



GREEN ORGANIZATIONAL CULTURE AND GREEN HRM ALIGNMENT FOR COLLECTIVE ENVIRONMENTAL CONDUCT

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Abstract

This paper synthesizes scholarship on how green organizational culture aligns with Green HRM practices to shape collective environmental conduct in organizations. It clarifies culture as shared meanings, norms, and routines that define what is valued, while Green HRM is treated as a set of staffing, development, performance, reward, and employee relations practices oriented toward environmental stewardship. The synthesis identifies three linkage pathways. First, cultural signals guide how employees interpret Green HRM messages and decide whether practices are authentic or symbolic. Second, HRM practices institutionalize culture by embedding environmental expectations into selection criteria, training content, appraisal standards, and incentive logic. Third, the joint operation of culture and HRM supports coordination, peer monitoring, and shared accountability, which stabilizes group level habits and reduces variance across units. The paper also distinguishes compliance oriented conduct from discretionary initiatives and explains why each responds differently to cultural strength and HRM consistency. Implications are offered for designing coherent HRM bundles, aligning leadership communication with HR procedures, and supporting ongoing learning that sustains collective routines. It further notes boundary conditions such as resource availability, regulatory salience, and workforce identity that shape uptake over time.

Keywords: green culture, Green HRM, collective behavior, HRM bundles, organizational routines, institutionalization, procedural justice.

Introduction

Organizations are increasingly placing environmental issues as part of their management orientation due to stakeholder demands, market expectations, and ethical awareness within the value chain. This shift encourages organizations to adopt internal practices that reduce waste, lower energy intensity, and limit the environmental footprint of operational activities. Efforts to integrate eco-friendly technology into management become a strategic step to ensure that social and environmental sustainability remain preserved (Mardikaningsih & Wardoyo, 2024). However, formal decisions at the policy level do not automatically produce consistent work behavior changes at the team level. Lasting changes are usually visible when organizational members interpret environmental concern as a standard of appropriate behavior, rather than as a fleeting project. At that point, the language used by leadership, unwritten rules in work units, and daily coordination habits become primary determinants. Many organizations possess commitment documents, yet work practices still normalize actions that increase waste, ignore sorting, or squander resources. The gap between formal commitment and daily habits raises scientific questions about social mechanisms within organizations. Therefore, the discussion of green organizational culture becomes important, as culture governs how people understand what is valued, what is praised, and what is considered deviant in collaborative work.

Green organizational culture can be understood as a set of shared meanings, values, norms, and routines that place environmental concern as a measure of propriety in work behavior (Mehta & Mehta, 2017). Such a culture is visible through symbols, internal stories, operational language, and repeated decisions in similar situations. When green culture is strong, workers tend to consider resource conservation as part of professionalism, rather than mere administrative compliance. A deep understanding of organizational behavior principles becomes the primary foundation in directing collective action toward a more environmentally friendly direction (Darmawan, 2013). Culture also influences how workers judge organizational consistency. If an organization emphasizes environmental efficiency but continues to tolerate waste, workers learn that green messaging is decorative. If an organization demands green behavior and treats deviations as matters needing correction, workers learn that green

orientation is a real standard. In organizational experience, workers rarely build habits alone. Habits are formed through social learning, observation of respected colleagues, and team assessments of actions considered appropriate. Therefore, green culture needs to be discussed alongside the mechanisms that strengthen it, including how organizations manage selection, training, performance assessment, and rewards.

Green HRM practices refer to human resource management that incorporates environmental goals into employment policies and procedures (Roscoe et al., 2019). These practices can include recruitment that assesses environmental concern as a competency, training that builds knowledge and resource-saving work habits, and performance appraisals that include green behavior indicators. The application of relevant values in recruitment, training, and HR development systems is proven to strengthen organizational effectiveness in responding to sustainability challenges (Darmawan, 2021). Furthermore, reward systems can confirm that the organization values initiatives for waste reduction, the use of responsible materials, and compliance with internal standards. Employee relations practices, including internal communication and participation mechanisms, can facilitate the formation of collective commitment toward environmental targets. However, HRM practices are often perceived as a series of administrative procedures. If procedures are not connected to cultural meanings, workers may carry out practices minimally. If procedures are aligned with living values, HRM practices can become a means of institutionalizing norms. Moreover, providing targeted green training and development plays a crucial role in forming environmentally conscious behavior across all organizational ranks (Essa & Mardikaningsih, 2024). The connection between green culture and Green HRM, therefore, needs to be conceptually organized, as collective behavior change usually occurs when cultural messages and HRM design move in the same direction and are understood uniformly across various work units (Aggarwal & Agarwala, 2023).

