

Green Melodies at Work: A Phenomenological Study of Environmental Awareness and Green HRM Practices

Original Article

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Abstract

Environmental sustainability has become a strategic priority for organizations, increasing the importance of Green Human Resource Management (GHRM) as a mechanism for fostering environmentally responsible employees. Although previous studies have demonstrated positive relationships between GHRM and environmental performance, limited research has explored how employees subjectively experience GHRM practices and how these experiences shape environmental awareness, particularly in the Indonesian context. This study aims to explore employees' lived experiences of GHRM practices and their influence on environmental awareness within Indonesian organizations. A qualitative phenomenological approach was employed, involving semi-structured interviews with twelve employees from the manufacturing, hospitality, and service sectors. Data were analyzed using Braun and Clarke's reflexive thematic analysis. The findings revealed four interconnected themes: Environmental Awareness, Green Work Behavior, Organizational Support, and Sustainability Culture. Employees generally demonstrated strong environmental concern; however, many lacked a clear understanding of how organizational sustainability initiatives related to their specific job responsibilities. Leadership commitment, environmental infrastructure, and culturally embedded values emerged as key factors influencing environmental engagement. The study concludes that effective GHRM implementation requires more than formal environmental policies; it necessitates integrated systems that enhance employee capabilities, create participation opportunities, and align sustainability initiatives with employees' cultural and ethical values. These findings contribute to the growing GHRM literature by providing a deeper understanding of the mechanisms through which environmental awareness is cultivated in developing-country workplaces.

Keywords: Green Human Resource Management, Environmental Awareness, Green Work Behavior, Sustainability Culture, Phenomenology.

1. Introduction

Environmental sustainability has become a central concern for organizations worldwide as climate change, resource depletion, pollution, and ecological degradation increasingly threaten economic and social development. Contemporary organizations are expected not only to achieve financial performance but also to demonstrate environmental responsibility through sustainable business practices. As environmental regulations become stricter and stakeholder expectations continue to rise, organizations are under growing pressure to integrate sustainability principles into their strategic and operational activities. Within this context, human resources have emerged as a critical driver of environmental transformation



because employees play a direct role in shaping organizational environmental performance (Ahmad, 2015; Renwick et al., 2013).

To address these challenges, the concept of Green Human Resource Management (GHRM) has gained significant scholarly and managerial attention. Green HRM refers to the integration of environmental management objectives into human resource policies and practices, including recruitment, selection, training, performance management, rewards, and employee participation (Opatha & Arulrajah, 2014; Renwick et al., 2013). Rather than treating environmental sustainability as a purely technological or operational issue, Green HRM emphasizes the strategic role of employees in achieving organizational environmental goals. Through environmentally oriented HR practices, organizations can develop a workforce that possesses the knowledge, skills, motivation, and commitment necessary to support sustainable development initiatives.

The theoretical foundation of Green HRM is strongly linked to the Ability–Motivation–Opportunity (AMO) framework proposed by Appelbaum et al. (2000). According to this perspective, employees are more likely to engage in environmentally responsible behaviors when organizations provide environmental competencies through training and development (ability), encourage sustainable actions through incentives and performance evaluation (motivation), and create opportunities for participation in environmental decision-making processes (opportunity). Renwick et al. (2013) argue that the successful implementation of Green HRM requires a balanced integration of these three dimensions to foster a green organizational climate and long-term sustainability performance.

A growing body of empirical evidence suggests that Green HRM contributes significantly to employee environmental outcomes and organizational sustainability. Studies have demonstrated that Green HRM practices enhance environmental awareness, strengthen pro-environmental behavior, increase organizational commitment, and improve environmental performance (Darvishmotevali & Altınay, 2022; Hameed et al., 2020). Furthermore, employees who perceive strong organizational support for environmental initiatives are more likely to engage in voluntary environmental actions that go beyond formal job requirements. Such behaviors include energy conservation, waste reduction, recycling, resource sharing, and environmental advocacy, all of which contribute to the development of sustainable workplaces.

