

**ANTECEDENTS OF EMPLOYEE GREEN BEHAVIOR: THE ROLE OF
HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL
FACTORS IN INDONESIA'S STATE-OWNED CONSTRUCTION
INDUSTRY**



THESIS

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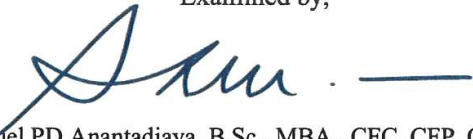
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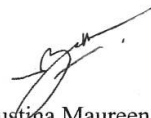

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ABSTRACT

ANTECEDENTS OF EMPLOYEE GREEN BEHAVIOR: THE ROLE OF HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL FACTORS IN INDONESIA’S STATE-OWNED CONSTRUCTION INDUSTRY

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This study examines the effect of employees’ perceptions of Green Human Resource Management on Employee Green Behavior in Indonesia’s state-owned construction industry. An individual-level framework tests Green Organizational Culture and Green Work Engagement as mediators, while Environmental Knowledge is modeled as both a direct antecedent and a moderator of the Green Human Resource Management on Employee Green Behavior. Drawing on Ability–Motivation–Opportunity Theory, Social Exchange Theory, and Value-Belief-Norm Theory, the study applies an explanatory quantitative, cross-sectional design. Data were collected from 449 permanent employees across seven Indonesian state-owned construction companies and analyzed using Partial Least Squares Structural Equation Modeling in SmartPLS 4.1.1.8. All nine hypotheses were supported. Green Human Resource Management had the largest direct incremental contribution to Employee Green Behavior, while Green Organizational Culture and Green Work Engagement provided significant partial complementary mediation, with the cultural pathway stronger than the engagement pathway. Environmental Knowledge positively predicted Employee Green Behavior and strengthened the Green Human Resource Management on Employee Green Behavior relationship, although both effects were small. The model explained 44.7% of the variance in Employee Green Behavior, offering managerial implications for sustainability-oriented workforce management.

Keywords: Green Human Resource Management, Green Organizational Culture, Green Work Engagement, Employee Green Behavior, Environmental Knowledge