Tomas Bata University in Zlín
Faculty of Management and Economics

Doctoral Thesis

The Roles of Socially Responsible Human Resources Management and Ethical Leadership Towards Employee Green Behaviors in the Aviation Industry

Role společensky odpovědného řízení lidských zdrojů a etického vedení lidi v povzbuzování zeleného chování v leteckém průmyslu

Author	**Nguyen Thi Lan Phuong**
Degree Program	P6028 Economics and Management
Degree Course	6208V038 Management and Economics
Supervisor	prof. Ing. Aleksandr Ključnikov, Ph.D.
Consultant	Nhat Tan Pham, Ph.D.

Zlín, March 2024

ACKNOWLEDGEMENT

ABSTRACT

A collection of HRM techniques known as socially responsible human resource management is used by businesses to shape employee attitudes and behaviors to advance both inside and outside CSR activities. Nevertheless, the existing literature reviews the relationship between SRHRM and employee's voluntary workplace green behavior and in-role green behavior through leader's eco-helping and employee's felt obligation, as well as the moderating role of ethical leadership which has received less attention from prior scholars. Consequently, the study attempts to develop a thorough model to evaluate the connection between SRHRM and employees' green behaviors by anchoring on the social learning theory, social exchange theory, social cognitive theory and social identity theory. Specifically, the thesis aims to investigate (1) **the direct effects** of SRHRM, ethical leadership on employee's voluntary workplace green behavior (EVB) and in-role green behavior (EIB) (2) the **mediating roles** of leader's eco-helping and employee's felt obligation towards the impact of SRHRM on EVB, and EIB, and (3) the **moderating roles** of ethical leadership to the connections between SRHRM and EVB, and EIB.

The mixed-methods approach with two stages is used. In the first stage, a qualitative study with in-depth interviews is employed to get deeper understanding on SRHRM applications in the aviation industry and complete the questionnaire. Then, in the quantitative stage, data is collected using a survey method, a questionnaire approach, and time lagged data. This thesis uses SPSS and Smart PLS statistical software to analyze data from 397 respondents working in aviation organizations in Vietnam.

The main findings are, first and foremost, that SRHRM and ethical leadership have a directly positive influence on employees' voluntary workplace green behavior and in-role green behavior. Second, it is demonstrated that the leader's eco-helping and the employee's felt obligation positively mediate the effect of SRHRM on EVB, and EIB. Finally, it emphasizes the importance of ethical leadership in moderating the relationships between SRHRM, EVB, and EIB. Through the leader's eco-helping and the employee's felt obligation, the moderating roles of ethical leadership mediate the transition from SRHRM to EVB, and EIB.

This study is regarded as a theoretical contribution because it emphasizes social learning theory, social exchange theory, social cognitive theory and social identity theory in explaining the link between SRHRM and green behavior in the workplace, with mediators of leader's eco-helping and employee's felt obligation and moderators of ethical leadership. Besides the theoretical and practical implications, limitations, and further research are also mentioned.

ABSTRAKT

Společensky odpovědné řízení lidských zdrojů (SRHRM) je soubor postupů řízení lidských zdrojů, které firmy používají ke kultivaci postojů a chování zaměstnanců za účelem zlepšení interních a externích iniciativ v oblasti společenské odpovědnosti firem (CSR). Stávající literatura sice zkoumala vztah mezi SRHRM a dobrovolným zeleným chováním zaměstnanců na pracovišti a rolovým zeleným chováním prostřednictvím ekologické pomoci (motivaci) ze strany vedoucího a pociťovaného závazku zaměstnance, stejně jako moderující roli etického vedení, celkově ale předchozí vědci věnovali této oblasti menší pozornost. Předkládána studie se opírá o teorii sociální výměny a teorii sociálního učení, s cílem vytvořit komplexní model pro zkoumání (1) **přímých účinků** SRHRM a etického vedení na dobrovolné zelené chování zaměstnanců na pracovišti a rolové zelené chování, (2) **zprostředkovatelské role** ekologické pomoci (motivaci) ze strany vedoucího a pociťovaného závazku zaměstnance vůči vlivu SRHRM na dobrovolné ekologické chování zaměstnanců na pracovišti a rolové zelené chování, (3) **zprostředkovatelské role** etického vedení na spojení mezi SRHRM, dobrovolným ekologickým chováním zaměstnance na pracovišti, a rolovým zeleným chováním, časově zpožděná data. Statistický software SPSS a SMART PLS se používá k analýze 397 odpovědí od vietnamských leteckých společností a dalších leteckých organizací.

Hlavní zjištění zaprvé potvrzují přímý pozitivní vliv SRHRM, etického vedení na dobrovolné zelené chování zaměstnanců na pracovišti a rolové zelené chování. Za druhé je prokázána pozitivní zprostředkovatelská role ekologické pomoci (motivaci) ze strany vedoucího a pociťovaného závazku zaměstnance vůči vlivu SRHRM na dobrovolné zelené chování zaměstnanců na pracovišti a rolové zelené chování. Zároveň se podařilo potvrdit zprostředkovatelskou roli etického vedení ve vztahu k SRHRM a dobrovolnému zelenému chování zaměstnanců na pracovišti a rolovému zelenému chování. Jedná se o zprostředkovatelskou roli etického vedení od SRHRM až po vedení k dobrovolnému ekologickému chování zaměstnanců na pracovišti a rolovému zelenému chování prostřednictvím ekologické pomoci (motivaci) ze strany vedoucího a pociťované povinnosti zaměstnance.

Přínosem této studie v teoretické oblasti je zdůrazňování, teorie sociální výměny, teorie sociálního učení, teorie cociálně kognitivní a teorie sociální identita při vysvětlování vztahu mezi SRHRM a zeleným chováním na pracovišti, se zprostředkovateli v podobě ekologické pomoci (motivaci) ze strany vedoucího, pociťované povinnosti zaměstnance a moderátory etického vedení. Kromě toho práce popisuje praktické důsledky, výzkumná omezení a směr dalšího výzkumu.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF SYMBOLS, ACRONYMS & ABBREVIATIONS
SRHRM: Socially responsible human resource management
CSR: corporate social responsibility
HRM: Human resource management
EVB: Employee's voluntary workplace green behavior
EIB: Employee's in-role green behavior
OCBE: organizational citizenship behavior for the environment

1. INTRODUCTION

1.1 Research background

To gain legitimacy, improve their brand, and sustain long-term profitability, businesses are increasingly pursuing corporate social responsibility (CSR) initiatives (Aguilera et al., 2007; Kramer, 2006). According to Carroll (2021), corporations that practice social responsibility view their moral and voluntary duties to their workers and other partners as an extension of their legal and financial obligations. Employee-focused CSR policies and strategies, also known as socially responsible human resource management (SRHRM), are essential for CSR policies and processes (Shen & Benson, 2016; Orlitzky et al., 2003). In addition to HRM actions that promote employee welfare and address employee problems, SRHRM may involve recruiting CSR personnel and including and rewarding employee engagement in CSR efforts targeted at external stakeholders (Shen & Zhu, 2011). During the previous years, researchers have noticed an increase in human resource departments' involvement in implementing SR-HRM due to the development of relevant HRM (Berrone & Gomez-Mejia, 2009; Preuss et al., 2009). In addition to reasonable pay and working circumstances, SRHRM comprises "recruiting and keeping socially responsible staff, providing CSR training, and taking account of employees' social contributions in promotion, performance review, and remuneration" (Shen & Benson, 2016). SRHRM influences employee perspectives and actions, such as organizational commitment (Shen & Zhu, 2011), well-being (De Roeck & Farooq, 2018; Shen & Zhang, 2017), task performance, and helping behavior (Shen & Benson, 2016; Nguyen & Nguyen, 2024). Researchers claim that little research has been done on SRHRM. And they requested that studies look beyond its instrumental use and into its social impact. A scant study on how SRHRM affects employee behavior has primarily concentrated on the relationship between SRHRM and personnel's CSR engagement and awareness. As a result, a crucial component of CSR, SRHRM, is increasingly encouraging green behavior among employees (Shen & Benson, 2016). This direct employee benefit of SRHRM implementation has been proposed in the literature (Orlitzky & Swanson, 2006) and supported by anecdotal evidence (Ones & Dilchert, 2012). Human resource management (HRM), which includes persuading employees to engage in green behavior, is critical to successfully implementing a green plan (Pham et al., 2020; Pham et al., 2023). Some academics, including those in the banking, telecom, dairy, and hospitality industries, have accepted the merging of CSR and HRM, namely SRHRM (Shen & Zhu, 2011). However, SRHRM's research on the link between SRHRM and EVB, and EIB is still rare. Finally, this study wants to check if SRHRM has any effect on both of these constructs.

Since the goals of CSR are realized through staff, SRHRM is a crucial component of CSR activities and a crucial tool for their successful execution (Shen & Benson, 2016). By including employees in the execution of corporate social responsibility, SRHRM accomplishes its goal (Shao et al., 2019a, b). Using several HRM modules, SRHRM assists in fostering an atmosphere that is safe and supportive for employees

(Shen & Benson, 2016). According to Chuang and Liao (2010), a business atmosphere of employee care influences employee behaviors at work. Employees may perceive SRHRM as merely a risk if they feel they have been subjected to unfair treatment or have not obtained the support they need from the employer (Shen & Zhu, 2011). Even though they might not fully embrace the organizational principles, employees are frequently expected to demonstrate them in their work habits (Gruys et al., 2008; Hewlin, 2003). We therefore provide a theoretical framework to explain how SRHRM encourages employees' green activities in order to emphasize the significance of SRHRM as an ecological indicator.

