) and members (63%). The distribution and details of these demographics provide insight into the respondents.

Table 2. Respondents Profile

Gender	Male	227	92%
	Female	20	8%
Age	21 - 25	6	2%
	26 - 30	38	15%
	31 - 40	99	40%
	41 - 50	76	31%
	> 50	28	11%
Education	High School	84	34%
	Diploma	38	15%
	Bachelor	107	43%
	Master	17	7%
	Doctoral	1	0%
Employment	Permanent	233	94%
	Contract	14	6%
Work Duration	< 1 Years	5	2%
	1 - 3 Years	10	4%
	4 - 5 Years	15	6%
	5 - 10 Years	50	20%
	> 10 Years	167	68%
Position	Assistant Manager	16	6%
	General Manager	6	2%
	Manager	10	4%
	Operator/Technician/Mechanic	17	7%
	Staff	87	35%
	Supervisor	111	45%
Company Capital	State Owned Company	113	46%
	Public Listed Company	13	5%
	Foreign Investment	32	13%
	Foreign and Domestic Investment	44	18%
	Domestic Investment	45	18%
Industry	Energy, Oil and Gas	71	29%
	Refinery and Manufacture	88	36%
	Finance, Real Estate, Services	8	3%
	Chemical	31	13%
	Communication	1	0%
	Electricity, Water	6	2%
	Trade, Hotels and Restaurants	11	4%
	Mining	6	2%

	Agriculture, Livestock, Forestry, Fisheries	5	2%
	Transportation and Logistics	20	8%
Union Membership	Member	155	63%
	Leaders	92	37%

Source: Primary data of the study, processed by the researcher, 2025

Table 3 summarizes the validity and reliability tests for various constructs related to green human resource management (GHRM), green servant leadership (GSL), job embeddedness (JEM), and green voice behavior (GVB). These metrics include Standardized Loadings (SLF), Error terms, Composite Reliability (CR), and Average Variance Extracted (AVE). For GHRM, CR is obtained at 0.93 and AVE is 0.68, indicating strong reliability and validity. GSL shows CR of 0.93 and AVE of 0.67, indicating strong reliability and validity. JEM has CR of 0.89 and AVE of 0.58. In the JEM variable, there is one item, namely JEM6 " It would be easy for me to leave this company", the loading value is -0.46, so this item is not used for further testing. GVB shows CR of 0.94 and AVE of 0.71, indicating acceptable reliability and validity. Overall, the constructs demonstrated satisfactory validity and reliability, with most metrics meeting or exceeding acceptable thresholds.

Table 3. Indicator's validity and reliability test

Variable	Item	SLF	Error	CR	AVE	Conclusion
Green Human Resource Management	GHRM1	0.86	0.27	0.93	0.68	Valid and Reliable
	GHRM2	0.88	0.22			Valid and Reliable
	GHRM3	0.80	0.37			Valid and Reliable
	GHRM4	0.79	0.38			Valid and Reliable
	GHRM5	0.80	0.36			Valid and Reliable
	GHRM6	0.82	0.33			Valid and Reliable
Green Servant Leadership	GSL1	0.87	0.25	0.93	0.67	Valid and Reliable
	GSL2	0.82	0.33			Valid and Reliable
	GSL3	0.83	0.31			Valid and Reliable
	GSL4	0.80	0.36			Valid and Reliable
	GSL5	0.87	0.24			Valid and Reliable
	GSL6	0.68	0.53			Valid and Reliable
	GSL7	0.85	0.27			Valid and Reliable
Job Embeddedness	JEM1	0.79	0.38	0.89	0.58	Valid and Reliable
	JEM2	0.75	0.43			Valid and Reliable
	JEM3	0.70	0.51			Valid and Reliable
	JEM4	0.89	0.20			Valid and Reliable
	JEM5	0.83	0.31			Valid and Reliable
	JEM7	0.57	0.67			Valid and Reliable
Green Voice Behavior	GVB1	0.85	0.27	0.94	0.71	Valid and Reliable
	GVB2	0.81	0.35			Valid and Reliable
	GVB3	0.84	0.30			Valid and Reliable
	GVB4	0.89	0.22			Valid and Reliable
	GVB5	0.80	0.36			Valid and Reliable
	GVB6	0.86	0.26			Valid and Reliable

Source: Primary data of the study, processed using LISREL, 2025

Goodness of Fit Model

Goodness of Fit of the structural model results based on table 4 shows a strong fit in general across various indices. The Absolute Fit Measures show good fit with an RMSEA value of 0.0341, a Goodness-of-Fit Index (GFI) value of 0.913, while the RMR is slightly above the ideal of 0.0945.