Organizational collective behavior encompasses action patterns that become shared, coordinated, and relatively stable habits at the group level, rather than merely separate individual behaviors. Regarding environmental issues, collective behavior is visible in team standards concerning energy usage, sorting discipline, supplier selection, and the manner in which meetings and business travel are arranged. The

enhancement of organizational effectiveness depends heavily on the ability of green human resource management to align environmental vision with company operations (Mardikaningsih, 2024a). Collective behavior is also linked to mechanisms of mutual reminders, tolerance for deviations, and the courage to propose procedural improvements. Once collective behavior is established, green initiatives do not depend on a single driving force but become a part of the daily work routine. This is where culture and HRM converge: culture provides meaning and social legitimacy, while HRM provides formal rules, incentives, and learning structures. If green culture emphasizes shared responsibility, HRM needs to provide space for participation and fair assessment. If green culture emphasizes innovation, HRM needs to encourage learning and recognition for testable ideas. Without this cohesion, green behavior may become fragmented, appearing in some units only to disappear when project pressure ends.

The link between green culture and Green HRM also relates to the issue of organizational authenticity. Workers assess whether environmental commitment is practiced consistently or used merely as a reputation narrative. Judgments of authenticity are built from daily experiences, such as how leadership responds to improvement proposals, whether resource conservation is considered important, and whether environmental norm violations are met with clear corrections. The contribution of sustainable human resource management is proven capable of increasing organizational commitment as well as encouraging employees' innovative behavior in supporting change (Mardikaningsih, 2024b). Green HRM can strengthen authenticity when HR procedures are consistent with organizational messages for example, when selection and promotion assess compliance with green norms, and training leads to applicable routines. Conversely, Green HRM can weaken authenticity if it consists only of symbolic documents and campaigns without organizational consequences. In organizational life, authenticity influences engagement. Workers tend to participate when they feel their actions are recognized and aligned with respected values. They tend to hold back when they perceive green programs as mere formalities. Therefore, a systematic study that maps the relationship between green culture and Green HRM practices is necessary to understand how organizations build the alignment capable of producing stable collective routines.

The conceptual ambiguity in distinguishing green organizational culture as a shared system of meaning and Green HRM as a set of HR policies and procedures remains a significant problem that requires clarification. Many studies mention both concepts in close proximity, yet it is rarely clear whether culture is treated as a prerequisite for Green HRM, whether Green HRM is treated as a reinforcement of culture, or whether both are treated as mutually constitutive processes. Ensuring the alignment of cultural values with actual work behaviors is a critical prerequisite for maintaining organizational coherence and performance (Mardikaningsih & Darmawan, 2017). This ambiguity affects how researchers formulate causal relationships at the conceptual level. If culture is positioned as a passive background, Green HRM appears to be the sole source of change. Conversely, if HRM is positioned as a standalone instrument, social dimensions such as team norms and peer pressure become overlooked. Furthermore, confusion arises when green culture is understood as an abstract value without routine indicators, making it difficult to explain how values translate into habits. Effective subordinate development, which requires careful management of sensemaking and role conflict by line managers, is essential to bridge the gap between abstract values and concrete work practices (Jahroni & Darmawan, 2013). At the same time, Green HRM is often understood as a list of practices without an explanation of the underlying mechanisms, thereby weakening its relationship with collective behavior. This issue demands rigorous conceptual structuring so that systematic studies can classify findings, compare arguments, and build a defensible synthesis.

Another problem lies in the varying interpretations of green behavior at the collective level, specifically the distinction between routine compliance and voluntary initiatives that exceed minimum standards. Routine compliance relates to executing established procedures, while voluntary initiatives relate to improvement proposals, experimentation, and proactive actions. Many studies conflate these two types of behavior, even though they respond differently to culture and HRM. Understanding the determinant factors and strategies for cultivating digital team dynamics is highly relevant when analyzing how different work units adapt to collective behavioral standards (Mardikaningsih et al., 2020). Routine compliance tends to be sensitive to the clarity of standards, supervision, and consistency

of assessment, whereas voluntary initiatives tend to be sensitive to psychological support, autonomy, and social recognition. If a synthesis fails to distinguish between them, the relationship between green culture and Green HRM may appear inconsistent. For instance, an organization may succeed in forming compliance but fail to encourage initiatives. Conversely, an organization may encourage creative ideas but fail to organize basic routines. This problem is also linked to the unit of analysis; collective behavior can occur at the team, department, or organizational level. If the unit is not explicitly stated, conclusions become blurred. Therefore, systematic studies must build consistent categories to interpret various types of behaviors and their respective reinforcement mechanisms.