CSR is one of the main competitive advantages in the modern aviation business, which runs in a highly competitive climate. This industry has negative effects on employment environments, noise, trash, and carbon dioxide emissions. CSR is a planned business operation that may enhance the future financial viability of the aviation industry. Increasing fuel efficiency and lowering pollution levels, for example, make the company more visible and exciting to study. Aviation, one of the businesses with the fastest growth rates, has a direct impact on the environment because of its widely acknowledged role in climate change through fuel use and related greenhouse gases (GHG) releases (Holden, 2006). Airlines are emitting an increasing number of pollutants. Each year, air transportation releases hundreds of millions of tons of different gasses into the environment. Carbon dioxide and nitrogen oxide, among other chemical combinations and heavy metals, spread across international borders. Since the natural environment allows for speedy dispersion, the influence on the ecosystem is gradual and cumulative rather than instant and direct. CSR and sustainability concerns have become hot topics in a range of industries and countries.

The environmental consequences of societal conflict have been obvious as floods, earthquakes, landslides, the gradual melting of ice caps, and a rapid increase in sea levels have increased toward the end of the twentieth century. In Vietnam, 42.000 individuals work for airlines, airport managers, on-site airport companies (restaurants and stores), aircraft makers, and air navigation services. Besides, this industry supports an additional 174,000 jobs by purchasing products and services from nearby suppliers" (IATA, 2019). Moreover, consumer goods and services attract profits, which are paid to employees. An additional 182,000 jobs are sustained in the industry. By spending their money on the local economy, foreign visitors coming to Vietnam by air are expected to create a total of 1.8 million jobs. Air travel and tourists arriving by air create a total of 2.2 million jobs. Vietnam's airline sector, which includes its supply networks, is anticipated to contribute $2.6 billion to GDP. Another $9.9 billion in foreign visitor expenditure contributes to the country's GDP, bringing $12.5 billion in total. The "current trends" option predicts a 178 percent increase in air transportation in Vietnam during the following 20 years. There would be an increase of 82.2 million passenger departures by 2038 (IATA, 2019). Hence, the green

behaviors of leaders and employees will lead to a sustainable environment in the aviation industry.

1.2 Research problem

This study initially reviews the existing literature related to SRHRM, ethical leadership, leader's eco-helping behavior, employee's felt obligation, EVB, EIB. These constructs are chosen by reading articles published in high-ranking journals in Scopus and Web of Science. A list of published studies that are related to SRHRM papers may be found in Appendix 1. It gives a summary of previous work to assist readers in recognizing the drawbacks of such articles. There are 25 publications from the years 2015 to 2022 indexed in Scopus and Web of Science databases, such as the Journal of Business Ethics, Journal of Management, Journal of Applied Psychology, Journal of Organizational Behavior, Organizational Behaviour and Human Decision Processes, Corporate Social Responsibility, and Environmental Management, which were examined in this work. Scholars have been interested in articles that explore the connection between SRHRM and green perspectives and behaviors (such as and task performance, OCBE, and commitment), as shown in Appendix 1 (e.g., Shen & Benson, 2016; Luu et al., 2021; He & Kim, 2021; Zhao et al., 2021).

The direct influence of SRHRM on two outcomes, EVB and EIB, the mediating roles of leader's eco-helping behavior and employee's felt obligation towards the connections between SRHRM and EVB, and EIB, and the interactive influences of ethical leadership on the relationships are all pointed out.

The author may also be aware that studies to comprehend SRHRM were undertaken in the service sector (e.g., Shen & Benson, 2016) and in the aviation business, as evidenced by published works. Only a handful of CSR-related articles for the aviation industry have been published (e.g., Su et al., 2017; Cowper-Smith & Grosbois, 2011; Mak & Chan, 2006). Therefore, to fill in the research gaps and add to the body of SRHRM literature, it is important to work on the research to examine the interactive influences of SRHRM on environmentally friendly behavior as well as the indirect impacts of SRHRM on such connections in the aviation industry, such as Vietnam. This study figures out various challenges as follows:

First, past empirical research explored the implications of SRHRM on employees' notions and behaviors, such as extra-role helping behavior, task performance (Shen & Benson, 2016), employee commitment (Shen & Zhu, 2011), and employee knowledge sharing (Jia et al., 2019). Other studies focus on the impact of SRHRM on staff engagement (Rawshdeh et al., 2019) and well-being (Zhang et al., 2021). The effect of HRM on commercial, social, and environmental concerns has received more attention recently (Baek & Kim, 2014). SRHRM involves attempting to care for and meet employees' personal and social desires and requirements in addition to recognizing employees as offering a functional role in the company's success (Zhang & Tu, 2018; Nie et al., 2017; Heikkinen et al., 2021). Moreover, SRHRM is considered an antecedent to stimulating individual positive behaviors at the workplace (Shen & Benson, 2016), such as green behaviors, for example. Yet, as the current

literature has revealed, scholars pay less attention to the relationship between SRHRM and employee green behavior (including voluntary green behavior and in-role green behavior). Collier and Esteban (2007) stated that employees "carry the main burden of responsibility for implementing ethical corporate behavior in the daily working life of the company, and (thus) the achievement of these outcomes depends largely on employee willingness to collaborate" (p. 20). Employees are important stakeholders for any company (Mitchell et al., 1997), and it is typically these employees who carry out CSR initiatives (Zappalá, 2004) as well as those who are impacted by them (Brammer et al., 2007; Rupp et al., 2007; Zappalá, 2004). Employees' green behavior attempts to prevent or minimize the environmental impact of their organizations (Steg & Vlek, 2009). As a result, SRHRM can potentially increase employee green behavior. So far, I found few empirical studies investigating this relationship; for instance, Zhao et al. (2021) indicate the contribution of SRHRM towards OCBE. Thus, a research question on how SRHRM may boost employees' green behavior needs to be explored by scholars.

Second, employees are typically the main contributors when SRHRM creates green procedures that enhance both productivity and ways to perform (Roy et al., 2001). According to Parker et al. (2006), while some sorts of leader support, such as encouraging idea development, may increase employees' incentives to engage in proactive action, others, such as "implementing ideas made by employees," may create passivity and reliance. The responsibility of leaders is to lay out a clear plan for the firm's future expansion, share that plan with the entire team, and make sure that everyone is aware of their specific contribution to the achievement of the business's strategic objectives (George & Zhou, 2001). Leaders make sure that almost all followers are aware of, committed to, and working toward the same objectives. As they define new targets, allocate required resources, and share and celebrate accomplishments made toward company objectives, they also give impetus. Leaders must prepare for the firm's future leadership in order to keep the energy going. To maintain leadership reliability and predictability, they must discover, expand, and foster the next leaders (Graebner, 2003). Examples of eco-helping are clarifying environmental practices to new staff, promoting recycling or conserving energy, and motivating employees to join in a business's environmental activities (Boiral & Paillé, 2012). As Kahn (2010) points out, employees engage in a certain amount of internal calculation to demonstrate their actual participation in completing their duties in varying degrees and dimensions, whether consciously or subconsciously.

It can be claimed, when viewed through the prism of social exchange theory, that feeling obligated to repay is one such internal calculation that workers undertake when their optimistic expectation of confidence in their leaders is suitably met. Furthermore, personnel who feel obligated to aid their firm in reaching its goals have linked the personal importance of job involvement in the workplace and adopted its rules as personal standards (Ryan & Deci, 2000). According to previous studies (Coyle-Shapiro et al., 2006; Zapata et al., 2013), the supervisor-supervisory relationship is governed by reciprocity, which influences the supervisees' positive attitudes and

behaviors. Blau (1964, p. 94) states that social exchange entails "trusting others" and "personal obligations." According to social exchange theory, individual conduct in an organization represents a social exchange with leader behavior (Blau, 1964). When leaders "take care of their employees," social exchange relationships develop, positively impacting the organization. Fair and beneficial deals happen between strong partnerships, and these ties produce productive job behavior and upbeat employee attitudes (Cropanzano & Mitchell, 2005; Emerson, 1976). The main discussion surrounding this line of thinking is centered on Blau's (1964) paradigm for defining social exchange connections. When it comes to social influence, the leader is often viewed as playing a crucial role. Employees take cues from their work environment and use them to shape how they feel about and behave in it. Hence, the leader's eco-helping has a significant role in motivating their employees' green behavior. But there have still been few studies examining the mediating role of a leader's eco-helping between SRHRM and EVB, and EIB.

Third, leaders should provide a positive example for their employees by displaying the highest moral standards and ethical conduct in their everyday discourse, acts, choices, and behaviors (Toor & Ofori, 2009). An ethical leader is likely to trust their staff and encourage them by increasing the value of the task, understanding each employee's developmental requirements, and motivating them. As a consequence, employees are more likely to respond by placing in a greater effort, becoming closer to their positions, and becoming involved with the work (Brown et al., 2005). According to previous studies on ethical leadership, it is critical to understand how leadership influences employees' ethical conduct (Toor & Ofori, 2009; Brown et al., 2005). Previous studies (Mayer et al., 2009; Trevino et al., 2000) have shown that ethical leaders exhibit integrity, are dependable and fair, care about others, and conduct themselves ethically. Keeping ethical leadership and staff environmental understanding under control can help organizations enhance employees' green behavior (Saleem et al., 2020). However, few empirical studies still examine ethical leadership as a moderator construct between SRHRM and employees' voluntary workplace green behavior and in-role green behavior. Bandura's social learning theory suggests that ethical leadership can positively shape EGB (Saleem et al., 2020). According to social learning theory, leaders must serve appealing and trustworthy roles in order to be perceived as ethical leaders by others (Brown & Trevino, 2006). Social learning theory is used to better understand how and why leaders in ethics affect their followers. People learn by observing and modeling their values, mindsets, and behaviors of like-minded and credible models (Bandura, 1977; 1986). As a result of their position of power, most leaders can influence their subordinates. However, authority and prestige are not the only factors contributing to appeal.

Aviation regulators want airlines to be responsible for their customers, stakeholders, and employees (Cowper-Smith & Grosbois, 2011). Lee and Riffe (2019) created a CSR framework that incorporated economic, legal, and charity elements as well as environmental stewardship. Others focused on the impact of individual environmental dimensions (Hagmann et al., 2015; Han et al., 2019). Some others

looked at CSR in a few crucial areas such as business operations, community, and customers (Fitzgerald & David-Cooper, 2018; Park & Levy, 2014) or safety, consumer rights, environmental protection, and social engagement (Abdullah et al., 2016; Upadhaya et al., 2018). Park (2019) looked at the impact of economic, social, and environmental requirements on customer views and business reputation in the Korean aviation industry. Few studies on SRHRM have been conducted thus far in the aviation sector. As a result, this research aims to see how SRHRM affects employees' green behavior in the Vietnamese aviation business.