Table 4. The Structural Model's Goodness of Fit Result

GOF Index	Standard	Results	Conclusion
Absolute Fit Measures			
Chi-square		362.63	
P value	≥ 0.05	0.0017	Poor Fit
GFI	≥ 0.90	0.913	Good Fit
RMR	≤ 0.08	0.0945	Poor Fit
RMSEA	≤ 0.08	0.0341	Good Fit
ECVI Model		1.936	Good Fit
ECVI Saturared		2.632	
ECVI Independence		21.426	
Incremental Fit Measures			
AGFI	≥ 0.90	0.882	Poor Fit
NFI	≥ 0.90	0.941	Good Fit
NNFI	≥ 0.90	0.983	Good Fit
RFI	≥ 0.90	0.926	Good Fit
IFI	≥ 0.90	0.986	Good Fit
CFI	≥ 0.90	0.986	Good Fit
Parsimonious Fit Measures			
Normed Chi-Square	1.0 - 5.0	1.287344398	Good Fit
AIC Model		497.37	Good Fit
AIC Saturated		650.00	
AIC Independence		16758.84	
CAIC Model		849.10	Good Fit
CAIC Saturated		2115.55	
CAIC Independence		16871.57	

Source: Primary data of the study, processed using LISREL, 2025

The Incremental Fit Measures support good fit with an Adjusted Goodness of Fit Index (AGFI) value slightly below the standard of 0.882, a Normed Fit Index (NFI) value of 0.941, a Non-Normed Fit Index (NNFI) value of 0.983, a Relative Fit Index (RFI) value of 0.926, an Incremental Fit Index (IFI) value of 0.986, and a Comparative Fit Index (CFI) value of 0.986. The Parsimonious Fit Measures show good fit with a Normed Chi-Square value of 1.287. The Akaike Information Criterion (AIC) value of the model is 497.37, the AIC value of the model is closer to the saturated AIC value of 650.00, compared to the independence AIC value of 16758.84. The Consistent Akaike Information Criterion (CAIC) value of the model is 849.10, the CAIC value of the model is closer to the saturated CAIC value of 2115.55, compared to the independence CAIC value of 16871.57. Overall, this model shows satisfactory satisfaction in most indices, although there are areas that need improvement.

Hypothesis Testing

After conducting validity, reliability, and model suitability tests, the next step is to conduct hypothesis testing to test the relationship between variables. A positive correlation between variables indicates a strong relationship, indicating that one variable has a positive effect on another variable and a significant value indicates the significance of a variable on another variable.

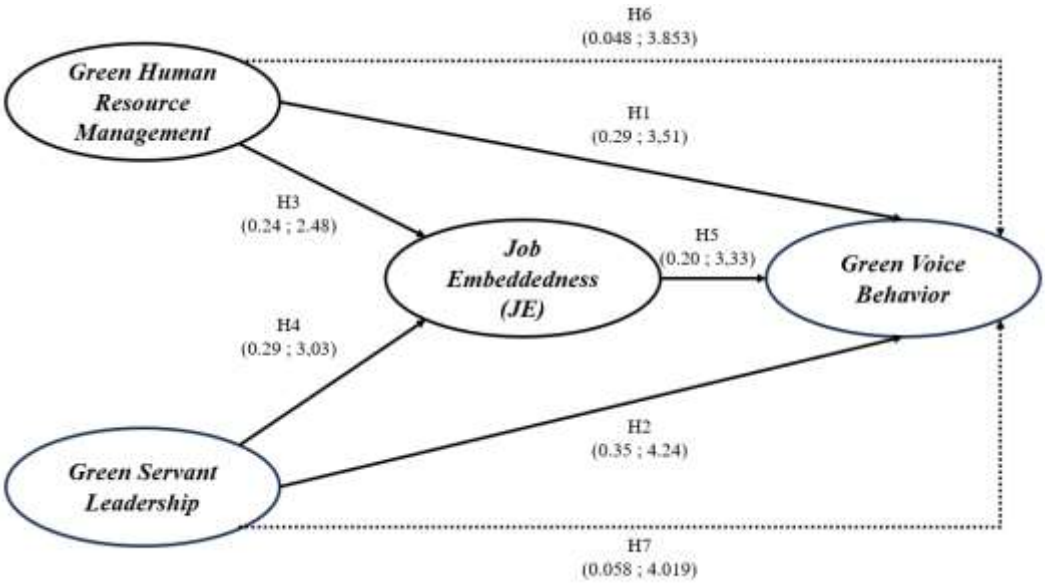

Figure 1. Hypothesis Testing
Source: Primary data of the study, processed using LISREL, 2025

