

## Harmonious Environmental Passion Mediating Green HRM, Self-Efficacy, and Values

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*Submitted 16-07-2025 Reviewed 02-10-2025 Revised 08-10-2025 Accepted 03-11-2025 Published 13-03-2026*

**Abstract:** The service sector, especially hospitality, faces sustainability challenges from regulations and consumer demands. GHRM is a key strategy to promote green behavior and sustainable performance. This study examines Harmonious Environmental Passion (HEP) as a mediator between GHRM and Green Self-Efficacy (GSE), with Green Values (GV) as a moderator. A quantitative survey of 280 employees from four and five-star hotels in Batam was analyzed using PLS-SEM via Smart PLS 4, including validity, reliability, path coefficients, and indirect effects tests. Results show GHRM significantly affects GSE and HEP. HEP mediates the GHRM-GSE relationship, and GV strengthens it. The study highlights the emotional role of HEP in GHRM effectiveness in hospitality.

**Keywords:** Green Human Resource Management; Green Value; Green Self-Efficacy; Harmonious Environmental Passion.

**Abstrak:** Sektor jasa, khususnya perhotelan, menghadapi tantangan keberlanjutan akibat regulasi dan tuntutan konsumen. GHRM menjadi strategi utama dalam mendorong perilaku hijau dan kinerja berkelanjutan. Penelitian ini mengkaji peran Harmonious Environmental Passion (HEP) sebagai mediator antara GHRM dan Green Self-Efficacy (GSE), serta peran Green Values (GV) sebagai moderator. Pendekatan kuantitatif digunakan dengan survei terhadap 280 karyawan hotel bintang empat dan lima di Batam. Analisis data dilakukan dengan PLS-SEM melalui SmartPLS 4, mencakup uji validitas, reliabilitas, path coefficients, dan indirect effects. Hasil menunjukkan GHRM berpengaruh signifikan terhadap GSE dan HEP. HEP terbukti memediasi hubungan GHRM-GSE, dan GV memperkuat hubungan tersebut. Peran HEP sebagai mediator menjadi novelty dalam penelitian dan menyoroti pentingnya aspek emosional dalam efektivitas kebijakan GHRM di sektor jasa.

**Katakunci:** Manajemen Sumber Daya Manusia Hijau; Nilai – Nilai Hijau; Efikasi Diri Hijau; Hasrat Lingkungan yang Harmonis.

## INTRODUCTION

The benefit segment, counting the neighborliness and tourism industry, faces weight from government controls and expanding natural mindfulness from customers, which drives the selection of destitution hones. Green Human Resource Management (GHRM) plays an imperative part in making a difference in organizations, particularly lodgings, receive ecologically neighborly hones and green developments to move forward with their wanted execution (Chen et al., 2021) and (Baykal & Bayraktar, 2022).



Batam City, as one of the most visitor goals in Indonesia, has numerous star-rated lodgings working to meet the requests of both residential and worldwide visitors. 4 and 5-star lodgings in Batam confront challenges in guaranteeing their operations stay competitive without dismissing the benefits exchange viewpoint (Obeidat et al., 2023) and (Alenzi et al., 2023). According to Khaskhely et al. (2022), this is often becoming progressively vital as cutting-edge travelers, particularly those from created nations, are beginning to consider the craving for convenience. This table presents data on almost all the segments in Batam that contribute essentially to the country's outside trade in 2024. Each division is clarified with a brief portrayal of how they play a part in Batam's economy, either through generation, exchange, or administrations that bolster nearby and worldwide financial exercises. This table gives a photo or diagram that underpins Batam's foreign trade.

As shown in **Table 1**, five key sectors in Batam will significantly contribute to foreign exchange earnings in 2024. The manufacturing sector plays a crucial role as it produces electronic products and industrial components, which constitute a major part of Batam's exports. Furthermore, the tourism sector also contributes significantly, as evidenced by the increasing number of local and international tourists, which has a direct impact on regional income. The trade sector contributes through continuously expanding domestic and international trade activities, in line with Batam's position as a strategic trade hub. Meanwhile, the financial services sector helps stabilize the economy through banking and financial services, while the transportation and logistics sector plays a role in supporting the movement of goods and people, which is crucial for smooth trade and tourism. These findings indicate that these five sectors mutually support each other in strengthening Batam's foreign exchange earnings in 2024 (Badan Pusat Statistik, 2023; Panjaitan et al., 2024).

**Table 1.** Sectors in Batam Contributing to Foreign Exchange in 2024

No	Sector	Description
1	Manufacturing Industry	Contributes to foreign exchange through electronic products and industrial components.
2	Tourism	Contributions from domestic and international tourists.
3	Trade	Local and international trading activities.
4	Financial Services	Banking sector and other financial services.
5	Transportation and Logistics	Supports the movement of goods and people for trade and tourism.

Source: Batam City Statistics Agency (2024)

**Table 2** shows that there are 8 four-star hotels and 7 five-star hotels in Batam that were the subjects of the 2024 study. The predominance of four-star hotels reflects the high demand for upper-middle-class accommodations that offer comprehensive facilities at affordable prices. Generally, four-star hotels offer international-standard facilities such as swimming pools, fitness centers, restaurants with a variety of menu options, and meeting rooms for business and social purposes, thus reaching both business travelers and families at competitive rates (Anneke & Manuhutu, 2025).



Conversely, the presence of five-star hotels indicates a growing premium segment in Batam. Hotels in this category typically feature international-standard amenities such as 24-hour concierge services, large ballrooms for conferences, spas and wellness centers, fine-dining restaurants, enhanced security, and luxurious architectural designs. Furthermore, the quality of personalized service, cleanliness, security, and high-end entertainment facilities are key factors that enhance guest satisfaction at five-star hotels (Wahyudi & Maradona, 2021).

The combination of four- and five-star hotels not only enhances Batam's attractiveness as a tourist and business destination but also provides a relevant context for analyzing human resource management practices, service strategies, and organizational innovation in the hospitality sector. With the variety of facilities and service levels provided, the hotels sampled in this study can be considered representative of the dynamics of the hospitality industry in Batam (Andiko et al., 2025).