A structured synthesis is necessary to reduce conceptual ambiguity, clarify the positions of culture and HRM as social and institutional mechanisms, and demonstrate theoretically acceptable pathways of reinforcement. This urgency is also practical, as organizations often start with training programs or campaigns, yet results remain inconsistent across units. An orderly normative explanation can help readers understand that collective routines require alignment between messages, procedures, and reward systems, as well as standards that are understood collectively. Strategic development of core competencies is not only a driver for competitive advantage but also a foundational element in unifying diverse organizational practices (Mardikaningsih & Darmawan, 2016). Furthermore, a systematic synthesis can highlight frequently overlooked areas, such as the relationship between organizational authenticity and employee acceptance of Green HRM, or the relationship between HR procedural justice and commitment to green routines. Moreover, even in specialized sectors such as local identity-based culinary businesses, adopting sustainable development strategies is vital for maintaining long-term organizational viability and operational continuity (Hariani et al., 2015). Thus, this writing is necessary to strengthen the conceptual foundation for further research and for the design of environmentally oriented HR policies.

The objective of this writing is to develop a concept-based systematic review regarding the linkage between green organizational culture and Green HRM practices in the formation of environmentally oriented collective organizational behavior. The writing aims to map the pathways of interconnection, organize the distinction between routine compliance and

voluntary initiatives, and explain the requirements for alignment between cultural messages and HR procedures. Theoretically, the study is expected to clarify the position of culture as a source of meaning and legitimacy, as well as the position of Green HRM as a mechanism for the institutionalization of norms. Practically, the writing provides a framework for assessing the coherence of a series of green HR practices in supporting organizational routines. The description is normative in nature and does not include field data.

Method

This study utilizes a qualitative literature study with a systematic review orientation to construct a conceptual synthesis regarding the relationship between green organizational culture and Green HRM practices in the formation of collective organizational behavior. Stratton (2019) is used to affirm the basic principles of review writing, particularly the structuring of questions, the grouping of conceptual findings, and the construction of a synthetic narrative that can be traced argumentatively. Snyder (2024) is employed to design a review structure that yields strong theoretical contributions through theme selection, the sharpening of working definitions, and the affirmation of the positions of the concepts being compared. Patel and Patel (2019) are utilized to maintain methodological order, especially in explaining the steps of searching, selecting, and extracting ideas without turning the writing into a list of summaries. Inclusion criteria are directed toward writings that discuss green culture, Green HRM practices, and the consequences for collective behavior or organizational routines. Synthesis is conducted through repeated reading and thematic coding to identify pathways of interconnection, such as interpretation pathways, institutionalization pathways, and social coordination pathways.

The argumentative framework is constructed using a pragmatic approach to assess the conceptual utility of a model for understanding organizational mechanisms, in line with Morgan (2014), who positions explanatory value and the functionality of concepts as the orientation of social research. Variations in citation styles are applied proportionally, such as narrative forms like Snyder (2024) and parenthetical forms like (Stratton, 2019), to ensure the narrative remains fluid. Conceptual validity is maintained through the consistent use of the terms culture, green HR practices, and collective behavior, as well as through the distinction between normative claims and claims requiring

empirical verification. There are no interviews and no field observations, thus the entire description rests on conceptual reasoning and the synthesis of arguments available in scholarly works. The results are presented as thematic themes that address the problem formulation and lead to a conclusion coherent with the objective of the writing.

Result and Discussion

Green organizational culture and Green HRM practices can be understood as two distinct yet interconnected sets of tools for shaping an organization's collective behavior. Culture provides the structure of meaning that causes environmental issues to be understood as respected values, while Green HRM provides the formal tools that direct, assess, and reinforce behavior. The link between the two is crucial because collective behavior is formed through repetition, social learning, and routine coordination, not through declarations of values alone. Enhancing the quality of human resources, work performance, and employee loyalty is a primary prerequisite for organizational values to be realized in daily operations (Darmawan et al., 2020). Within an organization, workers judge what is deemed important through repetitive signals, such as what is discussed in meetings, what is used as a performance metric, and what is rewarded. If a green culture emphasizes environmental responsibility, but HRM fails to incorporate environmental elements into selection or appraisal processes, workers may conclude that those values are peripheral. Conversely, if HRM demands green indicators but the culture does not support them through team norms, workers may fulfill these indicators minimally without true internalization. Therefore, the relationship between culture and HRM must be understood as a process of alignment that influences interpretation, motivation, and group coordination. This alignment is the foundation for collective routines that can persist beyond personnel turnover.