In sum, based on a critical review of the existing literature on SRHRM and employee green behaviors, the research problem of this study aims to provide more knowledge of the interaction between SRHRM, EVB, and EIB; the mediating roles of leaders' eco-helping behaviors and employees' felt obligations; and the moderating function of ethical leadership in the aviation industry.

1.3 Research objectives and questions

Research Objectives:

Following the research gaps and problems, grounded in social exchange theory, social cognitive theory, social identity theory, and social learning theory, **the present research aims to develop a general model that explores the application of SRHRM in the aviation industry and examines the connection between SRHRM and employees' green behavior by mediating the position of the leader's eco-helping behavior and the employee's felt obligation as well as the role of ethical leadership.** The research aims are as follows:

RO1: To explore the direct effects of SRHRM and ethical leadership on EVB, and EIB

RO2: To investigate the mediating roles of leaders' eco-helping behavior, employees felt obligation towards the effect of SRHRM on EVB, and EIB

RO3: To exemine the moderating roles of ethical leadership in the connection between SRHRM and EVB, and EIB

RO4: Propose to apply the findings of this study to practice in service firms, especially aviation companies.

Research Questions:

The present study aims to answer the main research question - How does SRHRM policy promote employees' green behaviors in the workplace in the aviation industry:

RQ1: Are there **direct effects** of SRHRM and ethical leadership on EVB, and EIB?

RQ2: Are there the **mediating roles** of the leader's eco-helping behavior, the employee's felt obligation towards the effect of SRHRM on EVB, and EIB?

RQ3: Are there **moderating functions** for ethical leadership in the relationship between SRHRM and EVB, and EIB?

RQ4: Is it possible to apply the SRHRM policy and the findings of this study to practice in service companies and airline companies?

1.4 The structure of the thesis

The dissertation consists of nine parts and supplementary sections.

Chapter one, "Introduction," introduces the purpose and needs for performing this research, research questions, research objectives, a summary of the methodology and research hypotheses, conceptual framework, findings, and the study's contributions.

Chapter two, "Literature review", defines clearly the concepts of SRHRM and employee's green behavior, the definitions of felt obligation, ethical leadership, and eco-helping behavior, especially the concept of SRHRM that is applied in the aviation industry. Furthermore, in this chapter, organizational theories are illustrated, and the reasons why such theories should be applied in this work are justified.

Chapter three, "Hypothesis Development," aims to develop hypotheses that consist of linkages between SRHRM and employees' green behavior through mediators and moderators. Based on these hypotheses, a conceptual framework is developed.

Chapter four, "Methodology", explains research design through illustrations and introduces mixed methodology. The qualitative and quantitative phases are well demonstrated in this chapter.

Chapter five, "Qualitative Phase: Findings and Results," present the results and findings of qualitative research.

Chapter six, "Quantitative Phase: Findings and Results," shows the results and findings of the quantitative studies aimed at testing proposed hypotheses.

Chapter seven, "Discussion" This chapter explains the results and findings stated in the previous chapters.

Chapter eight, "Contributions of the study", clarifies theoretical contributions based on theories extended into a green context to shed light on research questions and bridge the research gaps, as well as practical contributions to suggest proper policies aimed at enhancing environmentally sustainable development. The study also presents limitations, and further work is drawn from the study results.

Chapter nine, "Conclusion, limitations, and further studies," asks for a review of the main points of this dissertation.

2. LITERATURE REVIEW

2.1 Theoretical background

2.1.1 Social Identity theory

Some researchers used the theory of social identity to clarify the connections between SRHRM practices. Social identity theory states that when people believe an organization has an excellent name, they may identify with it more strongly since belonging to that organization raises their self-esteem (Hogg & Terry, 2000). Sociological identity theory serves as the foundation for Shen and Benson's

investigation of the psychological and social aspects of SRHRM (Dutton et al., 1994). Increasing numbers of empirical studies have employed social identity theory to clarify how CSR efforts made by companies have a signifincant effect on employee identification, which in turn results in the emergence of constructive attitudes and extra-role activity (Peterson, 2004; Valentine & Fleischman, 2008; Brammer et al., 2007; Kim et al., 2010; Turker, 2009). He & Kim (2021) also stated that social identity theory predicts that employees are associated with their company and be motivated to act in a way that is compatible with its goals, mission, and values when they observe how their company benefits diverse stakeholders through CSR programs (Ramus & Steger, 2000). Turker (2009) proposed, based on the social identity theory, that employees' satisfaction in being a part of a socially responsible firm satisfies their desire for confidence, which improves favorable attitudes.

2.1.2 Social Exchange theory

Since the beginnings of the work of Homans (1961), Blau (1964), and Emerson (1976), exchange theory has been a central theoretical perspective in the study of social psychology. This view is based on previous philosophical and psychological perspectives drawn from utilitarianism and behaviorism. Anderson and Narus (1984, p. 64) have observed that "sociological exchange theory shades into economic anthropology in a rather imperceptible way".
The definition of the scope condition for the exchange frame of reference is the most straightforward. Blau (1964, p. 94) said that "social exchange, as conceived here, is limited to actions that are contingent and reward reactions from others." Blau (1964) expanded on the importance of the "social" context in which the economy operates, the employee's sense of obligation, and the leader's eco-helping behavior. According to Blau (1964), when firms implement HR efforts that provide employees with financial or social rewards, those employees feel compelled to reciprocate in kind. According to Nishii et al. (2008), individuals' behavior and attitudes at work are dictated by their perceptions of if HR policies are implemented out of concern for ethical norms in workplace interactions or just to attract and retain talented individuals. In the findings of Brammer et al. (2007), when personnel feel happy with the moral consideration they receive in their working interactions can trustworthy and CSR procedures be fully adopted. Hammann et al. (2009) argue that the attitude toward employment has a favorable impact on staff motivation, satisfaction, and observed absence levels. Kundu (2003) shows employers' recognition of diversity in the workplace as an ethical HR strategy aids in fostering good attitudes among workers toward their jobs and the company as a whole. In a similar vein, Shen and Zhu (2011) have established a substantial positive association between SRHRM and numerous elements of organizational commitment while recognizing the relevance of such activities. The social exchange theory will be strengthened in terms of the theoretical framework for the present investigation hypothesis. Reciprocity is the primary tenet of the social exchange theory, claims Blau (1964). The employer would expect to receive a benefit in return from the employee. External motivations are

always the driving force behind positive social exchange relationships between employees and employers (Zhao et al., 2023).

2.1.3 Social Cognitive Theory

Following Bandura's theory, learning can occur by observation of behavior, and the learner's appearance of that conduct is determined by a triadic reciprocal consequentialism between personal (cognitive) characteristics, the behavior itself, and the environment (reinforcement). Zhao and Zhou (2021) and Liao et al. (2022) employed SCT to demonstrate the utility of SRHRM to enhance cognitive operations and moral actions at various levels. Employee behaviors are impacted by SRHRM through a variety of social and psychological mechanisms (Hu & Jiang, 2018). Social cognitive theory (SCT) claims that cognitive functions have the biggest impact on a person's behavior and that levels of ethical behavior vary among people (Bandura, 1986; Reynolds, 2008). People set higher objectives for themselves and are more dedicated to them when their esteem is higher (Bandura, 1986). According to research on organizational environments, these environments have an impact on how people think, how they behave, and how motivated they are to display the behaviors that are expected and desired in the workplace (Reichers & Schneider, 1990). Individual attitudes and intentions substantially influence and direct individual behaviors, and individuals can stimulate environmental reactions (Zhao & Zhou, 2021). In consequence, actions have an impact on and ultimately shape the nature of one's thoughts, as well as their form and substance. The environment places constraints on both personal motives and actions. People are both environmental producers and products due to triadic reciprocal causation (Wood & Bandura, 1989).

2.1.4 Social Learning Theory

According to social learning theory, social learning happens when people see each other's conduct and the outcomes that emerge from it. The social learning theory analyzes the causes of and effects on followers of ethical leaders (Brown et al., 2005). The foundation of this theory is the notion that we gain knowledge from socializing with others. Individuals pick up similar behaviors by watching how others act. Individuals mimic and internalize other people's behavior after engaging in it, especially if they have favorable observing experiences or receive rewards for engaging in the behavior being observed. According to Bandura (1977), imitation is the real replication of observed cognitive behaviors. The concepts of social learning are thought to work consistently throughout one's life. The curriculum can be followed at any age. In so much as new influential, powerful models that control resources are present in life, new learning is always feasible through the modeling process (Newman B.M. & Newman P.R., 2017). These broad principles showed that learning can take place without behavioral changes. In addition, behaviorists argue that learning requires an indefinite modification in behavior. In contrast, social theorists suggest that because individuals can learn by observation, they may not always

demonstrate their knowledge in their actions (Bandura, 1965). Social learning theory shown that individuals learn by taking notice of and copying the attitudes, ideals, and behaviors of reputable and appealing models (Bandura, 1977; 1986). Ethical leaders are prone to serving as mentors because their attractiveness and status as role models pay heed to their emulated behavior. Models' attraction is reinforced by their status and authority (Bandura, 1986), making it easier for followers to give consideration to ethical leaders' simulation behavior (Brown et al., 2005).