**Table 2.** List of Four and Five-Star Hotels in Batam for 2024

No	Hotel Name	Category
1	Harris Hotel Batam Centre	4 Star
2	Beverly Hotel	4 Star
3	Aston Batam Hotel & Residence	4 Star
4	Harmoni Suites Hotel	4 Star
5	Artotel Batam	4 Star
6	Swiss-Bell Hotel Harbour Bay	4 Star
7	Batam Marriott Hotel Harbour Bay	5 Star
8	Four Points by Sheraton	5 Star
9	Harris Resort Barelang	5 Star
10	I Hotel Baloi	4 Star
11	I Hotel Nagoya Batam	4 Star
12	Montigo Resorts Nongsa	5 Star
13	Radisson Golf Convention Centre	5 Star
14	The BCC Hotel & Residence	5 Star
15	Wyndham Panbil Batam	5 Star

Source: Batam City Statistics Agency (2024)

In line with the increasing awareness of sustainability, a number of hotels in Batam have begun to adopt an environmentally friendly approach in their operations (Kim et al., 2019). For example, Harris Hotel Batam Center leads an initiative to recycle food for animal feed, compost organic waste, and partner with environmental organizations to recycle plastic waste (Maulana, 2025). A total of 32 hotels are also registered in the program of the Ministry of Tourism and Creative Industries which supports sustainable practices in the tourism industry (Maheshwari et al., 2024). In this case, the implementation of environmentally friendly human resource management plays an important role in strengthening hotel competitiveness through the formation of environmental behavior and responding to sustainable tourism trends (Aris 2020; Etahnews, 2023).

Green Human Resource Management has been shown to increase environmental awareness among employees as well as foster a sense of brand ownership, organizational





pride, and individual green values (Elshaer et al., 2023) and (Pham et al., 2019). In addition to improving compliance with international standards, Green Human Resource Management will also strengthen social responsibility and environmental reporting (Mukherji & Bhatnagar, 2022). This study focuses on four and five-star hotels in Batam, facing major challenges in Batam (Aleenzi et al., 2023; Obeidat et al., 2023).

The novelty of this study lies in studying the role of harmonious environmental passion (HEP) as a mediator of GHRM and Green self-efficacy issues that have not been considered in the service sector. HEP has been associated with increased green behavior due to ethical leadership and servant management (Chreif & Farmanesh, 2022; Jan et al., 2022), supportive psychological environment (Jan & Zainal, 2020) and cultural context (Saifulina et al., 2024). HEP plays an important role in communicating the relationship between ecological management and energy-promoting behavior (Fatoki, 2020). Therefore, this study penetrates the literature gap by highlighting the emotional aspects of GHRM effectiveness, as in the results of Itan et al. (2023) Regarding the importance of corporate management in the formation of inner green values and awareness.

This study contributes theoretically by highlighting the emotional and psychological role in the effectiveness of GHRM and its practical contribution to the hospitality sector in developing sustainable personnel policies. For example, Alreahi et al. (2023) The hospitality sector is the ability to improve its green image by implementing GHRM practices aimed at not only productivity but also the Environmental Protection Agency. GHRM has been shown to positively influence voluntary green work behavior (Yang et al., 2023) and innovative employee behavior (Shafaei & Nejati, 2023). This study shows that green human resource management contributes to environmental and economic performance by increasing the benefits and sustainability of (Zihan & Makhbul, 2024), along with guidance on green transformation in small and medium-sized enterprises (Perez et al., 2023). Green conversion and CSR enhance the effectiveness of green HR management (Nguyen et al., 2024). Meanwhile, green innovation and job satisfaction act as mediators and moderators (Kanan et al., 2023). Furthermore, Edi et al. (2024) Internal skills such as intangible assets and strategic motivation play a key role in supporting sustainable growth strategies. In this context, employee green self-efficacy becomes one of the key drivers in the organizational transition to green practices.

In modern work times, where sustainability is required, green HR practices are increasingly becoming the focus of organizational strategies, especially in the service sector. Green Human Resource Management plays a key role in enhancing employees' green values and commitment to sustainability (Faedah J.N et al, 2024). Through green recruitment and employee empowerment, green personnel management helps organizations achieve their sustainable development goals (Kalei, 2024). Green employee empowerment increases employee participation in green practices and corporate image (Sarfo et al., 2024). Green self-efficacy serves as a middle ground between green human resource management and innovation (Peng et al., 2024) and promotes creativity in sustainable practices that affect environmental performance. The green psychological environment of green HR management also strengthens voluntary participation in sustainability initiatives (Nasim, 2024).





Green values and self-efficacy towards green aspects enhance the effectiveness of green HR management, especially in the service sector, which involves direct interaction with customers (Gomes et al., 2023; Guo, 2022; Sofiyan et al., 2022). Employees with high values and self-efficacy are able to convey sustainability messages convincingly (Iftikar et al., 2022; Li et al., 2023).

Harmonious Environmental Passion (HEP) also plays an important role in increasing employee engagement in environmentally friendly practices (Chen & Wu, 2022; Chreif & Farmanesh, 2022). These findings have practical implications for management and authorities (Alreahi et al., 2023; Elshaer et al., 2023) and open up opportunities for further research on organizational culture and leadership (Nguyen et al., 2024).

## THEORETICAL REVIEW

**Self-determination theory (SDT)** is a motivational concept that describes how people are motivated to act based on intrinsic and extrinsic motivations through the fulfillment of three basic psychological needs: freedom to act, competence, and social relationships (Laguerre & Barnes-Farrell, 2024). In an organizational setting, SDT highlights how a work environment that supports the fulfillment of these needs can enhance employees' natural motivation to engage in positive behaviors, including environmentally friendly actions. Human resource management that prioritizes environmental aspects is essential to creating a work environment that supports the achievement of these needs. For example, green training and sustainable incentive guidelines are provided to employees who are competent in implementing environmentally friendly practices, while participatory guidelines support autonomy in environmental decisions. Additionally, sustainability initiatives at the team level can improve employees' environmental concerns and support the environmental activities of the company (McAnally & Hagger, 2024). Employees are more likely to adopt green values as their own when they have these psychological needs satisfied, which will ultimately strengthen their Green Self-Efficacy, Green Values, and Harmonious Environmental Passion and encourage them to conduct pro-environmental behavior voluntarily (Grenier et al., 2024). Because it illustrates how GHRM both shapes employee behavior through external controls but also consistently impacts their intrinsic motivation, SDT is the primary theoretical foundation of this study.