In the Indonesian context, the importance of Green HRM is particularly evident due to the country's ongoing environmental challenges. Indonesia has experienced significant environmental pressures associated with rapid industrialization, urbanization, deforestation, and increasing waste generation. Previous studies indicate that environmental awareness and environmentally responsible behavior among employees remain uneven across organizations and industries (Assyofa et al., 2020). While government policies and sustainability initiatives have encouraged organizations to adopt environmentally friendly practices, many firms continue to implement sustainability programs primarily as compliance mechanisms rather than as deeply embedded organizational values.

At the same time, Indonesia presents unique opportunities for Green HRM implementation because environmental responsibility is often connected to cultural values, social norms, and religious beliefs. Sustainability-related behaviors are frequently interpreted through moral and spiritual frameworks that emphasize stewardship, collective responsibility, and harmony with nature. Consequently, employees may possess strong intrinsic motivations to engage in environmental protection even before formal Green HRM systems are introduced. This characteristic distinguishes Indonesia from many Western contexts, where

environmental motivation is often assumed to emerge primarily from organizational interventions and incentive systems (Suharti & Sugiarto, 2020).

Despite the growing interest in Green HRM, existing research has predominantly relied on quantitative approaches that examine causal relationships between Green HRM practices and organizational outcomes. Although these studies provide valuable insights, they often overlook the lived experiences, subjective interpretations, and meaning-making processes through which employees understand and respond to environmental initiatives. In particular, limited attention has been given to how employees experience Green HRM practices in their daily work activities and how these experiences influence the development of environmental awareness and sustainability-oriented behaviors. Qualitative evidence from Indonesia remains especially scarce, despite the country's distinct socio-cultural and organizational context (Suharti & Sugiarto, 2020).

To address this gap, the present study adopts a phenomenological approach to explore employees' lived experiences of Green HRM practices in Indonesian organizations. Specifically, the study seeks to understand how employees perceive environmental initiatives, how organizational practices shape environmental awareness, and how cultural and organizational factors influence sustainability-related behaviors. By examining the subjective experiences of employees across different sectors, this research contributes to the growing Green HRM literature and provides deeper insights into the mechanisms through which environmental awareness and sustainability culture are cultivated within Indonesian workplaces.

2. Literature Review

2.1. Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) refers to the integration of environmental sustainability objectives into human resource management policies and practices. The concept emerged from the recognition that organizational environmental performance depends not only on technological innovations and environmental management systems but also on employees' attitudes, competencies, and behaviors. According to Renwick et al. (2013), GHRM encompasses a range of human resource activities, including green recruitment, environmental training, green performance appraisal, environmentally linked compensation, and employee participation in sustainability initiatives. Similarly, Opatha and Arulrajah (2014) define GHRM as a strategic approach that encourages environmentally responsible behavior among employees while supporting broader organizational sustainability goals. Recent studies have demonstrated that GHRM contributes to environmental performance by fostering employee commitment, strengthening environmental responsibility, and promoting sustainable workplace practices (Ahmad, 2015; Suharti & Sugiarto, 2020).

The theoretical foundation of GHRM is frequently explained through the Ability–Motivation–Opportunity (AMO) framework developed by Appelbaum et al. (2000). This framework suggests that employee performance is enhanced when organizations simultaneously develop employee capabilities, motivation, and participation opportunities. In the context of environmental management, ability-enhancing practices include green recruitment and environmental training, which equip employees with sustainability-related knowledge and competencies. Motivation-enhancing practices involve environmental performance appraisal, rewards, and recognition systems that encourage environmentally responsible behavior. Opportunity-enhancing practices provide employees with avenues to

participate in environmental decision-making, green teams, and sustainability projects (Renwick et al., 2013). Research indicates that organizations implementing a balanced combination of these practices are more successful in cultivating a green organizational climate and achieving sustainability objectives (Paillé et al., 2014).