2.2 Definitions

2.2.1 Human resource management

According to Boselie (2015), the term "human resource management" (HRM) essentially refers to three components of effective people management. The first human element alludes to the study subject. The focus of HRM is mostly on employees. The second component is the idea that employees may be a significant source of organizational success. Employees can be useful resources for an organization, especially when combined with other internal resources like financial resources and a distinctive corporate culture. The idea that managerial interventions can change and influence employee attitudes and behaviors is the concept of HRM management's final component. He provided the following definition: The term "human resource management" (HRM) refers to all managerial decisions that are connected to the rules and procedures that make up the employment agreement and are made with the intention of achieving societal, organizational, and individual objectives. People within managerial organizations can help them achieve their goals. These aims are closely related and, to some extent, reliant on challenges. Organizations face significant difficulties as a result of economic, social, and technical advancements. Beginning in the middle of the 1990s, empirical studies from authors like Arthur (1994) and Huselid (1995) explored the possible benefits of HRM for performance. Their findings demonstrated the beneficial effects of human resource management on outcome metrics like employee retention, labor productivity, and business profits. These practices included selective hiring and selection, performance-related pay, comprehensive training and development, performance reviews, and participative management. Because of their contributions to company performance, employees are increasingly seen as significant assets in organizations (Biswas & Varma, 2012; Luthans & Youssef, 2004). Organizations ought to broaden their strategies and make investments in the human management part of their business to access a benefit resource that will boost a firm's competitiveness (Luthans & Youssef, 2004).

Since the middle of the 2000s, leading academics and psychologists have been advocating for a ground-breaking study into how organizations may successfully promote and attain green attitudes and employee green behaviors (Jabbour, 2011; Renwick et al., 2013). The likely emancipator of such employee-level results has been identified as green HRM. Despite the above calls for research findings into this newly created HRM-based concept, there is still a dearth of formalized HRM research that

examines the function of HR and its covert affect over staff members' green-based behaviors and attitudes in order to achieve corporate sustainability goals (Ehnert & Harry, 2012; Jabbour, 2011; Robertson & Barling, 2013). HRM is conceptualized as "a set of distinct but interconnected activities, functions, and processes aimed at attracting, developing, and retaining (or disposing of) a firm's human resources" (Lado & Wilson, 1994, p. 701). A substantial body of research has shown a positive correlation between HRM practices and organizational success (Ahmad & Schroeder, 2003). According to Buchan (2004), for organizations to succeed in achieving organizational goals and the best employee results, they need a clear "fit" and coherence between their HRM strategy and the characteristics of their organization as well as their beliefs, ethics, and ambitions. The completion of CSR and environmental management directives depends critically on this association's effectiveness (Jackson & Seo, 2010; Carmona-Moreno et al., 2012). The assertions made by Jabbour and Santos (2008) that HR executives and HR staff are best suited to spearhead and coordinate the implementation of green policies in institutions are supported by Renwick et al. (2013) because they are skilled at working with employees and adept at putting cultural change procedures into practice. According to Cohen et al. (2010), few organizational functional domains have the capacity to provide the crucial managerial consequences of sustainable development and environmentally friendly goals. Since firms will be creating novel environmental processes with significant management implications, Lee (2009) contends that employees must be sensitive to the environment and well-versed in technical and managerial skills in order to meet HRM and green management objectives. In addition to implementing training programs that foster the development of technical, operational, and management competencies, HRM's responsibility is to see to it that specific training programs are established and created to raise employee knowledge of the relevance of environmental activities (Daily & Huang, 2001). Implementing these developmental programs, in accordance with Lee (2009), is crucial if businesses are to effectively foster environmental innovations. Green HRM has evolved within the constraints of both HRM and environmental management. According to Lee (2009, p. 1102), "green management" is "the management of corporate interaction with, and impact upon, the environment" and should extend regulatory compliance to cover "pollution prevention, product stewardship, and corporate social responsibility." According to Lee (2009), the goal of the development of green HRM was to help businesses find methods to enhance their environmental performance in relation to earnings management and CSR while also taking advantage of the strategic and financial advantages that green HRM provides (Lee, 2009). Organizations that utilize green HRM techniques are likely to share human resource management's distinctive way of managing people, as well as the projected effect that management of individuals approaches are forecasted to have on worker workplace behaviors (Daily & Huang, 2001). According to Siegel (2009), who supports this claim, adopting green management and green HRM offers businesses the chance to maximize profitability,

establish procedures that boost employee engagement, and promote environmentally friendly behavior.

A green governance policy and related green practices, including those that will be pushed through a green HRM system, are projected to increase engagement in green initiatives, according to existing research. Additionally, it might alter employees' attitudes and behaviors to help them understand the value of environmentally friendly and socially responsible policies, procedures, and practices. Sadly, despite the possible advantages and benefits of using green HRM, its legitimacy is still being questioned (Steg et al., 2014; Harvey et al., 2013).

2.2.2 Sustainable Human resource management

In recent years, a new area of study in this area is sustainable management of human resources, which merges sustainability and managing human resources. The definition of sustainable HRM is not universally agreed upon. According to Freitas et al. (2011), by creating human resource policies, methods, and techniques that simultaneously support the economical, societal, and environmental components, sustainable management of human resources aims to achieve organizational sustainability, or "Sustainable HRM is the utilization of HR tools to help embed a sustainability strategy in the organization and the creation of an HRM system that contributes to the sustainable performance of the firm" (Cohen et al., 2010, p.259), "a management of human resources that meets the current needs of a firm and society at large without compromising their ability to meet any future needs" (Wagner, 2013, p.445), and "The adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback" (Ehnert et al., 2016, p. 92). Typically, sustainable HRM places a strong emphasis on ensuring long-term human resource reproduction while meeting economic, social, and ecological objectives (Kramar, 2014). Analysis of human resource sustainability from the perspective of employee green behavior is thus critical and fascinating. Moreover, Järlström et al. (2018) (p. 4) state that "The basic concept underlying the sustainable HRM discussion is that firms seek different kinds of outcomes to satisfy their stakeholders' expectations. These outcomes may be economic, social, human, and ecological, and firms often seek them simultaneously although any one of the outcomes may be more important to an organization than others." The definition of sustainable HRM is not universally agreed upon. According to Freitas et al. (2011), by creating human resource policies, methods, and techniques that simultaneously support the economical, societal, and environmental components, sustainable management of human resources aims to achieve organizational sustainability, or "Sustainable HRM is the utilization of HR tools to help embed a sustainability strategy in the organization and the creation of an HRM system that contributes to the sustainable performance of the firm" (Cohen et al., 2010, p.259), "a management of human resources that meets the current needs of a firm and society at large without compromising their ability to meet any future needs" (Wagner, 2013,

p.445), and "The adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback" (Ehnert et al., 2016, p. 92). Sugumar (2003, p. 910) argues that "sustainable HR strategy can be defined as the management of human resources to meet the optimal needs of the company and community of the present without compromising the ability to meet the needs of the future."

2.2.3 Corporate social responsibility

Carroll's four separate areas of CSR, which include firms' fulfillment of economic, legal, ethical, and discretionary or philanthropic duties, were chosen by Carroll & Shabana (2010) to be used. "The social responsibility of business comprises the economic, legal, ethical, and discretionary expectations that society has on organizations at a given point in time," is how this four-part definition of CSR has been put forth (Carroll,1991, p. 283). Because this concept has been effectively employed in CSR research for over 25 years, it was considered that it could be a valuable and relevant definition to apply. It is critical to remember that this definition expressly names the firm's economic responsibility as a factor to be considered in CSR while thinking about the "business case." When carrying out their enterprises' social purpose of providing goods and services to the community, businessmen, in particular, have a tendency to view their financial,economic, and profitability success as a service they do for both society and themselves. The idea also makes a distinction between moral, legal, and charitable categories of performance, enabling a deeper examination of various corporate deeds. The five previously mentioned CSR traits are also included in the four responsibility or performance categories. Whether in the definition's application or structure, business performance in relation to the environment, stakeholders, and society is included alongside the categories of economics and voluntariness. The four components of CSR address the motivations behind each type of program and are useful in identifying the specific advantages that accrue to organizations and society at large when they are successful.

By the late 1990s, according to Lee (2009), businesses had begun to initiate proactive, voluntary norms relating to social responsibility and environmental sustainability. Following the cries of social activist movements and enhancing public knowledge of and attitudes toward corporate irresponsibility, these criteria are pursued and developed in academic research as well as business policy agendas (Jabbour & Santos, 2008; Wilcox, 2006). CSR is consequently developing. According to McWilliams et al. (2006, p. 1), the idea of corporate social responsibility has several facets that include both economic and non-economic (such as diversity) considerations: "situations where a firm goes beyond compliance and engages in actions that appear to further some social good, beyond the interests of the firm and that which is required by law." Mozes et al. (2011) further define CSR as "acknowledging the importance of economic performance as well as the broad range of stakeholders, while also highlighting the need for balancing these factors of societal

responsibility". As a crucial link between business strategy and social responsibility outcomes, corporate social responsibility is now widely acknowledged. It clearly outlines the organization's principles, policies, and strategic goals for the benefit of its workforce, governments, stakeholders, and communities (Garavan & McGuire, 2010; Manika et al., 2015; Rangarajan & Rahm, 2011).

The impact of CSR policies on a company's financial success has been the subject of an increasing number of studies (Tsoutsoura, 2004), corporate competitiveness and sustainability (Marin et al., 2012; Vilanova et al., 2009). Turker (2009) argues that little research has examined the impact of CSR on employee workplace outcomes. Employees prefer to work for companies that practice social responsibility, according to a study on CSR and organizational commitment by Turker (2009). A component that affects a company's public image has been recognized as corporate social responsibility. As a result, it was discovered that the perception and effectiveness of a company's CSR policies, which are intended to help society, the environment, and employees, are related to the level of an employee's commitment to that organization (Turker, 2009). Friedman (2009) and more recently, De Roeck & Delobbe (2012) supported Turker's (2009) assertion that an employee's confidence and consequent engagement are affected by the firm's position and reputation as well as the community's perceptions of what the organization stands for. These employee impressions are mostly influenced by the company's visible commitment to CSR and related socially and environmentally conscious programs. In a study in 2008, Ellis sought to connect an employee's social behavior to their sense of organizational identity. It was proposed that employee values, interpersonal relationships and interactions at work, and personal attitudes toward CSR are likely to be important determinants of socially relevant behaviors. Ellis (2008) came to the conclusion that management ought to motivate employees to actively take part in and support the formulation of policies and the execution of green projects. A proactive CSR platform helps to build a favorable company identity because it demonstrates to staff as well as the public the company's commitment toward socially and environmentally responsible business operations without requiring onerous regulatory obligations. Due to this business involvement, stakeholders are expected to use their personal purchasing power to help the business by buying its products and services. Additionally, when employees openly display the desired workplace behaviors, motivations, and attitudes, they are more likely to publicly support socially responsible projects and the company's green policies (Torugsa et al., 2013; Vaccaro & Echeverri, 2010).