The dependent variables in this study are green values and Green Self-efficacy. Green values are related to an individual's internal beliefs about the importance of sustainability and environmental protection for daily work activities (Iftikar et al., 2022). This value reflects the ecological orientation of employees that encourages them to behave in an environmentally friendly manner at work. Meanwhile, Green Self-Efficacy is defined as an individual's belief in their ability to take actions that support environmental conservation in the work environment (Guo, 2022). As dependent variables, GV and GSE are influenced by Green Human Resource Management practices that aim to hone employee awareness and green skills. In the context of service sectors such as hospitality, GV and GSE play an important role. This is because direct interaction between employees and customers can enable green





values and beliefs due to their protective capabilities. Employees with values and self-efficacy are more proactive with green innovations, respond to environmental regulations and communicate corporate sustainability more persuasively. Ultimately, this affects corporate calling and increases customer satisfaction (Gomes et al., 2023; Li et al., 2023; Sofiyan et al., 2022). In addition, the presence of Harmonious Environmental Passion) has contributed to strengthening employee participation in green practices and is an important variable in the relationship between GHRM and outcomes (Chen & Wu, 2022; Chreif & Farmanesh, 2022).

**Green Human Resource Management and Green Values.** Green Human Resource Management has a significant impact on employee green behavior and brand citizenship across industries, and plays a mediating role through organizational psychological contract and pride (Elshaer et al., 2023; Zhu et al., 2022). When implemented effectively, GHRM creates a work environment that supports emotional engagement and active participation in sustainability. Individual biospheric values moderate the effectiveness of GHRM, with employees with such values showing higher commitment to green practices (Elshaer et al., 2023; Gomes et al., 2023). In Asia, green culture communicates the relationship between GHRM and green citizenship behavior, highlighting the importance of harmony between individual values and organizational practices (Memon et al., 2022). Green Human Resource Management has also been shown to enhance environmental performance on campuses in Malaysia (Faezah J.N et al, 2024) and sustainable behavior in Ghana and Portugal is influenced by social aspects (Coelho et al., 2024; Kissi et al., 2024). Therefore, this hypothesis is proposed based on the fact that Green Human Resource Management shapes the role of individual biosphere values in shaping environmentally friendly values through creating environmental reasons and strengthening commitment to sustainability (Elshaer et al., 2023; Zhu et al., 2022).

**H1:** Green Human Resource Management has a significant influence on Green Values.

**Green Human Resource Management and Green Self-Efficacy.** Green Human Resource Management is a strategic approach to significantly impact employee behavior and participation and support sustainability and green practices in HR management (Chen & Wu, 2022). Green Human Resource Management increases green attention that stimulates green behavior that promotes green advocacy (Chen & Wu, 2022) and systemic self-esteem (Cheng et al., 2022). In addition, green human resource management is strengthened through value harmony between the positive image of the company and employees and the organization (Baykal & Bayraktar, 2022), and psychological properties are psychological properties as mediators of the relationship. Key green talent management practices include attitudes, training, rewards, performance management, empowerment, and work (Renwick, 2023). Green conversion management and green self-efficacy also serve as positive moderators in the relationship between green human resource management and employees' green behavior (Chen & Wu, 2022).

Other studies have shown that green human resource management contributes to sustainable performance in ecological, social and economic aspects (Zihan & Makhbul, 2024).



This application is influenced by an organization's green motivation and perceived external pressure between corporate social responsibility as moderators (Zihan et al., 2024). The characteristics of visible innovation also convey the impact of green HR management on employee environmental behavior (Yusop et al., 2024). In addition, green human resource management has a positive effect on environmental attitudes, job satisfaction, green behavior, customer satisfaction, and organizational green performance (Alketbi & Rice, 2024). These results confirm the importance of green HR management as a strategic tool for businesses, especially small and medium-sized enterprises, to promote sustainability and improve ecological performance.

**H2:** Green Human Resource Management has a significant influence on Green Self-Efficacy.

**Harmonious Environmental Passion and Green Values.** Research shows that environmental passion and green values play an important role in fostering sustainable behavior in organizations. Ethical leadership and green resource management practices have been shown to positively influence employees' green behavior by communicating a passion for a harmonious environment (Chreif & Farmanesh, 2022). Practices that emphasize the green value of supporting this passion and creating a psychological environment that promotes voluntary environmental behavior. In contrast, quantitative order uncertainty has a negative effect on harmonious environmental tension and green work, because reducing uncertainty reduces uncertainty (Karatepe, 2022). Therefore, a stable work environment is important for maintaining employees' green passion.

Aligned cultural values also contribute to sustainable consumption through an eco-friendly identity associated with strengthening green values within the organization (Zhao et al., 2024). In SMEs, Green Services leadership communicates the environment with eco-passion and eco-friendly creativity, increasing employee eco-friendly behavior (Haider et al., 2023), and argues that leadership and organizational climate are very influential.

In general, green HR management practices and critical ethical leadership that create a green climate that promotes a desire for a harmonious environment and green behavior (Chreif & Farmanesh, 2022; Saleem et al., 2021). This relationship is also transmitted by important motivation and harmonious desire to work, and is strengthened by green consciousness (Khamdamov et al., 2023). Based on these findings, it has been hypothesized that green HR practices produce a psychological climate.

**H3:** Harmonious Environmental Passion has a significant influence on Green Values.

**Harmonious Environmental Passion and Green Self-Efficacy.** Research shows that environmental passion and self-efficacy play an important role in promoting sustainable behavior in the workplace. Green HR management and ethical leadership practices have been shown to increase the passion for a harmonious environment and green behavior of employees (Chreif & Farmanesh, 2022). Conversely, uncertainty in the quantitative order of the hotel sector reduces environmental stress and green work outcomes (Karatepe, 2022). On the other hand, green self-efficacy promotes green innovation that affects the environmental, social and





economic performance of the organization (Guo, 2022). Spiritual leadership also strengthens hotel employees' greener behavior through green passion and connection with nature (Sunhaji et al., 2023). These results highlight the important role of psychological factors in the growth of leadership styles, organizational practices, and passion and self-efficacy for sustainable behavior in society.

In addition, self-efficacy contributes directly and indirectly to entrepreneurial intention through perceived feasibility (Shukla & Kumar, 2024) and employee performance through organizational citizenship behavior (Syah & Safrida, 2024). Factors such as green identity, subjective norms, and environmental awareness also influence green attitudes and purchasing intentions (Rivera & Paula, 2024). However, knowledge self-efficacy does not have a direct impact on knowledge management, but rather through conformity, harmony, and trust (Laily et al., 2023). This hypothesis is presented based on green self-efficacy rather than individual beliefs that contribute to sustainability and promote a desire for a harmonious environment that is important for environmentally friendly behavior. GHRM practices and ethical leadership support the formation of both (Chreif & Farmanesh, 2022; Karatepe, 2022).