The first link is seen at the interpretation stage. Workers interpret HRM practices through the lens of the culture prevailing in their work units. When an organization conducts environmental training, the content does not automatically become a habit, as workers judge whether the material aligns with values that are genuinely respected. A strong green culture causes training messages to be perceived as a continuation of work norms, making it easier for participants to translate them into practice

(Abousoliman et al., 2024). A weak green culture makes training be perceived as an administrative obligation, so behavioral change often stops at the level of knowledge. The use of gamification approaches in employee training is proven to significantly increase engagement and learning effectiveness within the organizational environment (Eddine & Darmawan, 2022). This interpretation process also occurs during recruitment. When an organization advertises green commitments, applicants judge whether those commitments appear in how interviewers speak, in the stories shared, and in examples of work policies. If cultural signals are consistent, applicants with similar values will be attracted and are more likely to stay. If signals are inconsistent, green recruitment becomes a marketing narrative devoid of value-selection power. In a collective order, uniform interpretation facilitates the formation of team norms. Diverse interpretations leave teams divided between those who view green initiatives as a priority and those who view them as a burden.

The second link is seen at the institutionalization stage. Green HRM transforms cultural values into rules and routines through the design of mutually reinforcing practices (Chandler, 2018). Selection processes that assess environmental competence place people who align with green orientation. Training transforms competence into technical habits, such as energy-saving procedures, material management, and waste control. Performance appraisal transforms habits into official expectations through behavioral and process indicators. Rewards transform expectations into incentives that keep attention focused. When this series of practices is consistent, green culture gains an operational form that is easily readable by workers. It is important to understand that an individual's pro-environmental behavior is heavily influenced by the key roles of an internal locus of control and profound environmental insight (Nuraini et al., 2022). Routines become more stable because workers understand that green behavior exists within a structure of evaluation and recognition. Without institutionalization, culture can become rhetoric that depends on specific figures. Through institutionalization, culture becomes part of the work system that survives leadership transitions. Institutionalization also facilitates cross-unit coordination, as green behavioral standards become more uniform. Thus, Green HRM can be understood as a mechanism that

embeds green culture into organizational processes, making collective behavior more likely to emerge as a routine habit.

The third link is seen at the stage of social coordination. Collective behavior requires consensus on what is appropriate and what constitutes a deviation. Green culture provides the norms that encourage mutual monitoring, while HRM provides the formal legitimacy for corrective actions (Maheshwari et al., 2024). When colleagues rebuke wastefulness, that rebuke is more easily accepted if cultural norms support it and if organizational rules provide a clear basis. If the culture supports it but HRM provides no space, the rebuke may be viewed as a personal act that disrupts relationships. If HRM demands it but the culture does not support it, the correction may be viewed as an imposition of procedures. The implementation of planned cross-functional training is highly effective for improving team collaboration in resolving complex operational challenges (Fared & Darmawan, 2021). Coordination also requires a division of responsibility, such as who monitors energy usage, who manages materials, and who audits compliance. Green HRM can incorporate these divisions into job descriptions and performance measurements, making coordination a part of the role rather than an additional task. Green culture then makes those tasks meaningful, ensuring workers do not merely chase performance scores. At the team level, social coordination generates stable routines, such as meetings to evaluate resource usage, the habit of sharing waste-reduction ideas, and the practice of integrating environmental considerations into operational decisions.

Collective behavior oriented toward the environment can be distinguished into routine compliance and voluntary initiative (Kaiser & Kibbe, 2016). Routine compliance relates to the fulfillment of established procedures, standards, and rules. Voluntary initiative relates to proactive actions that improve the quality of environmental management without being explicitly requested. Green culture influences both, but through different mechanisms. Strategic human resource management plays a pivotal role in building these necessary competencies and bridging the skills gap toward a green economy (Essa & Mardikaningsih, 2023). For routine compliance, green culture works through norms of propriety and social shame when deviations occur. HRM reinforces this through performance indicators, audits, and clear consequences. For voluntary initiative, green culture works through collective identity, team pride, and

the belief that improvement ideas will be rewarded. HRM reinforces this through participation spaces, learning support, and recognition of tested ideas. If an organization equates these two types of behavior, HRM design may become biased; for instance, focusing too much on compliance can stifle creativity. Conversely, focusing too much on innovative ideas can weaken basic routines. This distinction is important to explain why some organizations appear green in audit documents but lack new ideas, while others are full of ideas but unstable in their routines. Therefore, the relationship between culture and HRM needs to be read with a distinction between types of collective behavior.