Figure 2 shows a research model diagram showing the relationship between green human resource management (GHRM), green Servant Leadership (GSL), Job embeddedness (JEM), and Green Voice Behavior (GVB). GHRM directly affects GVB with a standardized loading factor (SLF) of 0.29 and a t-value of 3.51. GSL directly affects GVB with a standardized loading factor (SLF) of 0.35 and a t-value of 4.24. GHRM directly affects JEM with a standardized loading factor (SLF) of 0.24 and a t-value of 2.48. GSL directly affects JEM with a standardized loading factor (SLF) of 0.29 and a t-value of 3.03. JEM directly affects GVB with a standardized loading factor (SLF) of 0.20 and a t-value of 3.33. The diagram in Figure 2 shows the relationship between these variables, which are positive GHRM, GSL, and JEM pressures in increasing GVB.

Table 5. Direct Effect Test Result

Hypothesis	Path	t-*value*	SLF	Conclusion
H1	Green Human Resource Management → Green Voice Behavior	3.51	0.29	Supported
H2	Green Servant Leadership → Green Voice Behavior	4.24	0.35	Supported
H3	Green Human Resource Management → Job Embeddedness	2.48	0.24	Supported
H4	Green Servant Leadership → Job Embeddedness	3.03	0.29	Supported
H5	Job Embeddedness → Green Voice Behavior	3.33	0.20	Supported

Source: Primary data of the study, processed using LISREL, 2025

Table 6 contains data on the results of the mediation test to show the indirect effect of job engagement. The data shows the JEM variable in mediating the relationship between GHRM and GSL on green voice behavior (GVB). The relationship between GHRM and GVB, the indirect impact of mediation is 0.338, indicating partial complementary mediation, with a significant standard estimate of 3.853. This indicates that organizational reputation partially mediates the impact of corporate brand appeal on application intentions, there are other factors

involved. The relationship between GSL and GVB, the indirect impact is 0.408, indicating partial complementary mediation, with a significant standard estimate of 4.019.

Table 6. Mediation Test Result

Hypothesis	Item	Indirect Effect		Mediation
		Standardized Estimate	t-value	
6	Green Human Resource Management → Job Embeddedness → Green Voice Behavior	0.338	3.853	Supported: Partial Complementary Mediation
7	Green Servant Leadership → Job Embeddedness → Green Voice Behavior	0.408	4.019	Supported: Partial Complementary Mediation

Source: Primary data of the study, processed using LISREL, 2025

The growing environmental issues have significantly impacted companies, employees, and organizations, highlighting the need to raise awareness to address these challenges. Companies are beginning to adjust their business strategies to adapt to environmental changes. The importance of sustainability related to environmental concerns has also become a primary focus for many countries. Climate change has affected current business operations and supply chains. Additionally, society is becoming increasingly aware of the importance of sustainability initiatives undertaken by companies.

Climate change also has a direct impact on workers. Data from the International Labor Organization (ILO) indicates that over 70% of global workers are exposed to health risks related to climate change. According to ILO data, these impacts include workers exposed to UV radiation, which can lead to non-melanoma skin cancer, air pollution exposure in the workplace, and agricultural workers who are at risk of pesticide exposure (with over 300,000 deaths annually due to poisoning). The effects experienced by these workers need to be raised, both within the internal and external scope of the company.

Efforts to voice suggestions and/or recommendations related to the environment also require a specific platform. The body or organization that facilitates the process of workers' expression is the trade union or labor union. Trade unions play a crucial role in advocating for the interests of workers. Given these impacts, the need for raising awareness about environmental issues should be further emphasized. Contributions from union members can include innovative suggestions to support sustainability initiatives. Movements within trade unions that focus on environmentally friendly practices have already been carried out by several international trade union organizations. Some international trade unions have participated in activities such as the COP, which focuses on environmental issues, and the International Labor Organization (ILO) has launched the “Just Transition” program. This program aims to ensure workers' rights are protected during the energy transition, which may impact certain job sectors.