2.2.4 Socially responsible Human resource management (SRHRM)

The concept of SRHRM originates from CSR, ethics, and organizational behavior (Greenwood, 2002). The relationship between CSR and HRM has garnered more academic attention (Heikkinen et al., 2021; De Stefano et al., 2018). Shen and Benson (2016) defined SRHRM as "a practical action of HRM divisions adopted by organizations in fulfilling the successful implementation of CSR." At the same time,

according to research, SRHRM is positively correlated with employee working behaviors (Jia et al., 2019; Shen & Benson, 2016) and outcomes connected to happiness, such as employee dedication (Shen & Zhu, 2011). There is a scant amount of empirical data connecting SRHRM with employee wellbeing outcomes (Kim et al., 2018; Abdelmotaleb & Saha, 2020).

Shen and Zhu (2011) discussed SRHRM based on three major components of an SR-HRM system: employee-oriented HRM, labor law-related legal compliance HRM, and general CSR facilitation HRM. Compliance with the law, equal opportunity, health and safety, working hours, the minimum wage, and the usage of child labor and forced labor are all topics covered by HRM (Rhoades & Eisenberger, 2002; Rowan, 2000). Employee-centered HRM attends to employees' personal and family needs that go beyond legal requirements. It gives organizational support and fairness to employees. It also focuses on personal development, such as training, feedback, mentoring, organizational development, and acceptance of democratic systems at the workplace, such as employee contribution and sharing authority (Waring & Lewer, 2014). This study defines SRHRM as a set of HRM practices that firms undertake to foster employee attitudes and behaviors to promote CSR initiatives (Shen & Benson, 2016).

Since CSR is mainly a worldwide societal norm, its CSR-based behavior is likely to be judged by workers. As a result, the effective participation of a firm in CSR is favorably recognized by its workers and therefore leads to better identification with its employees (Berger et al., 2006). Recent research has also found that the statistical impact of CSR is more significant than market and financial success on employee organizational identity (Carmeli et al., 2007). SRHRM is a corporate signal to meet social CSR standards and is essential to the effective execution of CSR initiatives, such as assessing and rewarding employee social results (Orlitzky et al., 2003; Orlitzky & Swanson, 2006). Therefore, the implementation of SRHRM is expected to boost the identification of employees' organizations. Previous studies (e.g., Zhao & Zhou, 2021; Zhao et al., 2023; Shao et al., 2019a; López-Fernández et al., 2018; Barrena-Martinez et al., 2019) still lack research on the relationship between SRHRM and green behavior, especially EVB and EIB.

2.2.5 Voluntary workplace green behavior

According to Norton et al. (2015), there are two types of workplace green behavior: mandatory and voluntary. The degree to which employees carry out necessary activities in a resource and environment-conserving manner, such as by adopting green practices or offering environmentally friendly substitutes, is referred to as "obligated green behavior." It means the required green behavior demonstrates that protecting the environment is a step in the procedures used to carry out in-role tasks. Green behavior that is voluntary on the part of employees and goes above and beyond what is required of them in their roles is known as green behavior. Examples of voluntary green behavior include turning off the electricity when leaving the office

and recycling reusable materials in the workplace. We emphasize green workplace behavior that is voluntary. Current studies have revealed that certain personal and environmental factors may influence green behavior (Norton et al., 2015; Kim et al., 2018). Discretionary employee behaviors that "support the environmental sustainability of the employer organization but are not governed by any official environmental management rules or systems are referred to as voluntary workplace green behavior" (Kim et al., 2018, p. 1337). Researchers have found that leader behaviors, such as spiritual and transformational leadership, can encourage employee voluntary workplace green behavior (EVB), as leaders have a significant effect on staff as organizational agents. This understanding can help us better understand how to encourage employees to demonstrate EVB (Robertson & Barling, 2013; Wesselink et al., 2017). The organization benefits from EVB through cost savings and the preservation of material resources (e.g., saving energy, paper, and recyclable materials). Therefore, the voluntary green activities of employees may be influenced by their views and beliefs about their employers. Employees are more likely to engage in green behavior at work if they see themselves as members of the organization and define themselves in relation to it. Norton et al. (2015) describe green behavior as employee voluntary green behavior, which includes personal effort that exceeds the demands of the company. Environmental concerns, launching ecological regulations, and inspiring others are all examples of this. Employee voluntary workplace green behavior is strongly related to the concepts of contextual performance and organizational citizenship behavior. These encompass behaviors aimed at bolstering the overall corporate, social, and psychological milieu within which task execution occurs (Borman & Motowidlo, 1997; Organ, 1997). This notion of discretionary green behavior, in particular, has dominated the literature to date (Norton et al., 2015). Researchers in the literature have identified employees' green behavior as a workplace-specific form of pro-environmental conduct (Ones & Dilchert, 2012; Norton et al., 2015). It may involve water conservation, resource efficiency, waste reduction, energy conservation, and recycling (Norton et al., 2015). In this study, EVB is defined as green behaviors that involve personal initiative and exceed organizational expectations (Norton et al. 2015).

2.2.6 In-role green behavior

Green behavior, which comprises in-role and extra-role characteristics, attempts to protect or minimize environmental harm (Steg & Vlek, 2009). Ramus and Killmer (2007) underlined in-role green behaviors because they create value for the organization. Expected organizational conduct is usually stated in the official work descriptions of the personnel (i.e., in-role green behaviors). For example, the rules of an organization for the disposal of dangerous items or the protection of water from poisonous chemicals require its personnel to act greenly. In-role conduct is a green behavior designed to safeguard or reduce environmental damage. The proposal by

employees to ensure the environment is as simple as that (Paillé & Boiral, 2013). For instance, when they're not in use or leave the workplace for any activity, they turn off lights, fans, and computers. They may lose their employment if they fail to take the appropriate actions. Reprimands and unfavorable pecuniary repercussions follow the absence of in-role behavior (Van Dyne & LePine, 1998).

According to Norton et al. (2015), mandatory EGB is green behavior carried out as part of an employee's essential job responsibilities. Bissing-Olson et al. (2013) defined task-related EGB. This entails abiding by organizational policies, modifying work practices, such as selecting ethical substitutes, and developing sustainable processes and products. The term "necessary EGB" refers to behavior that employees are expected to engage in by their company and that contributes either directly or indirectly to core business. This idea is comparable to that of "task performance" (Borman & Motowidlo, 1997).

There are numerous different jobs that mandate that workers adopt "green" practices. Examples of tasks include ensuring that hazardous products are utilized and handled in accordance with organizational norms and government policies or civil aviation authority policies, or that dumped lubricants do not mix with nearby water. Because green behavior is encouraged by the nature of these jobs, people need to care about the environment in order to perform the activities needed in these types of jobs effectively. Such work-related actions could be referred to as "in-role green behaviors." In this study, EIB is defined as officially appraised, recognized, and related to rewards and is therefore routine workplace behavior (Dumont et al., 2016).

2.2.7 Employee's Felt Obligation

Most research on the idea of job engagement has taken place in the United States and western European nations. Researchers and practitioners are, however, increasingly looking at involvement in Asian working situations (e.g., Shimazu et al., 2008). Theoretically, Social Exchange Theory (Blau, 1964) offers a justification for why and how employee engagement arises. According to SET, contracts are created over time through a succession of trade actions between parties that are mutually dependent on one another (Cropanzano & Mitchell, 2005). The rule of reciprocity requires that when one person treats another well, they return the favor (Gouldner, 1960). Putting this supposition into organizational contexts, people will feel obligated to reciprocate and repay their organization with prosocial attitudes and behaviors when they obtain financial and socio-emotional resources from it (Cropanzano & Mitchell, 2005). According to research findings from previous studies, employees are more likely to reciprocate by displaying higher levels of engagement when they are given autonomy, receive support from coworkers and supervisors, and have possibilities for growth (Saks, 2006). Social exchange theory's concept of felt duty has been used to explain how employees become devoted to their employers (Eisenberger et al., 2001). Research has highlighted the need to examine the role of felt obligation because it is a key component of the social exchange relationship (Colquitt et al., 2012; Coyle-Shapiro et al., 2006). This will help us better understand

"how and when employees reciprocate for the positive treatment they have received" (Ng & Feldman, 2015, p. 42).

When employees receive economic rewards from their employer that meet their financial demands and socio-emotional benefits that suit their psychological needs, they feel obligated (Cropanzano & Mitchell, 2005). Felt responsibility is founded on the widely recognized social ideal of reciprocity, which asserts that individuals are more likely to repay others for their assistance (Gouldner, 1960; Perugini et al., 2002). According to Colquitt et al. (2012), the social models capture the restricted components of reciprocity and provide an all-encompassing notion of reciprocity (Meyer & Herscovitch, 2001). In this study, the definition of "prescriptive view regarding whether one should care about the organization's well-being and should help the organization achieve its goals" is referred to as a "felt obligation" (Eisenberger et al., 2001, p. 42).

2.2.8 Ethical leadership

Investigating the sources of influence within organizations has become more popular as a result of ethical scandals and claims that some institutions are supporting unethical behavior. If followers think the manager has a strong ethical reputation, ethics may be seen as a vital issue within the organization, and this thought may be translated into a high regard for management within a company (Ruiz et al., 2011). As a result, managers who practice ethical leadership conduct serve as good ambassadors for ethical conduct (Flynn, 2008). Ethical leadership is correlated with higher employee performance (Resick et al., 2011), intrinsic motivation (Piccolo et al., 2010), employee readiness to disclose problems (Brown et al., 2005), and job responses (Ruiz et al., 2011). Employees' opinions toward their firms are influenced by ethical leadership; those who have an emotional connection to their workplaces are more likely to be engaged in it (Park et al., 2015).