2.2. Employee Environmental Awareness

Environmental awareness refers to an individual's understanding, concern, and consciousness regarding environmental issues and their ecological consequences. Within organizational settings, environmental awareness is considered a critical antecedent of sustainable employee behavior because it influences how employees perceive environmental responsibilities and organizational sustainability initiatives. Employees with higher levels of environmental awareness are more likely to engage in resource conservation, waste reduction, recycling, and other environmentally responsible activities (Paillé et al., 2014). Furthermore, environmental awareness serves as a cognitive mechanism through which Green HRM practices influence workplace behavior. Environmental training programs, sustainability communication, and organizational environmental policies contribute to the development of environmental knowledge and awareness, thereby increasing employees' willingness to support environmental initiatives (Jabbour, 2013). Consequently, environmental awareness is widely recognized as a key outcome and facilitator of effective Green HRM implementation.

2.3. Green Work Behavior

Green work behavior refers to employee actions that contribute to environmental sustainability within organizational settings. These behaviors can be categorized into in-role and extra-role activities. In-role green behaviors are formally required as part of employees' job responsibilities, such as complying with waste management procedures or following environmental regulations. In contrast, extra-role green behaviors are voluntary actions that exceed formal job expectations, including promoting environmental initiatives, encouraging colleagues to adopt sustainable practices, and voluntarily reducing resource consumption (Paillé et al., 2014). Previous studies suggest that Green HRM practices play a significant role in fostering both forms of green behavior by creating environmental awareness, strengthening organizational commitment, and encouraging environmental citizenship behaviors. Employees who perceive strong organizational support for sustainability are more likely to engage in voluntary environmental actions that contribute to long-term organizational sustainability (Suharti & Sugiarto, 2020).

2.4. Organizational Support and Sustainability Culture

Organizational support represents the extent to which employees perceive that their organization values and encourages environmental responsibility. Leadership commitment, environmental infrastructure, and sustainability-oriented policies are among the most important forms of organizational support influencing employee environmental behavior. Studies have found that when managers actively demonstrate environmentally responsible behavior, employees are more likely to view sustainability initiatives as authentic and meaningful rather than symbolic organizational requirements (Paillé et al., 2014). Over time, consistent organizational support contributes to the development of a sustainability culture, characterized by shared values, beliefs, and norms that prioritize environmental stewardship. Sustainability culture emerges when environmental practices become embedded within organizational routines and collective identities, thereby encouraging employees to internalize environmental responsibility as a core organizational value rather than a temporary initiative (Renwick et al., 2013).

2.5. Green HRM in the Indonesian Context

The implementation of Green HRM in Indonesia presents unique opportunities and challenges. As a rapidly developing economy, Indonesia faces significant environmental concerns related to industrialization, urbanization, deforestation, and resource depletion. Consequently, organizations are increasingly expected to adopt sustainability-oriented management practices. However, previous research suggests that many Indonesian organizations still approach environmental management primarily from a compliance perspective rather than as a strategic organizational capability (Suharti & Sugiarto, 2020). At the same time, Indonesian cultural and religious values often emphasize stewardship, social responsibility, and harmony with nature, creating favorable conditions for environmental engagement. Employees frequently interpret environmental protection as a moral and spiritual obligation, suggesting that sustainability initiatives may resonate strongly when aligned with local cultural values. This context highlights the importance of understanding how employees experience and interpret Green HRM practices within Indonesian organizations.

2.6. Research Gap

Although the Green HRM literature has expanded considerably over the past decade, most existing studies have employed quantitative research designs focusing on relationships between Green HRM practices and organizational outcomes. While these studies provide valuable evidence regarding the effectiveness of Green HRM, they offer limited insight into employees' lived experiences and subjective interpretations of environmental initiatives. Furthermore, qualitative studies examining employee environmental awareness in developing countries remain scarce, particularly within the Indonesian context. Previous Indonesian studies have largely focused on organizational benefits and implementation strategies rather than exploring how employees experience Green HRM practices in their daily work activities (Suharti & Sugiarto, 2020). Therefore, a phenomenological approach is necessary to uncover the meanings employees assign to Green HRM practices and to understand how these experiences shape environmental awareness, workplace behavior, and sustainability culture.