Green culture also influences the perception of Green HRM authenticity. Employees judge whether green HR practices truly reflect organizational values or are merely formalities (Permadi et al., 2024). Authenticity is formed when leadership messages, budget decisions, and HR procedures are aligned. When an organization asks employees to reduce waste but ignores necessary basic investments, employees perceive a discrepancy. HR and environmental policy management strategies are vital to creating a sustainable organization that enhances overall company performance (Hariyani et al., 2022). Discrepancies trigger cynicism that damages collective behavior, as team norms shift toward skepticism. Strong Green HRM can reduce cynicism by arranging institutional evidence, such as consistent performance indicators and observable recognition systems. However, if Green HRM is used as an external communication tool without internal process support, cynicism increases. In collective behavior, cynicism reduces the willingness to remind one another, as people feel that green efforts will not be rewarded. Cynicism also lowers the quality of learning, as training is perceived as a meaningless obligation. Therefore, discussions on the relationship between green culture and HRM need to include the concept of authenticity as a bridge between policies and employee experience. Authenticity determines whether HRM practices strengthen culture or weaken it.

Procedural justice in HRM practices is an important element that influences the acceptance of green norms. When performance appraisals incorporate environmental indicators, employees assess whether these indicators are clear, achievable, and applied consistently (Hadi et al., 2023). If indicators are perceived as unfair, employees may psychologically

resist and perform minimally. Justice is also related to workload. If environmental goals are added without task restructuring, employees feel burdened and view green programs as an unrealistic addition. Green culture can help in accepting additional burdens if the culture provides meaning and team support, but culture cannot replace the need for fair procedures. Driving sustainable behavior change through a comprehensive approach of education and public awareness is essential to ensure that internal learning translates into wider societal impact (Gautama & Mardikaningsih, 2022). Green HRM designed with consideration for justice—for example, providing training before appraisal, offering clear feedback, and allowing opportunities for improvement is more easily accepted. This acceptance is important for collective behavior because it encourages consistency across individuals. If some employees reject indicators because they are perceived as unfair, team norms fracture, weakening coordination. Therefore, procedural justice must be understood as a conceptual mediator connecting HRM practices with the formation of stable collective routines.

Regarding recruitment and selection, green culture functions as a signal that shapes candidate expectations, while Green HRM provides tools for selecting values and competencies (Shahrulnizam et al., 2024). Selection processes that incorporate questions about experience with resource savings or environmentally related ethical decisions can help organizations acquire aligned employees. However, selection that emphasizes green values without visible cultural support in the workplace can trigger psychological misalignment. Misalignment causes new employees to quickly reduce their commitment. At the collective level, high turnover makes team routines difficult to stabilize. Conversely, a green culture that lives within the work unit can strengthen the socialization process, as new employees see concrete examples. Strategic management of human resources based on competence is fundamental for aligning talent acquisition with the organization's long-term sustainability goals (Darmawan & Mardikaningsih, 2016). Green HRM can design work orientation that asserts green norms from the start, such as introducing waste management practices and energy usage standards. Such socialization helps teams build a shared language regarding green behavior. A shared language is important for coordination, as it allows for corrections and discussions without personal conflict. Thus, the relationship between culture

and HRM at the initial stage of employment determines the foundation of collective behavior, which is then strengthened through continuous training and consistent performance measurement.

Training and development in Green HRM have a direct relationship with the formation of collective habits through shared learning. Training designed as a team activity, rather than merely an individual module, can build uniform understanding and improve coordination capabilities. A strong green culture makes training a space for work reflection rather than just a classroom. In an organization, training attended together can result in team commitment, as team members witness that their colleagues are also bound to the same norms. The relationship between eco-transformational leadership, targeted training, and employee eco-behavior acts as a significant driver for sustainable corporate performance, especially within SMEs (Novita et al., 2022). Green HRM can reinforce this by assigning environmental improvement projects that are worked on together and subsequently evaluated (Tirno et al., 2023). Joint evaluations form a feedback routine that encourages repetitive improvement. However, training without cultural support can stop at the knowledge level. Employees may understand environmental principles but not change their habits because team norms still tolerate waste. Therefore, training needs to be understood as a mechanism that is effective only when culture and HRM move in the same direction. At the collective level, continuous training stabilizes technical language and consistent procedures, thereby reducing inter-individual variation and making green routines more predictable.