This study was conducted to identify the factors that influence union members in voicing their opinions on environmental issues or green voice behavior. The research examines the role of the company in encouraging this behavior. It looks at the company's policies, including training, recruitment, compensation, and other factors that can influence an individual's attitude toward expressing concern for the environment. The study also explores the role of leaders

within the company as role models whose behavior can be emulated by employees or subordinates. Based on the results of the research and surveys conducted, all the variables used in the study (green human resource management, green servant leadership, and job embeddedness) were found to have a significant impact on the green voice behavior variable.

The research conducted shows that Green Human Resource Management (GHRM) has a positive impact on Green Voice Behavior (GVB), and these results are consistent with the studies by Aboramadan (2022) and Tabrizi (2023), which indicate that GHRM positively affects employees' green voice behavior. The indicator with the highest loading value is GHRM2, which refers to the company considering how well employees maintain environmental practices as part of their performance evaluations. Based on these findings, it can be concluded that companies can implement policies and include green principles in employee evaluations to encourage workers to voice ideas, suggestions, or feedback related to environmentally friendly principles.

Green Servant Leadership (GSL) has a positive impact on GVB, which aligns with the research conducted by Gu (2022), showing that environmentally specific servant leadership positively affects employee workplace green behaviors. The study by Aboramadan (2023) also confirms that green servant leadership positively influences employees' green voice behavior. The indicators with the highest loading values are GSL1 and GSL5, which emphasize the importance of contributing to environmental improvement and the leader’s ability to detect environmental issues. From these results, it can be concluded that leaders should consistently stress the importance of contributing to environmental improvement and be sensitive to environmental issues in order to encourage workers to voice ideas or suggestions related to green and environmentally friendly principles.

GHRM also positively affects Job Embeddedness (JEM), which is consistent with Tabrizi's (2023) findings that GHRM positively impacts employees' job embeddedness. The indicator with the highest loading value is GHRM2, which again involves the company considering how well employees contribute to environmental maintenance as part of their performance evaluation. From this, it can be concluded that companies can implement policies and incorporate green principles into employee evaluations, thereby encouraging employees to feel more connected to the company.

GSL also has a positive impact on JEM, which is in line with the research conducted by Huning (2020) that suggests servant leadership can positively influence JEM. The highest loading indicators are GSL1 and GSL5, which focus on the leader emphasizing the importance of environmental contribution and their ability to detect environmental issues. Based on this, it can be concluded that leaders must emphasize the importance of environmental contributions and be sensitive to environmental issues in order to help employees feel more attached to the company they currently work for.

JEM has a positive impact on GVB, which is consistent with Tabrizi's (2023) study, indicating that employees with high JEM are more likely to express GVB. The indicator with the highest loading value is JEM4, referring to the feeling of attachment to the company. This suggests that employees should feel a sense of attachment to their company in order to encourage them to voice ideas, suggestions, or concerns related to green and environmentally friendly principles.

JEM also mediates the relationship between GHRM and GSL with GVB, and the mediation effect is partial complementary mediation. This result aligns with Tabrizi (2023), who found that JEM can mediate the relationship between GHRM and GVB in the restaurant environment, and with Huning (2020), who showed that JEM positively mediates the relationship between leadership and employee turnover intention. This suggests that if a company implements green principles in its employee evaluation process, and leaders consistently emphasize the importance of environmental contributions, remain sensitive to

environmental issues, and employees feel connected to their company, it will encourage employees to voice ideas, suggestions, or feedback related to green and environmentally friendly principles.

CONCLUSION

The findings demonstrate that green human resource management (GHRM), green servant leadership (GSL), and job embeddedness (JEM) each have a significant positive effect on green voice behavior (GVB) among union members in Indonesia. GHRM encourages employees to express environmentally oriented ideas, while GSL serves as the strongest driver by motivating employees through value-based leadership that emphasizes environmental responsibility. JEM further enhances GVB, as employees who feel more connected to their organization are more likely to engage in pro-environmental behaviors. Additionally, both GHRM and GSL significantly strengthen JEM, which in turn partially mediates their influence on GVB. From a managerial perspective, organizations should prioritize environmentally focused leadership and embed green values into HR practices, including incentives for sustainable behavior, to foster stronger employee engagement in environmental initiatives. For future research, it would be valuable to examine additional influencing factors such as perceived organizational support, as well as conduct comparative studies between union and non-union contexts or across environmentally sensitive industries to gain a more comprehensive understanding of GVB dynamics.

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