3. Methods

This study employed a qualitative phenomenological research design to explore and understand employees' lived experiences regarding Green Human Resource Management (GHRM) practices and their influence on environmental awareness within Indonesian organizations. A phenomenological approach was selected because it enables researchers to examine how individuals perceive, interpret, and assign meaning to specific experiences in their everyday work environments (Braun & Clarke, 2006; Ferijani & Elyadi, 2024). The study focused on employees who had direct exposure to organizational environmental initiatives, sustainability programs, or green workplace practices. Purposive sampling was used to identify information-rich participants capable of providing detailed insights into the implementation and impact of GHRM. A total of twelve full-time employees from the manufacturing, hospitality, and service sectors participated in the study. To ensure adequate exposure to organizational sustainability practices, participants were required to have at least two years of organizational tenure and experience with environmental policies or green workplace initiatives (Suharti & Sugiarto, 2020).

Table 1. Demographic Profile of Participants

Participant ID	Sector	Position	Organizational Tenure	Exposure to Green HRM Training
P01	Hospitality	Front Office Supervisor	3 Years	Structured Training
P02	Hospitality	F&B Executive	4 Years	Informal Exposure
P03	Manufacturing	Quality Control Technician	5 Years	Structured Training
P04	Manufacturing	Production Operator	3 Years	None
P05	Manufacturing	HR Assistant	2 Years	Onboarding Program
P06	Service	Administrative Specialist	4 Years	None
P07	Service	IT Systems Coordinator	3 Years	None
P08	Hospitality	Executive Housekeeper	6 Years	Structured Training
P09	Manufacturing	Logistics Supervisor	4 Years	None
P10	Service	Procurement Coordinator	2 Years	Structured Training
P11	Manufacturing	Maintenance Engineer	5 Years	None
P12	Hospitality	Customer Relations Manager	3 Years	Informal Exposure

Data were collected through semi-structured, in-depth interviews conducted individually with each participant. Interview sessions lasted between 45 and 65 minutes and were carried out in Indonesian to preserve cultural meanings, contextual expressions, and participant authenticity. The interview protocol was developed based on the Ability–Motivation–Opportunity (AMO) framework of Green HRM and explored participants' experiences with environmental training, sustainability-related performance expectations, leadership support, employee involvement, and workplace environmental practices (Renwick et al., 2013). All interviews were audio-recorded with participant consent, transcribed

verbatim, and subsequently translated into English for analysis. To enhance trustworthiness, member checking was conducted with selected participants to verify the accuracy of interpretations and ensure that the findings reflected their actual experiences (Suharti & Sugiarto, 2020).

The collected data were analyzed using Braun and Clarke’s (2006) six-phase reflexive thematic analysis framework. This method was selected because it provides a systematic yet flexible approach for identifying, analyzing, and interpreting recurring patterns within qualitative data. The analytical process involved familiarization with the transcripts, generation of initial codes, development of candidate themes, review and refinement of themes, definition and naming of themes, and final report production. Both inductive and deductive coding strategies were applied to capture emergent employee experiences while maintaining alignment with Green HRM theory. To improve analytical rigor, peer debriefing and an audit trail documenting coding decisions, theme development, and interpretive reflections were maintained throughout the study (Braun & Clarke, 2006; Ferijani & Elyadi, 2024).

Table 2. Data Analysis Procedure

Phase	Analytical Activity	Application in the Study
1. Familiarization	Reading and re-reading transcripts	Initial understanding of employee experiences
2. Initial Coding	Generating descriptive and interpretive codes	Identification of environmental awareness and behavior patterns
3. Theme Development	Grouping related codes into categories	Formation of candidate themes
4. Theme Review	Evaluating coherence and consistency	Refinement of thematic structure
5. Theme Definition	Naming and conceptualizing themes	Finalization of core themes
6. Report Writing	Integrating findings with literature	Development of research narrative

4. Results and Discussion

The reflexive thematic analysis generated four major themes that explain how employees experience Green Human Resource Management (GHRM) practices and how these experiences shape environmental awareness within Indonesian organizations. The themes include Environmental Awareness, Green Work Behavior, Organizational Support, and Sustainability Culture. Although participants generally demonstrated strong concern for environmental issues, their understanding of formal Green HRM practices varied considerably across organizations and sectors. Employees who had received structured environmental training exhibited a clearer understanding of sustainability objectives and were more likely to connect environmental initiatives with their daily job responsibilities.