**H4:** Harmonious Environmental Passion has a significant effect on Green self-efficacy.

#### **Green Human Resource Management and Harmonious Environmental Passion.**

Green human resource management, or GHRM, is a very important activity that contributes to enhancing the environmental performance of the organization and encouraging employees' sustainable behavior within the workplace. Various studies have attested that GHRM encourages employees to be more creative and engage in discretionary green behavior (Chen et al., 2021; Chreif & Farmanesh, 2022). Green psychological climate, green passion, and intrinsic motivation are some of the mediational components of this GHRM impact (Chen et al., 2021; Khamdamov et al., 2023). Furthermore, environmental consciousness and moral leadership further augment the effects of GHRM practices on employee performance (Chreif & Farmanesh, 2022; Khamdamov et al., 2023). In addition, with an organizational culture of innovation, GHRM activities promote environmental innovation for the company (Ali et al., 2021). Apart from promoting environmentally sustainable performance and business sustainability for different industries (Ali et al., 2021; Chreif & Farmanesh, 2022; Khamdamov et al., 2023), the above indicates the significance of GHRM in influencing employees' cognitive, affective, and motivational drivers towards sustainability (Chen et al., 2021).

In addition, the transformational leadership acts as a moderator that enhances sustainable performance through mediation of the relationship between GHRM and green innovation (Zihan & Makhbul, 2024). Through green products and processes, the implementation of GHRM in the textile sector boosts environmental sustainability (Yazdan et al., 2024). Apart from that, there is a strong relationship between GHRM and the firm's environmental performance, with Green Employee Empowerment (GEE) as an important moderator of this relationship (Sarfo et al., 2024). These findings indicate the significance of GHRM as a force toward sustainability practices by different industries and sizes of firms





from small and medium enterprises to behemoth institutions and how it proves to be powerful as an organizational strategic instrument toward sustainability objectives.

The literature exists to demonstrate how important GHRM is to building environmental sustainability in organizations. As Nguyen et al. (2024) and Peng et al. (2024) have displayed, GHRM practices have been found to improve the environment as well as encourage green innovation among workers. According to Portuguese research, businesses implement varied GHRM practices but an integrated approach is still required (Coelho et al., 2024). According to Kissi et al. (2024), GHRM is in direct connection with environment sustainability practices that are being adopted by all employees in the various sectors of the Ghanaian economy. Green transformational leadership, corporate social responsibility, and strategic human resource management are some of the determinants that promote the effectiveness of GHRM (Nguyen et al., 2024; Peng et al., 2024).

**H5:** Green Human Resource Management has a significant influence on Harmonious Environmental Passion.

**Green Human Resource Management on Green Self-Efficacy through the Mediating Role of Harmonious Environmental Passion.** Green human resource management could be a key strategy for overseeing representatives that emphasizes maintainability and the security of the environment. This thought is picking up consideration as there are developing worldwide desires for companies to act mindfully with respect to natural issues. It has been illustrated to contribute emphatically to natural results in different businesses. Consider demonstrating that green human resource management can fortify eco-friendly advancement. Farooq et al. (2021) and improve natural productivity (Shah et al., 2021). This impact is affected by a working environment that bolsters environmental activities and a company culture that prioritizes natural mindfulness (Shah et al., 2021; Younis & Hussain, 2023). Exercises like enlisting homes, preparing programs, and eco-friendly motivations cultivate engagement and commitment to natural preservation (Subyantoro et al., 2022). In any case, the part of transformational authority in advancing green homes needs more examination (Younis & Hussain, 2023). Besides, an individual's seen effect on the environment has been recognized as a figure connecting Green Human Resource Management with eco-innovation (Farooq et al., 2021).

Later thinks about how it appeared that green human asset administration (GHRM) has a positive effect on natural execution in little and medium-sized ventures (SMEs), with the association of ecologically cognizant workers being a key calculation (Sarfo et al., 2024). The reusing economy approach driven by GHRM shows up to be viable in improving maintainability, particularly when adjusted with natural progressions (Arsawan et al., 2024). A work environment that prioritizes ecologically inviting homes, coupled with worker commitment to natural obligation, moreover reinforces the viability of GHRM in accomplishing craved results (Altassan, 2024). The execution of GHRM in SMEs is additionally impacted by inner availability and outside back, whereas corporate social obligation plays a key part in connecting execution and institutionalization (Zihan et al., 2024).



Agreeing with Peng et al.'s (2024) thinking about natural self-efficacy is vital as a connection between GHRM homes and green development. In the interim, Nasim (2024) contended that centering on natural issues can make the procedure more viable. Sarfo et al. (2024) moreover found that green self-efficacy remains a significant intervening calculation, particularly among small and medium undertakings. Chiarini's (2024) study in the manufacturing sector showed that environmental training and management involvement in setting environmental targets had a positive impact on green performance, although compensation and reward systems were considered less effective.

From these various studies, a hypothesis emerged that individual self-confidence in the ability to act in an environmentally friendly manner acts as a mediator. This strengthens the influence of GHRM on employee enthusiasm in protecting the environment, because it increases their self-confidence to behave pro-environmentally (Farooq et al., 2021; Peng et al., 2024).

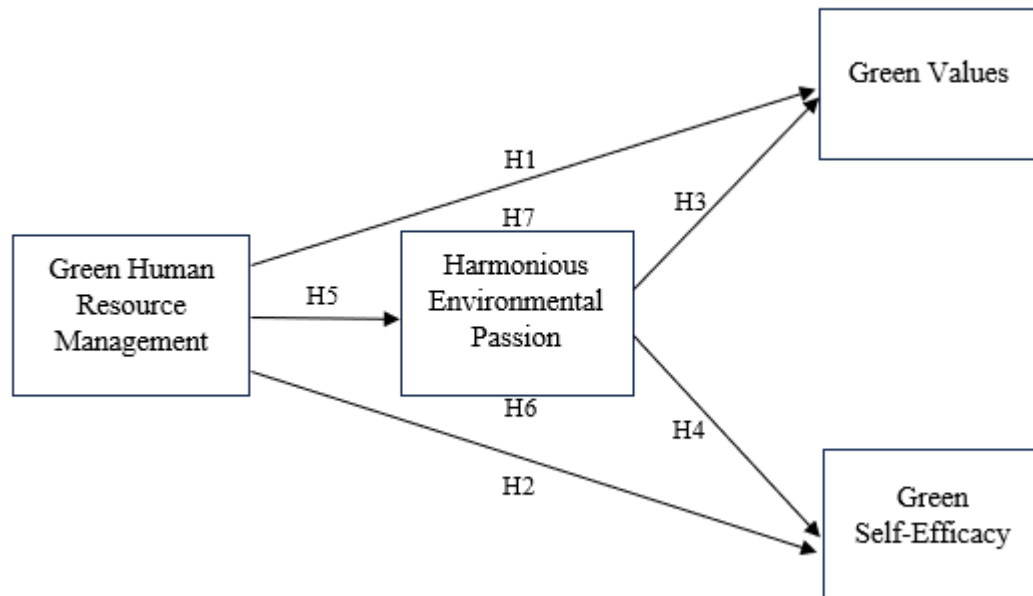
**H6:** Green human resource management has a significant influence on green self-efficacy with harmonious environmental passion as a mediating variable.