Leaders' behaviors are essential to having efficient working conditions and a positive business culture. Ethical leadership was defined by Brown et al. (2005) as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making." Ethical leaders, for example, have ethical personalities, explain the consequences of ethics, reward ethical conduct, penalize unethical behavior, and deliberately connect themselves with moral identity (Brown et al., 2005). The moral identity of the leaders shows that they are responsive to the expectations and interests of others, since acting in a contrary way might lead to self-condemnation and dissonance.

To foster such behavior among followers, emphasize communication to each other, decision-making (Neubert et al., 2009). In the literature, ethics is typically connected with honesty and integrity (Eubanks et al., 2012; Kuntz et al., 2013), and ethical leader is seen as someone who is fair and makes ethical decisions. These characteristics, according to the experts, constitute the moral aspect of ethical leadership. In this study, the definition of Brown et al. (2005) is used to express ethical leadership concepts.

2.2.9 Eco-helping behaviors

Eco-helping is one of three primary categories of OCBEs that may be identified using the measurement and validation scale created by Boiral and Paille (2012). Eco-helping is based on voluntarily providing assistance to staff members who are integrating environmental concerns: encouraging cooperation to solve challenging environmental problems, informing new hires about environmental issues, and encouraging co-workers who are engaged in a pollution prevention program. Eco-helping refers to the desire to motivate and assist co-workers in considering environmental issues (Boiral & Paille, 2012).

Providing help to others with a heavy workload or avoiding the onset of work-related difficulties by supporting someone are examples of cooperative and spontaneous actions (Paillé & Boiral, 2013). Helping behaviors are collaborative, allowing dependency and collaboration to flourish (Van Dyne & LePine, 1998). Transforming environmental processes to new employees, encouraging employees to recycle or preserve energy, or urging them to participate in environmental activities are all examples of eco-helping (Boiral & Paillé, 2012).

A social sustainability perspective states that eco-helping—or helping others while promoting environmental sustainability—is connected to environmental preservation as a means of maintaining sustainability for coming generations. To avoid conflicts with other parties and to motivate staff to support environmental projects, the practice of "eco-helping" pushes other employees to handle environmental issues. Eco-helping includes donating time to help coworkers incorporate environmental issues into their regular jobs, encouraging coworkers to share their opinions on environmental issues, and changing one's lifestyle to be more environmentally aware. "Voluntarily helping colleagues to better integrate environmental concerns in the workplace" (Boiral & Paillé, 2012) is referred to as eco-helping in this study.

2.3 Corporate social responsibility in the Vietnam's industry
2.3.1 In general industry

Organizations that practice CSR are aware of their influence on all aspects of society. CSR is an approach that allows a business to operate in a way that benefits environmental and social issues while creating and selling products. Currently, an increasing number of Vietnamese businesses are participating in CSR efforts, ensuring more sustainable growth in the future while also improving the corporate environment in Vietnam with more positive outcomes. Throughout the pandemic, Vietnam witnessed innumerable gestures of kindness from individuals, who shared their troubles with communities and the less fortunate. Businesses that are adversely affected by the pandemic demonstrate their social responsibility by making monetary or in-kind contributions to the community. This could be a chance for firms to engage in true corporate social responsibility efforts in order to contribute to long-term solutions to the environmental and social concerns posed by the pandemic.

In the last 15 years, the CSR ideas and practices have been broadly implemented in Vietnam. It was originally widely disseminated through diverse operations of international non-governmental organizations and multinational corporations. It is now one of the trendiest subjects in business, especially after a few environmental incidents in 2010. As the public becomes more interested in corporate social responsibility and responds forcefully against those who fail to do so, both foreign and domestic corporations begin to prioritize CSR. Environmental responsibility is one of the CSR categories, including responsibilities such as reducing pollution, renewable energy, and mitigating negative environmental impacts. However, appropriate social and environmental management regulations for SMEs are lacking. Due to a lack of in-depth understanding and expert study on CSR in Vietnam, incomplete information has been presented, which has resulted in incorrect news and articles that can impact customers and government departments. This is the company's commitment to business ethics, and it contributes to long-term economic success by enhancing the lives of employees and their families, local communities, and society at large. Typical names in Vietnam with practical CSR activities that have a positive effect on the community.

Vinamilk: Vinamilk is always conscious that all company actions have an impact on the environment to some level. As a result, we have always sought to develop solutions that can assist in avoiding negative environmental impacts and discover the most efficient method to use resources, both natural and energy. These highly desired solutions aim to enhance the capacity of resources while controlling output to minimize negative environmental impacts. Recognizing that energy efficiency has been one of the most pressing issues in recent years and may continue to be so in the future, Vinamilk has been working to achieve its energy efficiency goals through a variety of measures, including increasing the use of clean and renewable energy resources, improving management quality, and using energy-saving lighting equipment. Environmental initiatives necessitate the cooperation of the entire society. As a result, Vinamilk has shown interest in community events which attempt to develop environmental awareness and help contribute to the construction of an environmentally friendly environment. One of the programs that exemplifies this strategic direction is the "One Million Trees for Vietnam" Fund. In 2020, the company's employees will additionally contribute two days' pay to help the community overcome the difficulties caused by COVID-19 and to help residents in the Central area affected by natural catastrophes, storms, and floods. Following that, more than 50,000 trees were donated by Vinamilk employees as part of the company's "Million Trees Rise High for a Green Vietnam" program (Forbes Vietnam, 2016). An Giang Plant Protection Joint Stock Company works alongside farmers to share earnings through social activities, technology transfer, and charity. The Farmers' Health Care Fund, created in 2004, is one of them. In its first 12 years, over 500,000 poor farmers have received medical examinations and treatment through the fund, which has operated over 7,000 times. The concept has been implemented by the corporation in conjunction with farmers on the ground since 2006. In 22 provinces

and cities, a group of approximately 1,300 people carry out a program of counseling and leading farming techniques, as well as utilizing fertilizers properly and without impact to the environment (Forbes Vietnam, 2016).

Coca-Cola Vietnam: Coca-Cola also collaborates with the Center for Consultancy on Family Health and Community Development to provide pure drinking water to various secondary schools in Vietnam, as well as to raise awareness among schoolchildren about the importance of water. They committed more than $110,000 in the initiative in 2020 alone, assisting over 6.000 pupils and teachers, as well as nearly 12.500 people from the nearby communities. Coca-Cola Vietnam, in collaboration with World Wildlife Fund (WWF), invested approximately USD 300.000 in a discussion program at Tram Chim National Park. For many years, their significant devotion has resulted in ensuring the preservation of 231 species of birds in the park (Coca-Cola Vietnam, 2019).

HSBC Vietnam: The mission of HSBC Vietnam is to build a stable future based on client and community trust, while minimizing environmental impacts. HSBC Vietnam set three ambitious goals for 2020 to enhance its CSR in Vietnam: offering sustainable financing, climate solutions and innovation, and being a net zero bank (Forbes Vietnam, 2016).

Honda: Honda has always been one of the most well-known brands in Vietnam. Honda Vietnam has held several environmental events throughout Vietnam, "including 4.9 billion VND (8 years) to plant 506ha of forest in Bay Kan, and almost 310 ha of forest in Hoa Binh" (Forbes Vietnam, 2016).

Holcim Vietnam: Holcim Vietnam (HVL) formed the sustainability department in 2008 to instill a culture of long-term development in the company. Linking with stakeholders and the community to learn about needs and adjust community responsibility initiatives is one of the major actions. Compliance with the legal environment, the working environment, and workers' rights, as well as the environment and communities to which the business is tied, are all examples of social responsibility. In particular, the corporation announced a 25% reduction in CO_2 emissions in 2015 compared to 2010. In 2015, the total energy required to produce one ton of cement dropped by 4% as compared to 2009 (Forbes Vietnam, 2016).

Mead Johnson: Hundreds of children have been saved over a fifteen-year period because of a national-level program launched in 2006 by Mead Johnson Nutrition Vietnam (Reckitt) in partnership with the Department of Maternal and Child Health and the National Children's Hospital. Annually, they send out "special dairy items to babies who are sensitive to cow's milk or have difficulty digesting breast milk and other dairy-based goods". This has assisted over 450 little ones with genetic metabolic conditions throughout the years (*Mead Johnson*, 2014).

Canon: Canon's business philosophy is kyosei, which translates as "living and working together for the common good." This is what Canon does with its corporate activities every day. We recognize that the advancement of society as a whole benefits our business. As a Good Corporate Citizen, Canon seeks to contribute to the achievement of a better society through sound and fair business practices.

Furthermore, We understand that, as represented in the United Nations' Sustainable Development Goals, we have an increasingly important role to play in solving tough social challenges such as global warming, natural disasters, hunger, and injustice. Canon's sales companies in Asia adhere to the Canon Group's core CSR statement. Furthermore, we use Group resources such as sophisticated technological capabilities, global business deployment expertise, and diversified, specialized human resources to engage in operations that are targeted to the features and issues unique to the Asian nations and regions in which we operate. We are committed to solving social concerns in addition to reinvesting corporate revenues in local communities, since we feel such actions are critical to long-term development (Canon, 2017).

FPT: FPT devotes significant financial resources in CSR operations, with an average budget of 30 billion VND each year, aside from disaster assistance and assisting disadvantaged individuals. Education, particularly in the sphere of technology, most notably math problem solving via the ViOlympic network. The ViOlympics have so far drawn approximately 21 million participants from more than 700 districts in Vietnam's 63 provinces and cities. FPT has offered 680 scholarships since 2010, in order to locate, attract, and promote underprivileged students and other young talents. A 50% scholarship is available. FPT's sustainable development approach is based on three interconnected factors: Economic advancement Volunteering in the community Environmental safeguards as a result, in addition to guaranteeing long-term economic growth, FPT constantly prioritizes community support initiatives based on its technological strengths in order to best serve stakeholders (Xuan Truong, 2023).