Performance appraisal and performance management in Green HRM provide an accountability structure for green behavior. Collective accountability occurs when teams understand that environmental results are not the affair of specific individuals, but a shared standard (Curri-Memeti & Selimi, 2020). Green culture encourages collective accountability through norms of shared responsibility, while HRM asserts it through indicators and feedback systems. In a coherent design, environmental indicators are not merely final results but also process indicators that reflect work habits, such as compliance with sorting procedures or consistency in material usage. Quick feedback helps teams improve routines before deviations become habits. Realizing sustainable development requires a careful balance between economic, social, and

environmental interests within public policy frameworks (Mardikaningsih & Hariani, 2021). A culture that supports learning makes feedback perceived as assistance, not punishment. However, if the team culture is defensive, feedback can be perceived as an attack and trigger resistance. Therefore, the relationship between culture and HRM appears in how feedback is delivered and received. Collective accountability also requires consistency across managers. If standards change between supervisors, the team loses its footing. In conceptual discussion, consistency is a requirement for performance management to stabilize collective behavior.

Rewards and recognition in Green HRM influence the focus of attention and work priorities. Green culture determines what is considered honorable, while HRM provides visible forms of recognition. Recognition can take the form of formal awards, career development opportunities, or social reinforcement through internal publications. When recognition asserts relevant green behavior, teams are more likely to imitate it (Vargas-Hernández & Vargas-González, 2024). Imitation is an important mechanism in collective behavior formation. However, misdirected recognition can cause distortion, such as rewarding visible results without paying attention to the process, leading employees to focus on symbols rather than habits. A mature green culture tends to value consistent processes, such as operational discipline that reduces waste. Integrating diversity and sustainability is key to impacting performance, corporate competitiveness, and the creation of inclusive work environments (Mardikaningsih & Hariani, 2022). In this regard, reward design needs to read the culture intended for construction. If an organization wants to encourage voluntary initiatives, recognition needs to value ideas and learning, even when trials do not yield massive results but enrich the team's knowledge. If an organization wants to stabilize compliance, recognition needs to assert basic routines. Thus, rewards become a meeting point between cultural norms and HRM incentives that form collective habits.

Employee relations and internal communication are elements of Green HRM that influence the formation of collective norms. Green culture is formed through repetitive conversations, explanations of policy reasons, and opportunities to provide feedback (Ahmad, 2024). Green HRM can organize participation forums, such as environmental committees or suggestion mechanisms, which make employees feel they own the green

agenda. A sense of ownership strengthens collective identity. Collective identity facilitates the formation of routines, as people feel green actions are part of who they are as a team. However, participation forums without real recognition can cause psychological fatigue. A healthy green culture requires two-way communication that makes employees see their ideas being considered. In collective behavior, communication also functions to align interpretations of standards. If standards are not discussed, people guess. Guessing results in behavioral variation. Variation hinders coordination. Therefore, internal communication needs to be viewed as a mechanism that reduces ambiguity and stabilizes routines. Green culture and Green HRM meet at the quality of this communication, as HRM manages channels, while culture manages the style and norms of conversation.

Leadership influences the relationship between green culture and Green HRM through signals of consistency (Farrukh et al., 2022). Leaders determine priorities through real decisions, such as resource allocation, project selection, and how they respond to violations. Green HRM can set environmental indicators, but without consistent leadership signals, employees may perceive indicators as formalities. Green culture becomes strong when leaders exemplify routines, respect procedures, and do not tolerate waste. At the collective level, leader examples become the reference for team norms, especially when teams face dilemmas between production targets and environmental targets. Here, HRM is also important because it can provide decision guidelines, ethical dilemma training, and accountability mechanisms. Navigating the challenges and opportunities for sustainability in human resource development is essential, especially as industries transition toward Industry 4.0 standards (Oluwatoyin & Mardikaningsih, 2024). The link between culture and HRM is visible when leader decisions align with HRM guidelines, leading employees to see that the organization is consistent. Consistency strengthens trust and reduces cynicism. Thus, leadership can be understood as the channel that makes culture and HRM meet in the real experience of employees, which then stabilizes collective behavior.

The strength of green culture can be understood through the level of interpretation uniformity and the level of norm enforcement within a team. Uniformity of interpretation means team members have a similar understanding of what is considered green and why it is important. Norm enforcement means that deviations receive responses, whether in the form

of gentle reminders or formal corrections. Green HRM can support both these elements by presenting clear behavioral definitions in job descriptions and performance indicators (Tirno et al., 2023). If definitions are unclear, green culture becomes symbolic because people are free to interpret it. If norm enforcement does not occur, green culture becomes rhetoric because there are no social or institutional consequences. However, norm enforcement must align with procedural justice. If corrections are perceived as favoritism, green culture turns into a source of conflict. Therefore, enforcement needs to be consistent and accompanied by understandable reasons. In the formation of collective behavior, consistency in enforcement reduces variation, as team members learn the same standards. Uniformity of interpretation reduces unproductive debates. Thus, the strength of culture and the quality of Green HRM can be mapped through these two elements to explain the stability of green routines.