**Green Human Resource Management on Green Values through the Mediating Role of Harmonious Environmental Passion.** Green Human Resource Management is not just about encouraging an environmentally friendly attitude. More than that, Green Human Resource Management instills environmental values in workers through Harmonious Environmental Encouragement as an intermediary (Baykal & Bayraktar, 2022; Chen & Wu, 2022). The implementation of Green Human Resource Management, such as environmental training, sustainable recruitment, and environmentally supportive rewards, creates a work environment that triggers emotional attachment to environmental goals (Faedah J.N et al., 2024; Pham et al., 2019). Harmonious Environmental Passion acts as a psychological way that links Green Human Resource Management with the absorption of green values, because Harmonious Environmental Passion reflects a sincere desire that is in line with one's values and identity, not merely a demand (Faedah J.N et al, 2024).

The implementation of GHRM that focuses on freedom and meaning of work increases Harmonious Environmental Passion, which further encourages the internalization of environmentally friendly values in depth (Peng et al., 2024). The role of Harmonious Environmental Passion as an intermediary strengthens the impact of GHRM in realizing Green Values because the harmonious spirit triggers active participation and dedication to sustainability (Shah et al., 2021). Through the proper implementation of GHRM, Harmonious Environmental Passion grows and strengthens Green Values sincerely and sustainably (Farooq et al., 2021; Peng et al., 2024). This flow shows that GHRM has a significant influence on Green Values with significant mediation from HEP.

**H7:** Green human resource management has a significant influence on green values with harmonious environmental passion as a mediating variable.





**Figure 1.** Model Research

## METHODS

**Construct Measurements** data were obtained through a quantitative approach. Respondents filled out the questionnaire individually, a similar method used by (Sentoso et al., 2024). Their study indicated a correlation between employee dedication and work output. Here is how participant responses were measured: we used a five-point Likert Scale, ranging 1 indicates Strongly Disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree, and 5 indicates Strongly Agree. This scale was used to measure how participants answered the questions. According to Shah (2019), the measurement of variables in this study used several adjusted indicators. Assessing Green Human Resource Management, we used five questions that focused on the extent to which company policies support environmental conservation efforts. Green Values are also assessed through five questions to see how deeply employees live these values. Then, five questions are used to measure Green Self-Efficacy, which is how confident individuals are in implementing environmentally friendly practices. Meanwhile, Harmonious Environmental Passion is measured with ten questions, aiming to see how much motivation there is from within employees to behave environmentally friendly in the office. In total, there are 25 statements in the questionnaire that cover all aspects that we want to examine. Respondents' demographic data were also collected, including gender, age, education level, and length of service in the hospitality industry. This information is important to further understand the characteristics of the research sample (Al-Ghazali & Afsar, 2020; Farooq et al., 2021; Luu, 2021; Saifulina et al., 2024).





**Data Collection and Samples** This study targets four- and five-star hotel workers in Batam who are already involved in sustainability programs in their offices. These respondents have work experience in an environment that cares about sustainability issues. There are a total of 16 four- and five-star hotels that are part of the study population (Tripadvisor, 2024). From there, 281 employees who work in the hospitality sector and are directly involved in sustainability practices in their place were taken. There are several important reasons underlying the determination of the population and sample in this study. Four- and five-star lodgings, as the most prominent figure within the neighborliness industry, are the most central with respect to the execution of the Green Human Resource Management (GHRM) concept. The main reason is that higher-star inns by and large take after stricter operational benchmarks in terms of natural supportability, in differentiation to inns with lower stars (Kim et al., 2019). At that point, Batam City, which is known as a favorite visitor goal in Indonesia, has numerous star-evaluated lodgings that have actualized feasible homes. The reality that Batam City is the center of trade and tourism operations further reinforces this (Moh, 2023). Numerous lodgings in Batam City have started activities to execute maintainable arrangements to adjust with worldwide benchmarks and make strides in their competitive position within the universal tourism showcase. Subsequently, the determination of Batam City as the area for this consideration will give an opportunity to survey more profoundly the usage of GHRM in this quickly developing neighborliness industry.

To decide the test estimate of this inquiry, we allude to the strategy displayed by Hair et al. (2019). According to them, the number of tests required depends on the number of pointers associated with the variable being examined. So, the test measure we collect must be in agreement with the number of pointers within the survey. As a reference, they recommend an extent of  $n \times 10$  for each variable pointer (Hair et al., 2019). Considering the number of pointers in this inquiry, we have chosen to utilize a test comprising 281 respondents. We consider this test estimate to be adequate to speak to and analyze the relationship between factors well within the setting of this investigation. Ideally, the investigation that comes about will be more exact and can be broadly connected within the Batam City lodging ind.

**Data Analysis** was carried out utilizing the Partial Least Squares-Structural Equation Modeling (PLS-SEM) strategy utilizing the Smart PLS 4.0 computer program. This strategy is in line with the inquiry of Sentoso et al. (2024), which, moreover, applies quantitative strategies to look at the relationship between different factors. This approach makes a difference in assessing unmeasured factors based on watched input information. As expressed by Hair et al. (2019), PLS-SEM is successful in evaluating unexamined factors based on unmistakable input information and for speculation testing in two stages. At first, the estimation show is utilized to gauge the unwavering quality and legitimacy of the build. At that point, an auxiliary demonstration investigation is carried out to investigate the relationship between factors through coordinate way coefficients and circuitous impacts within the show (Hair et al., 2019).



## RESULTS

**Table 3** shows the demographic characteristics of respondents, providing an overview of the employee composition at four- and five-star hotels in Batam. In terms of gender, the majority of respondents were female 60.100 per cent. This aligns with the trend in the hotel industry, which generally fills positions that interact directly with guests with female employees (Koc, 2020; Min & Yoon, 2021). In terms of age, the majority of respondents were between 26 and 30 years old 44.500 per cent. This indicates that most employees are still of productive age, making it easier to adopt sustainability programs and new practices related to HR management (Sarac, 2023).