Table 3. Summary of Emergent Themes

Main Theme	Sub-Themes	Key Findings
Environmental Awareness	Role Understanding, Environmental Knowledge, Learning Motivation	Employees showed high environmental concern but limited understanding of formal Green HRM concepts.
Green Work Behavior	Energy Conservation, Waste Reduction, Voluntary Actions	Green behaviors occurred both within and beyond formal job responsibilities.
Organizational Support	Leadership Commitment, Green Infrastructure, Recognition Systems	Organizational support strongly influenced employee engagement in environmental activities.
Sustainability Culture	Shared Values, Religious Beliefs, Collective Responsibility	Cultural and spiritual values reinforced environmental commitment.

The first theme, **Environmental Awareness**, reflects employees' perceptions and understanding of environmental issues within the workplace. Most participants demonstrated awareness of climate change, pollution, and resource conservation; however, many struggled to relate these broader environmental concerns to their specific organizational roles. Employees frequently reported that environmental initiatives were communicated through posters, campaigns, or informal discussions without sufficient explanation regarding how sustainability objectives should be incorporated into daily work activities. Participants who received environmental training exhibited greater confidence in identifying how their job functions contributed to organizational sustainability goals.

The second theme, **Green Work Behavior**, describes how employees translated environmental awareness into workplace actions. Participants reported engaging in various environmentally responsible practices, including reducing paper usage, turning off electrical equipment when not in use, minimizing water consumption, and participating in waste segregation programs. Interestingly, many of the most impactful environmental behaviors emerged voluntarily rather than through formal organizational requirements. Employees often described these actions as personal initiatives motivated by ethical responsibility, environmental concern, or encouragement from colleagues. This finding suggests that individual values play an important role in shaping environmental behavior beyond organizational mandates.

Table 4. Representative Participant Experiences

Theme	Illustrative Statement	Interpretation
Environmental Awareness	“I know environmental issues are important, but I am not always sure how my work contributes.”	Awareness exists, but role clarity is limited.
Green Behavior	“I try to reduce electricity use and encourage coworkers to do the same.”	Voluntary environmental behavior is common.
Organizational Support	“When managers follow environmental rules, employees are more willing to participate.”	Leadership influences employee engagement.
Sustainability Culture	“Protecting the environment is part of our moral responsibility.”	Cultural values support sustainability practices.

The third theme, **Organizational Support**, highlights the importance of leadership commitment, infrastructure availability, and organizational encouragement. Participants consistently emphasized that environmental initiatives were more successful when managers actively demonstrated environmentally responsible behavior. Leadership role-modeling increased the credibility of sustainability programs and encouraged employee participation. Conversely, employees expressed frustration when organizations promoted environmental campaigns without providing adequate facilities, such as recycling bins, digital work systems, or environmental training opportunities. These findings indicate that organizational commitment must be supported by tangible resources to facilitate sustainable employee behavior.

The final theme, **Sustainability Culture**, reveals how environmental responsibility becomes embedded within organizational and personal values. Many participants associated environmental stewardship with cultural traditions, religious teachings, and collective social responsibility. Employees often viewed environmental conservation as a moral obligation rather than merely a corporate requirement. This cultural alignment strengthened employees’ willingness to engage in sustainability initiatives and contributed to the development of a shared environmental identity within the workplace. Overall, the findings suggest that Green HRM practices are most effective when formal organizational systems are reinforced by supportive leadership, employee participation, and culturally meaningful sustainability values.