The coherence of Green HRM practice bundles becomes an important theme in explaining the relationship with green culture (Muisyo & Qin, 2021). A bundle refers to a series of practices that reinforce one another, rather than practices that stand alone. For instance, recruitment that assesses environmental values will be more meaningful if work orientation, training, and performance appraisal support those same values. If recruitment emphasizes green values but promotion ignores them, the organizational message becomes bifurcated. Bifurcated messages weaken culture because people learn that green values do not determine important decisions. Coherence is also related to sequence. Training should precede appraisal so that workers feel treated fairly. Rewards should follow clear behaviors to avoid generating suspicion. In a collective order, bundle coherence reduces confusion and strengthens norms. Teams coordinate more easily because all members see the same standards across various procedures. Coherence also reduces space for cynicism, as workers see consistency across HR functions. Thus, the relationship between green culture and Green HRM is most easily understood through the concept of bundle coherence, since culture is the consistency of meaning, and HRM is the consistency of procedure.

Collective behavior often requires supporting infrastructure, such as sorting facilities, reporting systems, and access to eco-friendly materials (Taberner et al., 2015). Green culture can encourage willingness, but

willingness without means results in frustration. Green HRM can direct training and appraisal, but without means, workers will judge demands as unrealistic. The perception of being unrealistic lowers the acceptance of norms. Therefore, the relationship between culture and HRM needs to be placed alongside the requirements of operational feasibility. Operational feasibility does not change the main theme, but it explains why some organizations experience a gap between intentions and routines. In the formation of collective routines, facilities serve as triggers for automatic behavior. For example, the correct placement of facilities facilitates the correct action. When the correct action is easy, norms become more stable. Culture then reinforces it through social judgment, while HRM reinforces it through work standards. Thus, the formation of green collective behavior is an interaction between meaning, procedure, and ease of action, which can be explained conceptually without requiring numbers.

There is a theme of symbolization, which is a condition where green culture and Green HRM are visible in documents but do not change habits. Symbolization can emerge when an organization emphasizes certification and external communication without changing internal processes (Monica & Ramanaiah, 2024). In symbolization, workers learn that green behavior is important for image, not for operations. Consequently, workers carry out activities that appear green during audits, but return to old routines afterward. Green HRM can become part of symbolization if training is merely socialization without follow-up, or if green performance indicators do not influence career decisions. Green culture can also become symbolic if green values are mentioned but not used as the basis for difficult decisions, such as when there is a trade-off between time and resource conservation. In collective behavior, symbolization produces episodic behavioral patterns rather than routines. Episodic patterns are difficult to maintain because they are not integrated into team habits. Thus, systematic studies need to position symbolization as a theme to explain why the connection between culture and HRM does not always produce stable collective behavior. Conceptual explanation requires conceptual indicators regarding authenticity, consistency, and the organizational consequences of behavior.

Another theme is organizational learning as a mechanism that connects green culture and Green HRM. Learning occurs when an organization reflects on experiences, improves procedures, and disseminates

knowledge between units. Green culture provides the orientation that environmental learning is important, while HRM provides learning structures such as training, communities of practice, and project assignments (Molina-Azorín et al., 2021). Learning is important for collective behavior because green habits often require technical adjustments, such as changes in work processes or changes in suppliers. Without learning, green norms can collide with operational reality and subsequently be abandoned. Learning also helps build uniform standards, as knowledge is disseminated and standardized. Within a team, learning gives rise to a common language, simple measurement tools, and evaluation routines. Green HRM can organize learning to be part of career development, ensuring workers see that environmental competence is valued. Green culture then affirms that learning is both a moral and professional obligation. Thus, organizational learning becomes an important pathway for explaining the link between culture and HRM in the formation of collective behavior that is adaptive, rather than merely stable.

Collective behavior is also influenced by organizational identity, which is how members define who they are as a group. Green identity is formed when environmental values become a part of collective pride (Bosone et al., 2024). Green culture fosters identity through success stories, symbols, and social recognition, whereas Green HRM fosters it through competency development and career paths that value environmental commitment. When a green identity is established, workers tend to maintain behavioral consistency because the behavior becomes part of their collective self-image. This identity encourages internal social control, such as mutual reminders without the feeling of being coerced. Within this order, HRM must provide support so that social control does not turn into unfair pressure. Procedural justice remains essential to ensure identity does not become a tool for exclusion. Furthermore, green identity facilitates cross-unit coordination because individuals share the same goals. However, a green identity that is merely slogan-based can invite cynicism. Therefore, identity needs to be underpinned by tangible routines. Tangible routines are formed through coherent HRM. Thus, identity is a theme that connects culture and HRM through social processes that make collective behavior more resilient to personnel changes and short-term priority shifts.