In terms of education level, approximately 63 percent of respondents have a bachelor's degree. This indicates that employees in Batam hotels generally have a strong educational background, enabling them to understand and implement complex organizational initiatives, including Green Human Resource Management (GHRM) practices (Tafese Keltu, 2024). The distribution of respondents across hotels is fairly even, with Harris Hotel Batam Centre having the highest representation at 8.900 per cent. This demonstrates that the data collected does not focus on a single hotel, but rather reflects the general condition of the hotel industry in Batam as a whole (Wu & Lin, 2025).

In terms of income, the majority of respondents were in the salary range of IDR 4–6 million 39.500 per cent. This aligns with the standard salary range for mid- to upper-level hotel staff in Batam. This income stability indicates that respondents have a relatively good level of financial well-being, enabling them to better support organizational programs and policies (Kim et al., 2025). Overall, the demographic characteristics shown in Table 3 indicate that respondents were predominantly young, educated, and had stable incomes. This makes them an appropriate sample for analyzing the implementation and sustainability of GHRM practices in Batam's hotel industry (Wang et al., 2021).

**Table 3.** Respondents' Demographic Characteristics

Demographic Profile		Frequency	Percentage
Gender	Female	169	60.100
	Male	112	39.900
Age	Less than 20 yo	9	3.200
	20 to 25 yo	118	42
	26 to 30 yo	125	44.500
	More than 30 yo	29	10.300
Education Level	Junior High School	2	0.700
	Senior High School	80	28.500
	Bachelor	177	63
	Magister	22	7.800
Place of Work	Harris Hotel Batam Centre	25	8.900
	Beverly Hotel	22	7.800
	Aston Batam Hotel & Residence	24	8.500



	Harmoni Suites Hotel	18	6.400
	Artotel Batam	18	6.400
	Swiss-Bell Hotel Harbour Bay	19	6.800
	Batam Marriot Hotel Harbour Bay	24	8.400
	Four Points by Sheraton	22	7.800
	Harris Resort Barelang	21	7.500
	I Hotel Baloi	14	5
	I Hotel Nagoya Batam	10	3.600
	Montigo Resorts Nongsa	14	5
	Radisson Golf Convention Centre	14	5
	The BCC Hotel & Residence	15	5.300
	Wyndham Panbil Batam	11	3.900
Monthly Income	Less than IDR 4.000.000	43	15.300
	IDR 4.000.000 to IDR 6.000.000	111	39.500
	IDR 6.500.000 to IDR 8.000.000	100	35.600
	More than IDR 8.000.000	27	9.600

Source: Data processed 2024

**Measurement Model** the modeling results in Smart PLS show the quantification of the measurement model, indicated by the factor loading figures. The outside stacking appraisal depicts how successfully each pointer measures its factors. Information legitimacy is met on the off chance that the Pearson relationship is over 0.600 (Hair et al., 2019). From the investigation, it was uncovered that all markers met this standard, with figure stacking values over 0.600. This shows that all markers are substantial and reasonable for the following organization of investigation. To evaluate consistency between factors, Cronbach's alpha and composite unwavering quality were utilized. The test appeared to have values over 0.600 and 0.700, showing great unwavering quality in all inquiry about factors. The AVE investigation too affirmed the focalized legitimacy of the factors in this ponder. This AVE test evaluates the appropriateness between the markers and the builds or factors concerned. Factors are considered substantial on the off chance that their AVE esteem is more noteworthy than 0.500 (Hair et al., 2019). The AVE calculation shows that all factors have values over 0.500, which suggests that all are prepared to encourage preparing.

The taking after is a clarification of how legitimacy and unwavering quality are evaluated for each concept utilized in this inquiry. The concepts considered incorporate green human asset administration, green self-efficacy, green values, and concordant natural energy. The taking-after table shows the stacking calculated values, composite unwavering quality, Cronbach's alpha, and normal change extricated (AVE) for each concept and its pointers. The stacking figure esteem appears to show how much impact each pointer has on the concept in address, whereas composite unwavering quality and Cronbach's alpha survey the general consistency of the measuring instrument. Higher values reflect better consistency. AVE captures the quality of the indicators in the measurement of the construct under assessment. For purposes of analysis, this table shows that the instruments deployed in this research are valid and reliable enough.



**Table 4** shows that all constructs in this study, namely GHRM, GSE, GV, and HEP, meet the validity and reliability criteria with loading factor values above 0.600. The GHRM construct is proven reliable with an AVE of 0.562, CR of 0.770, and Alpha of 0.737, which means this instrument is able to describe GHRM practices consistently. The GSE construct has the highest AVE of 0.684 with a CR of 0.771 and Alpha of 0.769, indicating that respondents' trust in environmentally friendly behavior is well measured. The GV construct also shows high consistency with an AVE of 0.577, CR of 0.821, and Alpha of 0.815, thus it can describe the internalization of employees' green values. Meanwhile, the HEP construct appears most dominant with an AVE of 0.589, CR of 0.920, and Alpha of 0.911, which confirms very strong reliability in measuring employees' environmental passion. Overall, these results confirm that all research instruments are valid and reliable so they can be used in the next model testing stage.

**Table 5** findings of the route coefficient analysis, which illustrates the connections between the variables in the study model, are shown in **Table 5**. Every suggested association is statistically significant, as evidenced by the fact that all hypotheses have t-values more than 1.960 and p-values less than 0.050. With high t-values (8.792, 6.242, and 49.046, respectively) and p-values of 0.000, the impact of Green Human Resource Management on Green Values, Green Self-Efficacy, and Harmonious Environmental Passion is particularly well-supported. With p-values of 0.000 and tvalues of 4.836 and 5.754, respectively, H3 and H4, which examine the impact of HEP on GV and GSE, are likewise determined to be significant. These findings show that there are significant correlations between the variables in the model and that the statistical evidence supports each of the tested hypotheses.

For every hypothesis examined, the table provides the sample mean, t-statistic, and p-value, indicating the significance of the correlations between the variables. The degree and direction of the relationship between the independent and dependent variables are shown by the route coefficients. The significance of the associations is tested using the t-statistic; a p-value of less than 0.050 indicates that the relationship is significant. With p-values of 0.000, the results indicate that all of the hypotheses (H1 through H5) exhibit significant associations.