Table 5. Final Thematic Structure

Theme	Sub-Themes	Contribution to Environmental Awareness
Environmental Awareness	Knowledge, Understanding, Curiosity	Builds cognitive understanding of sustainability issues.
Green Behavior	Conservation, Recycling, Resource Efficiency	Translates awareness into practical action.
Organizational Support	Leadership, Facilities, Recognition	Enables and reinforces environmental engagement.
Sustainability Culture	Shared Values, Ethics, Stewardship	Sustains long-term environmental commitment.

4.1. Discussion

The findings of this study provide important insights into how Green Human Resource Management (GHRM) practices influence employee environmental awareness within Indonesian organizations. Consistent with the Green HRM literature, the results indicate that employees generally possess a positive attitude toward environmental sustainability; however, their understanding of formal environmental management practices remains limited. Many participants demonstrated awareness of environmental issues such as waste management, energy conservation, and pollution reduction, yet they struggled to connect these concerns with their specific job responsibilities. This finding supports the argument of Renwick et al. (2013) that environmental awareness alone is insufficient to generate sustainable workplace behavior unless organizations provide structured mechanisms that translate environmental objectives into employee competencies and daily work practices. Similarly, Jabbour (2013) emphasized that environmental training plays a critical role in transforming general environmental concern into job-related environmental knowledge and skills.

The findings can be further interpreted through the Ability–Motivation–Opportunity (AMO) framework. Participants frequently expressed a willingness to engage in environmentally responsible behavior, suggesting that motivation was already present at the individual level. However, many employees reported inadequate environmental training and limited opportunities for participation, indicating weaknesses in the ability and opportunity dimensions of Green HRM. This observation extends the work of Appelbaum et al. (2000) and Renwick et al. (2013), who argue that employee environmental performance depends on the simultaneous development of environmental competencies, motivation, and participation opportunities. In the Indonesian context, the findings suggest that organizations may not need to create environmental motivation from the beginning; rather, they need to provide the organizational structures and resources that enable employees to translate their existing environmental values into meaningful workplace actions.

The study also revealed that green work behavior often emerged through voluntary initiatives rather than formal organizational requirements. Participants described engaging in activities such as reducing energy consumption, minimizing paper use, and encouraging colleagues to adopt environmentally friendly practices. These findings support the work of Paillé et al. (2014), who found that Green HRM practices stimulate both in-role and extra-role environmental behaviors. The prevalence of voluntary green behavior observed in this study suggests that environmental engagement is strongly influenced by personal values and social interactions within the workplace. Furthermore, the findings indicate that employees who perceive environmental initiatives as authentic are more likely to participate in discretionary environmental activities, thereby strengthening organizational sustainability outcomes.

Another important finding concerns the role of organizational support in fostering environmental awareness and behavior. Participants consistently highlighted leadership commitment, environmental infrastructure, and organizational encouragement as critical factors influencing their engagement in sustainability initiatives. Employees were more likely to support environmental programs when managers actively demonstrated environmentally responsible behavior and when organizations provided adequate facilities to support green practices. This finding aligns with previous research suggesting that leadership serves as a powerful mechanism for legitimizing environmental values and shaping organizational behavior (Ahmad, 2015). When environmental policies are not accompanied by visible leadership commitment or adequate resources, employees may perceive sustainability initiatives as symbolic rather than substantive, thereby reducing their effectiveness.

Finally, the findings highlight the importance of sustainability culture in the Indonesian context. Participants frequently associated environmental responsibility with cultural traditions, collective values, and religious beliefs emphasizing stewardship and care for nature. This observation suggests that sustainability culture extends beyond formal organizational systems and is deeply embedded within broader social and cultural frameworks. The findings support Suharti and Sugiarto's (2020) conclusion that Green HRM initiatives are more effective when they are aligned with local values and organizational culture. Therefore, organizations seeking to strengthen environmental awareness should move beyond compliance-oriented approaches and develop culturally relevant Green HRM strategies that integrate environmental objectives with employees' ethical, social, and spiritual values. Such alignment can facilitate the development of a long-term sustainability culture and encourage employees to view environmental responsibility as an integral part of their organizational identity.