The companies mentioned above are only a few examples; there are many more that are engaged in CSR operations. CSR has an extended distance to go before it is fully implemented in all enterprises in Vietnam. It is critical for customers as well as entrepreneurs to be more mindful of the value of CSR while also fostering a positive movement in society. Corporate social responsibility entails a dedication to business ethics, a contribution to the economy's long-term development, and solutions to enhance the quality of life of employees, their families, and society as a whole (Pham, 2022).

2.3.2 In aviation industry

According to the European Commission (2002), corporate social responsibility is an organization's voluntary commitment to support social and environmental objectives. CSR can improve a reputation by fostering the company's alignment with commonly acknowledged social values and norms (Du & Vieira, 2012), assisting the business in standing out from rivals and increasing customer trust (Daub & Ergenzinger, 2005; Du & Vieira, 2012; Salmones et al., 2005), and aiding in the development of an ethical company's identity that promotes long-term business endurance. Because aircraft play a significant role in displaying sustainability as a significant source of economic growth and environmental repercussions, the phrase "sustainable aviation" has become widely used (Daley, 2012). Through an

examination of annual reports, Cowper-Smith and Grosbois (2011) offer the first thorough review of CSR in the aviation sector on a global scale. This study revealed a number of CSR concerns. Global population growth and rising travel demand put greater pressure on the environment in terms of waste creation, air and noise pollution, and biodiversity (Cowper-Smith & Grosbois, 2011; Mak & Chan, 2006). Airlines and all other aviation-related businesses strive to cooperate with governments on workable regulations to lessen the environmental impact of flying. The government should prioritize increasing SAF production and developing a plan for more extensive investment in radical technologies. Aircraft with blended wings and zero-emission electric or hydrogen propulsion provide environmental advantages that are just as significant as SAF (IATA, 2021). Despite the COVID-19 crisis, air transportation's dedication to addressing its environmental challenge has not wavered. Instead, many airlines have committed to taking additional action by aiming for net-zero emissions and buying sustainable aviation fuel (SAF) (IATA, 2021). This industry has outlined a plan to achieve its 2050 objective by combining new technologies, effective business practices, and improved infrastructure. The extensive deployment of SAF will enable the goal of cutting net CO_2 by half. Other ideas include using offsets in the interim and speeding up the development of small, zero-emission aircraft for short-haul operations starting in 2035. The sector may be able to achieve the much more ambitious target of having net-zero carbon emissions by 2050 if these and other steps are taken (IATA, 2021). Airline production is a key mode of transportation that benefits the travel sector, business, and society in many ways, such as by investing in facilities for the poor and abandoned, creating jobs, or engaging in charitable work (Su et al., 2017). The aviation sector currently has a substantial impact on the social, economic, and environmental landscapes (Hofer et al., 2010; Rubin & Joy, 2005). For instance, air pollution and ambient noise are two instances of detrimental conditions (Janic, 2003). Network operators in the airline sector strive to lessen their detrimental consequences for climate change and improve their positive public perception in light of the industry's expansion and impact (Cowper-Smith & Grosbois, 2011). As a result, the idea of CSR is highly appealing to many airline service providers, which influences their social behavior.

Given the growth and influence of the industry, networking operators in the aviation sector endeavor to reduce their negative climate change effects and increase their favorable public opinion (Cowper-Smith & Grosbois, 2011). As a result, many airline service providers find the concept of CSR quite enticing, which affects their human behavior (Schäfer & Waitz, 2014). The social and environmental effects of airport transportation (Lynes et al., 2008; Tsai & Hsu, 2008; Anger & Kohler, 2010) and the airline industry's global prominence have given CSR initiatives in aviation corporate strategy special attention.

Furthermore, the aviation industry is vital to the global economy. Over the last 15 years, air transportation has risen faster than most other sectors (ICAO, 2019). Many people with various features and capabilities work in the aviation sector. Despite regulatory constraints and a competitive market, Vietnam's aviation industry offers a

lot of unexplored opportunities, particularly in terms of human resources. A CSR workforce is vital for businesses in Vietnam, particularly in the aviation industry, because it increases employee loyalty to the company's CSR goals and increases your company's competitiveness and image among competitors by distributing and growing brand awareness. As a result, organizations must pay close attention to CSR policies, particularly SRHRM rules. Therefore, an empirical analysis of CSR and HRM policies in the Vietnamese aviation industry is required.

3. HYPOTHESES DEVELOPMENT

3.1 The relationship between SRHRM and employees' green behaviors

The concept of SRHRM originates from CSR, ethics, and organizational behavior (Greenwood, 2002). The relationship between CSR and human resource management has garnered more academic attention (De Stefano et al., 2018; Heikkinen et al., 2021). Shen and Benson (2016) defined SRHRM as "a practical action of HRM divisions adopted by organizations in fulfilling the successful implementation of CSR". According to research, SRHRM is related to employees' work behaviors in a beneficial way (Jia et al., 2019), employee commitment (Shen & Zhu, 2011; Sancho et al., 2018; Rawshdeh et al., 2019), voice behavior (Hu & Jiang, 2018), and employees' intention to quit (Kundu & Gahlawat, 2015). SRHRM is described as a collection of HRM practices that organizations use to foster the attitudes and behaviors of their workforce and advance both internal and external CSR activities (Shen & Benson, 2016).

Voluntary workplace green behavior: According to Boiral (2009), voluntary workplace green behavior refers to discretionary employee acts that contribute to the employer organization's environmental sustainability but are not under the authority of any official environmental management policies or systems, such as turning off electricity when going out, saving energy, separating trash at the source, and using reusable resources in the workplace.

According to Orlitzky and Swanson (2006), and Shen and Zhu (2011), while HRM practices include improving employee capabilities like skill, opportunity abilities, and motivation, SRHRM goes beyond by also focusing on attracting and keeping a socially responsible workforce, offering CSR training, and evaluating social performance. Moreover, SRHRM relates to reward, training, and development and aims to develop employee skills that are receptive to stakeholder engagement and communication (Shen & Zhu, 2011; Shen & Benson, 2016; Shen & Zhang, 2017).

Social exchange theory is used to explain the relationship between SRHRM and green behavior. Social exchange refers "to the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do bring from others" (Blau, 1964, p. 91). The social exchange theory is used to determine the relationship between employee behavior and compensation (Pinzone et al., 2016; Pham et al., 2018). Some studies apply social exchange theory (SET) to explain the

link between SRHRM and green behaviors such as voice behavior (Hu & Jiang, 2018), knowledge sharing (Jia et al., 2019), knowledge seeking (Tsai & Kang, 2019), meaningful work (Luu, 2020), and OCBE (He & Kim, 2021). Besides, numbers of empirical studies have employed social identity theory to explain the relationship between CSR and in-role and extra-role behavior such as Peterson, 2004; Valentine and Fleischman, 2008; Brammer et al., 2007; Kim et al., 2010; Turker, 2009. Moreover, Blau (1964) states that individuals' voluntary behaviors are motivated by the returns they are anticipated to bring and, in most cases, do bring from others, and personal goals can only be achieved via engagement with other people. Voluntary workplace green behavior is also a part of green behavior (Norton et al., 2015), but there is a lack of studies examining the association between SRHRM and it. From this point of view, we apply SET to explain how SRHRM impacts EVB.

H1a: SRHRM has a positive effect on EVB.

In-role green behavior is another component of green behavior. Employees' formal job descriptions usually contain required organizational behaviors such as not driving a car in front of the plane, parking at the right line in the parking slot, and following check-in procedures. Also, employees need to care about the environment in order to properly do the activities necessary in these sorts of occupations, as green conduct is recommended according to the job's nature. Few other authors have discovered a link between SRHRM or CSR and employee job-related behavior, such as breach of employee obligations (Bordia et al., 2014), employee felt obligation (Roch et al., 2019), and employee engagement (Rawshdeh et al., 2019). Lopez-Fernandez et al. (2018) demonstrate the influence of SRHRM on employee loyalty to the business. The social exchange theory also explains how the social exchange process involves the unique sentiment of obligation (Emerson, 1976), which in turn generates linked behavioral reactions. Based on SET, we developed the following hypothesis:

H1b: SRHRM has a positive effect on EIB.

3.2 Leader's eco-helping behavior as a Mediator

Eco-helping is defined as "voluntarily helping colleagues to better integrate environmental concerns in the workplace" (Boiral & Paillé, 2012). Volunteering time to assist colleagues in incorporating environmental concerns into their daily work tasks, encouraging colleagues to share their thoughts on environmental matters, and adopting more ecologically conscious habits are all examples of eco-helping. Helping behaviors are cooperative in nature and promote interdependence and collaboration (Van Dyne & LePine, 1998). Eco-helping is one type of pro-environmental behavior in the workplace (Tsai et al., 2016). And according to Boiral and Paillé (2012), eco-helping is a sub-dimension of OCB-E. Eco-helping is a supportive behavior in which individual employees advocate, motivate sustainable and environmentally friendly activities in their organization. Zhao and Zhou (2021) investigated whether SRHRM positively impacts OCBE. Luu (2017) also states that CSR is positively related to eco-helping behavior. Hence, we claim that SRHRM will boost leaders' eco-helping for the organization's CSR activities.

Organizations must also satisfy environmental and societal obligations, and leaders are expected to play a key role in improving the workplace environment (Dickson et al., 2001). Leaders' eco-helping behavior is highly important for organizations to motivate employees to meet their goals. According to Redmond (2015), social behaviors at work can be intangible, like acceptance, leadership support, and collaboration. When a leader's behavior positively impacts employees, such as when they clearly understand the environment and ethics, employees are responsible for correspondence by practicing voluntary green behavior. Furthermore, according to Bandura's social cognitive theory, cognitive processes have the greatest influence on anyone's behavior, and levels of ethical behavior differ amongst people. Moreover, according to social exchange theory, repeated helping interactions can be the foundation of a relationship even when assistance is no longer needed. Leaders ensure that all employees understand, accept, motivate, and work toward the organization's environmental sustainability. The more the leader's eco-helping behavior increases, the more the EVB rises. Hence, we argue that a leader's eco-helping behavior influences an EVB. We suppose that if an organization applies good SRHRM policies, it encourages leaders' eco-helping behaviors and also motivates EVB. The following hypotheses will be explored:

H2a. The leader's eco-helping behavior positively mediates the influence of SRHRM on EVB.