**Table 4.** Validity and Reliability Results

Construct	Loading Factor	Composite Reliability	Cronbach Alpha	AVE
<b>Green Human Resources Management</b>		0.770	0.737	0.562
GHRM <sub>1</sub>	0.853			
GHRM <sub>3</sub>	0.653			
GHRM <sub>4</sub>	0.799			
GHRM <sub>5</sub>	0.674			
<b>Green Self-Efficacy</b>		0.771	0.769	0.684
GSE <sub>1</sub>	0.828			
GSE <sub>3</sub>	0.806			



GSE <sub>5</sub>	0.845			
<b>Green Values</b>		0.821	0.815	0.577
GV <sub>1</sub>	0.766			
GV <sub>2</sub>	0.780			
GV <sub>3</sub>	0.665			
GV <sub>4</sub>	0.838			
GV <sub>5</sub>	0.740			
<b>Harmonious Environmental Passion</b>		0.920	0.911	0.589
HEP <sub>2</sub>	0.881			
HEP <sub>3</sub>	0.695			
HEP <sub>4</sub>	0.721			
HEP <sub>5</sub>	0.852			
HEP <sub>6</sub>	0.754			
HEP <sub>7</sub>	0.622			
HEP <sub>8</sub>	0.851			
HEP <sub>9</sub>	0.722			
HEP <sub>10</sub>	0.769			

Source: Data Processed 2024

Evidence of an indirect correlation between variables is exhibited in this study. With a p-value of 0.370 and a t-statistic of 5.728, **Table 6** demonstrates that Green Human Resource Management (GHRM) has an indirect impact on Green Self-Efficacy (GSE) via Harmonious Environmental Passion (HEP). With a p-value of 0.000, the result is significant and demonstrates that HEP mediates the impact of GHRM on GSE. The findings of the analysis of indirect effects between the variables in the research model are displayed in this table. Along with the findings to see if the effects are significant or not, it shows the sample mean, t-statistic, and p-value of the indirect effects that were taken into account. An indirect effect is the effect of an independent variable on a dependent variable through a mediating variable. With a p-value of 0.000, hypothesis H6 indicates a strong indirect effect based on the results, suggesting that the effect of the interaction between GHRM and GSE through HEP is significant.

**Table 7** shows that the R-Square value of 0.732 was obtained on the Green Self-Efficacy construct, the R-Square value of 0.798 on the Green Values construct, and the R-Square value of 0.736 on the Harmonious Environmental Passion construct. These results indicate that the model has high explanatory power in predicting the endogenous variables.



**Table 5.** Hypotheses testing

Variable	Sample Mean	T-Statistic	P-Value	Result
H <sub>1</sub> : GHRM>GV	0.597	8.792	0.000	Significant
H <sub>2</sub> : GHRM>GSE	0.457	6.242	0.000	Significant
H <sub>3</sub> : HEP>GV	0.327	4.836	0.000	Significant
H <sub>4</sub> : HEP>GSE	0.431	5.754	0.000	Significant
H <sub>5</sub> : GHRM>HEP	0.859	49.046	0.000	Significant

Source: Data Processed 2024

Analysis results showed that the variables that affected Green Self-Efficacy were 73.200 per cent, while the remaining 26.800 per cent was affected by variables outside the research. Analysis results showed that the variables that affected Green Values were 79.800 per cent, while the remaining 20.200 per cent was affected by variables outside the research.

**Table 6.** Hypotheses testing

Variable	Sample Mean	T-Statistic	P-Value	Result
H <sub>6</sub> : GHRM>HEP>GSE	0.370	5.728	0.000	Significant
H <sub>7</sub> : GHRM>HEP>GV	0.281	4.811	0.000	Significant

For Harmonious Environmental Passion, 73.600 per cent of the variation was explained by Green Human Resource Management (GHRM), while 26.400 per cent was affected by other unobserved variables. According to Hair et al. (2019), an R-Square value above 0.700 indicates a strong level of model fit, supporting the adequacy of the PLS-SEM model used in this research.

**Table.7** Predictive Model

Variable	R-Square	R-Square Adjusted
Green Self-Efficacy	0.732	0.730
Green Values	0.798	0.796
Harmonious Environmental Passion	0.736	0.735

## DISSCUSION

As illustrated in **Table 6**, the initial hypothesis considers the influence of Green Human Resource Management (GHRM) on Green Values (GV) of employees. As per the findings of the analysis, GHRM positively and significantly affects GV. As per the findings of research work conducted by Elshaer et al. (2023), application of GHRM is capable of promoting employees' awareness about the environment, which ultimately inspires them towards adopting green concepts. Besides, GHRM promotes the development of green personal values, which is significant in building a sustainable corporate culture, as indicated by Kim et al. (2019). (Zihan et al., 2024), who established that GHRM can promote workers' commitment



to sustainability, also attest to this fact. Thus, GHRM is an essential instrument in influencing workers' ecological mindset in addition to being an administrative rule. GHRM fosters green values' long-term and incremental application into working practices by workers using training, organizational communications, and environmentally friendly hiring.

The second hypothesis tested links green self-efficacy to green human resource management. The results of the study showed that green human resource management is positively related to Green self-efficacy: This result can also be found in research by Farooq et al. (2021) As often as possible, practices that are aligned with environmental conservation will create such self-confidence. Khamdamov et al. (2023) also emphasized that a work environment that supports GHRM can increase employees' intrinsic motivation to participate in pro-environmental actions. In addition, research by Uslu et al. (2023) showed that GHRM contributes to increasing employees' green self-efficacy, which is important for the success of sustainability initiatives. Structural and cultural support from the organization is crucial in fostering employees' self-confidence in their capacity to carry out environmentally friendly behaviors. The implementation of GHRM, such as environmental training, recognition of environmentally friendly behavior, and sustainability-focused performance assessments, provides a clear foundation that strengthens GSE both individually and collectively.

The role of Harmonious Environmental Passion (HEP) on GV is examined in the third hypothesis. The results of the analysis identify that HEP has a positive and significant effect on GV. Based on a study by (Chreif & Farmanesh, 2022), individuals' group dedication to environmental values may be enhanced by an amicable environmental passion as a group. Moreover, Elshaer et al. (2023) found that environmentally passionate employees are more likely to perform environmentally beneficial acts. Besides, Zhao et al. (2024) carried out a study emphasizing that a conspicuous pro-environmental identity possesses the ability to strengthen the HEP-GV relationship such that it fosters a more sustainable workplace. Emotional identification and integration at an individual level with green values along with concern for environmental issues from HEP. Employees are more likely to exist and endorse the organization's values in everyday actions when they perceive that their passion is appreciated and pertinent to the values.