5. Conclusion

This study explored employees' lived experiences of Green Human Resource Management (GHRM) practices and their influence on environmental awareness within Indonesian organizations. The findings revealed four interconnected themes: Environmental Awareness, Green Work Behavior, Organizational Support, and Sustainability Culture. Although employees generally demonstrated strong concern for environmental sustainability, many experienced difficulties connecting organizational environmental policies with their specific job responsibilities. The study further found that environmental awareness alone does not automatically translate into sustainable workplace behavior. Instead, effective Green HRM implementation requires organizations to develop employee capabilities through environmental training, strengthen motivation through supportive policies, and create opportunities for participation in sustainability initiatives. Leadership commitment and the availability of environmental infrastructure emerged as critical factors influencing employees' engagement in environmentally responsible behaviors.

Furthermore, the study highlights the importance of cultural and social contexts in shaping environmental awareness and sustainability practices. Employees frequently associated environmental responsibility with personal values, collective norms, and moral obligations, indicating that sustainability initiatives are more effective when aligned with local cultural and ethical beliefs. These findings suggest that Indonesian organizations should move beyond symbolic environmental programs and adopt integrated Green HRM systems that combine formal human resource practices with culturally meaningful sustainability values. By fostering a supportive sustainability culture, organizations can encourage long-term employee commitment to environmental stewardship and strengthen their contribution to sustainable development goals.

Practical and Theoretical Implications

This study offers several important implications for both theory and practice. Theoretically, the findings extend the Green Human Resource Management (GHRM) literature by demonstrating that employee environmental awareness is not solely shaped by formal HR policies but also by organizational support, leadership behavior, and culturally embedded values. The study reinforces the Ability–Motivation–Opportunity (AMO) framework by showing that employees often possess intrinsic environmental motivation; however, organizational mechanisms are required to transform that motivation into sustained environmental behavior. Furthermore, the findings contribute to the growing body of qualitative GHRM research by providing a phenomenological perspective that captures employees' lived experiences rather than relying exclusively on quantitative performance indicators.

From a practical perspective, organizations should move beyond symbolic environmental initiatives and develop integrated GHRM systems. Environmental training programs should clearly connect sustainability objectives to employees' daily responsibilities. Managers should actively model environmentally responsible behavior, as leadership visibility significantly influences employee engagement. Organizations should also provide adequate environmental infrastructure, such as recycling facilities, digital work systems, and employee participation platforms. In the Indonesian context, sustainability programs may become more effective when aligned with local cultural values, social norms, and religious principles emphasizing environmental stewardship.

Research Limitations

Several limitations should be acknowledged when interpreting the findings of this study. First, the study employed a relatively small sample of twelve participants, which is appropriate for phenomenological inquiry but limits the generalizability of the findings to all Indonesian organizations. Second, participants were drawn from only three sectors—manufacturing, hospitality, and services—which may not fully represent the diversity of organizational experiences across other industries. Third, the study relied on self-reported perceptions and experiences, which may be influenced by recall bias or social desirability bias. Finally, the cross-sectional nature of the research captured employee experiences at a single point in time and therefore could not examine how environmental awareness evolves as Green HRM practices mature within organizations.

Future Research Directions

Future studies may expand this research in several ways. First, researchers could conduct comparative studies across different industries, organizational sizes, or regions of Indonesia to identify contextual differences in the implementation and effectiveness of GHRM practices. Second, longitudinal research could examine how employee environmental awareness and green work behavior develop over time following the introduction of specific Green HRM initiatives. Third, mixed-methods studies combining qualitative insights with quantitative measurements could provide a more comprehensive understanding of the relationship between GHRM, environmental awareness, job satisfaction, and organizational performance.

Additionally, future research could explore the role of indigenous cultural values and local wisdom in strengthening environmental sustainability initiatives. In the Indonesian context, concepts rooted in local traditions, religious beliefs, and community-oriented values may act as important mechanisms for fostering environmental commitment. Investigating these cultural dimensions could contribute to the development of context-specific Green HRM models that are both theoretically robust and practically relevant for organizations operating in emerging economies.

6. References

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