In a systematic discussion, the relationship between green culture and Green HRM can be mapped as a two-way relationship. In one direction, green culture shapes the interpretation, acceptance, and internalization of HRM practices. In the other direction, HRM practices shape the institutionalization, accountability, and dissemination of cultural norms. These two directions occur simultaneously in organizational life. The success of this system integration cannot be separated from the distribution of six key factors that can significantly improve overall organizational effectiveness (Darmawan, 2024). Workers recruited with green values strengthen the culture. A strong culture makes training more effective. Effective training generates habits, then habits become new norms. New norms strengthen the culture. HRM that assesses green behavior strengthens accountability, and accountability strengthens habits. Habits strengthen the organization's internal reputation as an entity that is serious about the environment. Internal reputation strengthens identity. Identity strengthens participation. Structured career development and job training are important instruments in improving employee work quality so they can adapt to sustainability demands (Freddy et al., 2015). This sequence explains why collective behavior requires time and consistency. It is not the result of a single program. Thus, the conceptual answer to the problem formulation is that the interconnection between green culture and Green HRM shapes collective behavior through the mutually reinforcing pathways of interpretation, institutionalization, and social coordination. When these pathways are coherent and fair, green routines become group work standards.

The formation of collective behavior depends on reducing variations between individuals and between work units. Variations can arise due to differences in interpretation, incentives, and access to learning. In the context of traditional societies, frictions often occur between local values and the green marketing approaches implemented by organizations, making an understanding of local culture crucial (Mardikaningsih et al., 2021). Green culture reduces variation through shared norms and meanings, while Green HRM reduces variation through procedures, indicators, and learning support. If either is weak, variation increases. High variation makes coordination difficult because teams lack predictable standards. Difficult coordination hinders the formation of routines. Weak routines make green

behavior easily lost when work pressure increases. Furthermore, the active involvement of women in green consumption decision-making at the household level makes a significant contribution to the formation of broader pro-environmental behavior (Halizah & Nuraini, 2021). Therefore, the relationship between culture and HRM needs to be understood as an effort to create social and institutional stability. This stability is not rigidity, as organizational learning is still required. Stability means the presence of consistent basic routines and a safe space for improvement. With this framework, systematic studies can conclude that green culture and Green HRM are complementary tools for building collective habits, maintaining authenticity, and organizing fair accountability. This framework also provides a conceptual basis for assessing the coherence of HR practice bundles in supporting an organization's environmental goals.

Conclusion

The interconnection between green organizational culture and Green HRM practices shapes collective organizational behavior through three interrelated conceptual pathways: the interpretation pathway, the institutionalization pathway, and the social coordination pathway. Green culture organizes meanings, norms, and identities that cause environmental behavior to be perceived as a standard of appropriateness, while Green HRM organizes HR procedures that reinforce these standards through selection, training, performance appraisal, rewards, and internal communication mechanisms. Collective behavior becomes more stable when the series of HRM practices is coherent and when the workers' experience demonstrates organizational authenticity—namely, the consistency between messages and actual decisions. The distinction between routine compliance and voluntary initiatives is crucial because both forms of collective behavior demand different HRM structures and cultural reinforcements. Procedural justice in appraisal and rewards also emerges as a key element determining workers' acceptance of green standards. Overall, the formation of green collective routines occurs when culture provides social legitimacy and HRM provides an institutional structure that is both fair and understandable.

The implications and suggestions emphasize the need for a consistent Green HRM bundle design that aligns with the green cultural values

intended to be reinforced, ensuring that organizational messages do not diverge across practices. Organizations need to examine the alignment between recruitment, training, performance appraisal, and recognition so that workers perceive green standards as part of significant decision-making rather than a mere campaign. Internal communication should be treated as a means of aligning interpretations, including explanations for policy rationales and meaningful spaces for participation, so that team norms are formed without cynicism. Green performance appraisal needs to emphasize clear indicators and learning opportunities prior to evaluation, ensuring that procedural experiences are perceived as fair and encourage collective accountability. For the advancement of scholarship, future research could develop a more detailed conceptual taxonomy of authenticity, bundle coherence, and green identity as links between culture and HR practices, while strictly distinguishing between the mechanisms that shape routine compliance and those that encourage voluntary initiatives.

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