The fourth hypothesis examines the interaction between HEP and GSE. The findings indicate that HEP strengthens GSE. This result is in line with studies by Farooq et al. (2021), demonstrating that workers who are highly passionate about the environment tend to embrace proenvironmental behavior. Further, Khamdamov et al. (2023) highlight the significance of HEP in enhancing workers' passion to perform sustainable cooperation between HEP and GSE, which will improve employee involvement in green practices, as recorded by Haider et al. (2023). Employees will be more at ease taking action when they love the environment more in alignment. This is because high passion encourages individuals to research, test, and surmount obstacles while undertaking environmental actions with confidence and passion rather than out of obligation.

The results of the fifth hypothesis test how GHRM affects HEP. From the existing analysis, it can be seen that GHRM has a significant impact on HEP This is supported by a study conducted by (Chreif & Farmanesh, 2022), confirming how GHRM can drive





employees' environmental enthusiasm when implemented effectively. Furthermore, Elshaer et al. (2023) discovered that GHRM leads to the formation of HEP, which then motivates employees to adopt sustainable practices. In addition, a study by Nguyen et al. (2024) demonstrates that green transformational leadership has the potential to enhance GHRM's impact on HEP and transform the workplace into a greener environment. The results of the fifth hypothesis show that HEP is significantly influenced by GHRM. This is seen in (Chreif & Farmanesh, 2022), which depicts how, when well implemented, GHRM has the potential to enhance employees' green passion. Elshaer et al. (2023) also maintained that GHRM supports the enhancement of HEP, which energizes employee's sustainable behavior. Furthermore, empirical support from Nguyen et al. (2024) proves that green transformational leadership can guarantee a greener workplace and enhance the function of GHRM towards HEP.

The result of the sixth hypothesis is that, by mediating through Harmonious Environmental Passion (HEP), Green Human Resource Management (GHRM) affects Green Self-Efficacy (GSE) indirectly. Based on this research, GHRM practices affect the affective and cognitive components of employees, resulting in higher self-efficacy in employees to perform green behaviors and to establish pro-environmental policy mechanisms. Although Peng et al. (2024) discovered that the relationship between environmental performance and self-efficacy is mediated, Farooq et al. (2021) established that green self-efficacy plays a critical mediator role in GHRM-greener creativity. Sarfo et al. (2024) posit that green employee empowerment is an imperative mediating variable connecting influence by GHRM with small- and medium-scale enterprise environmental performance, while Nasim (2024) highlights green psychological climate in terms of being reinforcing in extending the impact of GHRM towards environmental implications. Thus, HEP is a psychological stimulus that best guides the development of green self-efficacy and also encompasses the emotional component of GHRM policies.

The outcome of the seventh theory test appears to be that green human resource management (GHRM) features a critical circuitous impact on green values (GV), which is interceded by the part of harmonious environmental passion (HEP). This implies that the Green HRM methodology not only plans arrangements to back natural supportability but, moreover, makes a difference in representatives to live GV sincerely and profoundly. As appeared by Faezah J.N et al. (2024) and Pham et al. (2019), Green HRM endeavors such as ecologically inviting preparing and motivating forces can make a work environment that increments passionate connection. In the meantime, inquire about studies conducted by (Baykal & Bayraktar, 2022) and (Chen & Wu, 2022), which emphasized the commitment of Green HRM in forming GV. HEP symbolizes a soul that's in line with the personality and standards of representatives, which joins Green HRM to the usage of GV. Based on a study conducted by Peng et al. (2024), Green HRM hones that prioritize worker freedom can goad HEP, subsequently empowering specialists to extend green values. As a result, HEPs that develop together with the implementation of Green HRM lead to a noteworthy increment within the internalization of GV among staff (Farooq et al., 2021; Peng et al., 2024; Shah et





al., 2021). This handle highlights the significance of HEPs in fortifying the impacts of Green HRM on worker values.

In line with these findings, the results of this study can be explained using Self-Determination Theory (SDT), which states that employee intrinsic motivation will grow when three primary psychological needs are met: autonomy, competence, and belonging (Laguerre & Barnes-Farrell, 2024). The implementation of Green Human Resource Management (GHRM) in various hotels in Batam provides structural and cultural support that enables employees to feel more competent through environmental training, more autonomous through participation in sustainability decision-making, and more connected through shared environmental initiatives. When these needs are met, employees will be intrinsically motivated to embrace green values (GV), increase green self-efficacy (GSE), and develop a balanced environmental spirit (HEP). This theoretical perspective explains why GHRM significantly increases GV and GSE, while simultaneously promoting HEP as a direct outcome and factor linking GHRM practices to environmentally friendly behavior. Thus, SDT provides a strong conceptual foundation for understanding how GHRM not only influences employee behavior through external impacts, but also maintains their intrinsic motivation to voluntarily engage in sustainable practices, according to the results of this study.

## CONCLUSION

This study demonstrates that Green Human Resource Management (GHRM) plays a significant role in shaping employees' pro-environmental attitudes and behaviors. Findings indicate that GHRM not only directly strengthens green values (GV) and green self-efficacy (GSE), but also fosters harmonious environmental spirit (HEP), which serves as an important mediator linking GHRM to increased employee environmental values and beliefs toward sustainable actions. These results align with Self-Determination Theory (SDT), which emphasizes the importance of fulfilling employees' psychological needs for autonomy, competence, and relatedness to foster intrinsic motivation toward sustainability.

From a theoretical perspective, this study contributes by extending the application of SDT to the field of GHRM, demonstrating how green HR practices can activate intrinsic motivation that supports pro-environmental behavior. From a practical perspective, the results highlight the need for hotels in Batam to invest in systematic green training, inclusive sustainability decision-making, and recognition of green behavior as strategic tools to increase employee enthusiasm and confidence in environmental initiatives. Finally, while this study provides strong evidence for the positive role of GHRM, future research could expand the scope to include other service industries or compare different cultural contexts to generalize the findings. Longitudinal studies are also recommended to capture the long-term impact of GHRM on employee green values and self-efficacy.

In addition, future studies could examine the role of Green Leadership as a moderating variable between GHRM and HEP. Leadership is critical in ensuring that green HRM practices are not merely formal procedures but are consistently supported and internalized by employees. Effective green leaders provide direction, act as role models, and offer



motivational support, thereby strengthening employees' harmonious environmental passion. This perspective suggests that leadership can significantly amplify the impact of GHRM on employee engagement in sustainability (Astina et al., 2025; Haider et al., 2023).

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**Jurnal Manajemen**

**e-JM**

E-ISSN: 2549-8797

ISSN: 1410-3583

<https://doi.org/10.3390/su16031153>