On the other hand, leaders also mandate, monitor, and reward employees. Leaders' eco-helping ensures that employees follow the SRHRM policies and procedures described in the job descriptions. The social exchange process begins when organizational leaders or colleagues treat individuals in their own way (Eisenberger et al., 2004). Blau (1964) shows social exchange as a crucial element in social life that underpins relationships between groups as well as between individuals. Furthermore, SCT further emphasizes interactivity in moral phenomena, i.e., moral cognition, emotional self-reaction, ethical actions, and environmental circumstances impact each other (Bandura, 1991). Hence, we suppose that a leader's eco-helping behavior impacts in-role green behavior. We suppose that if an organization applies good SRHRM policies, it encourages the leader's eco-helping behaviors and also motivates EIB. Through SRHRM, leaders are also given opportunities to help others achieve their goals. Thus, the following hypothesis can be raised:

H2b. The leader's eco-helping behavior positively mediates the influence of SRHRM on EIB..

3.3 Employee's felt obligation as a mediator

According to Eisenberger et al. (2001), the term "felt obligation" refers to whether an employee believes he or she should care about the business and actively endeavor to attain its goals, depending on how the firm treats its employees. According to Blau (1964), SET works in such a way that firms that convey their support to employees, such as by treating them fairly, will see employees return in the form of dedication

and beneficial behaviors (Eisenberger et al., 1986). In light of SET, when employees receive benefits from the company, they have an obligation to reciprocate. Individuals prefer to improve their self-image by identifying with business known for their social engagement and responsibility (Gond et al., 2010), which drives employees to work toward organizational goals. As a result, social identity theory is helpful for explaining how SRHRM influences employees' green behavior. According to Kahn (2010), employees make some internal calculations to demonstrate consciously or unconsciously engaging their authentic selves in performing work roles in various degrees and dimensions. When an organization applies SRHRM policies positively, it encourages leaders and employees to think positively, and they feel an obligation to their organization. Moreover, when an organization applies SRHRM policies positively, the more an employee's felt obligation increases, the more the EVB rises. As such, we developed the following hypotheses:

H3a. The employee's felt obligation positively mediates the influence of SRHRM on EVB.

SET (Blau, 1964) offers another conceptual framework for comprehending the phenomenon of commitment to work (Saks, 2006). Based on SET, one party offers benefits to the other party, and the other party feels compelled to reciprocate due to receiving high-value economic benefits. After social exchange has begun, the result of each exchange triggers the following exchange, and this process continues until high-quality connections marked by confidence and social support are formed (Heaphy & Dutton, 2008). As noted by Gong et al. (2010), personnel often see a company's employment operations as a "personalized commitment," requiring them to react with positive attitudes and behaviors. Additionally, workers who feel compelled to aid their company in achieving its goals have acknowledged the value of workplace engagement to them personally and accepted the rule as their own (Ryan & Deci, 2000). Employees who realize that their company benefits are more inclined to identify with the organization and be encouraged to undertake green actions, which is consistent with social identity theory (Ashforth & Mael, 1989). Furthermore, the more positively an organization implements SRHRM policies, the greater the employees' felt of obligation and the better the EIB. Hence, we argue:

H3b. The employee's felt obligation positively mediates the influence of SRHRM on EIB.

3.4 Ethical leadership as a moderator

Brown et al. (2005) describe ethical leadership as "the presentation of normatively appropriate behavior through personal acts and interpersonal connections, as well as the promotion of such behavior to workers through two-way communication, reinforcement, and decision-making" (p. 120). Most leaders have authority because they have higher positions than their employees. However, appeal entails significantly

more than authority and a good reputation. Ethical leaders are honest because they are believable and follow through on their promises. Past studies applied the social learning theory to prove that ethical leadership has positive effects on green behaviors such as voice behavior (Islam et al., 2017) and employee green behavior (Saleem et al., 2020). Islam et al. (2020) investigated how ethical leadership affects both extra-role and in-role green behavior. So, we state that:

H4a. Ethical leadership has a positive impact on EVB.
H4b. Ethical leadership has a positive impact on EIV.

Bandura (1965, 1977) defined SLT as the interaction between an individual's expertise and observations of the environment, and their conduct. According to SLT, people learn a lot about their behavior by seeing and imitating others. The social learning theory explains why certain characteristics of leaders are related to employees' perceptions of ethical leaders. According to social learning theory (Bandura, 1977), leaders need to serve as appealing and trustworthy personalities for their workforce to see them as honest. Furthermore, social learning theory helps to explain why and how ethical leaders influence their employees (Brown et al., 2005). According to these experts, support is vital in modeling success because spectators pay attention to those who manage major resources, incentives, and penalties (Brown & Trevino, 2006; Brown et al., 2005; Koh & Boo, 2001). Finally, social learning theory believes that a large portion of learning occurs vicariously (Brown et al., 2005; Trevino et al., 2000). Vicarious learning is particularly useful for learning about moral and immoral business behavior. Employees might discover what is desirable and undesirable by observing the organization's rewards or punishments and then monitoring their own behavior.

Ethical leaders create high ethical standards for employees (Brown et al., 2005). When ethical leaders set strong moral targets, SRHRM motivates them to take actions and make judgments that support ethical policies, procedures, and processes inside their enterprises. Hence, employees understand clearly about these behaviors, which they follow voluntarily. Under the concept of social learning, the interactions between trustworthy authorities and their followers are inclined to involve social trade (Blau, 1964; Homans, 1961) than pure commerce. We propose that employees of moral executives are likely to consider themselves to possess interpersonal connections with their supervisors in order to obtain the fairness and trustworthiness they desire (Dirks & Ferrin, 2002; Podsakoff et al., 2000). As a result, employees will voluntarily carry out SRHRM policies in the way that ethical leaders desire them to do in the workplace. In contrast, if a company establishes a low level of ethical leadership, employees do not follow the rules, and SRHRM policies have a weaker impact on EVB. Thus, we propose:

H5a. Ethical leadership moderates the link between SRHRM and EVB.

Brown and Trevino (2006) explain ethical leadership by using both social exchange theory and social learning theory. The social exchange idea states that when members

believe their leader cares about them, they are obligated to support them in return. Brown et al. (2005) claimed that ethical leaders build trust and fairness toward their employees and foster an organizational climate in which employees tend to engage in constructive organizational behavior as required. As a result, workers are able to imitate and internalize the moral behavior of their moral role models (Brown & Trevino, 2006). Modeling behaviors promotes moral conduct by encouraging and informing (Bandura, 1977). When ethical leaders demonstrate integrity and set high ethical standards, SRHRM policies reward and punish employees' behavior and force them to follow the organization's engagement. As a result, those who support moral leaders should connect with them and imitate their behavior. Prior study has used theoretical views such as social exchange theory (Mo & Shi, 2015; Newman et al., 2015) to clarify the impact of ethical leadership on employees' behavior. The highest ethical norms are set by ethical leaders, who also facilitate dialogue at all levels (Moore et al., 2019). Through modeling behaviors and the standards of ethics, employees become more attuned to ethical leaders and want to emulate and copy their behaviors. According to social learning theory (Bandura, 1977), ethical leaders' behaviors influence employee behaviors. It means that when ethical leaders set high standards, their employees prefer to mimic similar practices and seek ways to enhance the atmosphere (Islam et al., 2020). Leaders expect their employees to perform critical behaviors in the presence of ethical leadership because they appreciate their leaders' moral decisions (Kalshoven et al., 2013). So, employees comply with SRHRM policies as the in-role green behaviors of ethical leaders. Thus, we propose that:

H5b. Ethical leadership moderates the link between SRHRM and employees' in-role green behaviors.

According to Eisenberger et al. (2001), perceived obligation refers to an employee's belief that, based on how the organization treats its employees, he or she should care about the organization and actively try to achieve the business's goals. In line with social exchange theory, felt obligation is an important mechanism in social interactions between employees and their bosses or organizations. According to Blau (1964), SET operates in such a way that firms that demonstrate their support for employees, such as by treating them fairly, will see employees return in the form of commitment and beneficial behaviors (Eisenberger et al., 1986). As supposed above, when organizations apply SRHRM policies positively, the more employees' felt obligation increases, the more EVB rises. And especially when ethical leadership is motivated, employees feel more obligated, and they engage in green behavior at work voluntarily. Hence, we argue that:

H6a. The mediating effect of employee's felt obligation on the link between SRHRM and EVB is moderated by the ethical leadership

Blau (1964) wrote in one of the most influential pieces of social exchange theory that "an individual who supplies rewarding services to another obligates him (p. 89)". To fulfill this obligation, the second must provide benefits to the first in exchange.

This sense of obligation is based on the reciprocity norm, which governs social exchanges (Blau, 1964; Gouldner, 1960). Eisenberger et al. (2001) investigated whether felt obligation impacts positively on in-role performance. Furthermore, in light of SET, one can contend that when workers obtain appreciated benefits from their employer, they feel compelled to stay with that organization.

As previously stated, the more positively an organization implements SRHRM policies, the more employees feel obligated to do so, and their green behavior in their roles improves. Under the influence of ethical leadership, employees follow their job descriptions and responsibilities to meet the requirements. Thus, we suppose that:

H6b. The mediating effect of employee's felt obligation on the link between SRHRM and EIB is moderated by the ethical leadership

As mentioned above, SRHRM has a positive impact on a leader's eco-helping behavior, and a leader's eco-helping behavior motivates employees to do the green behaviors. According to social learning theory, employees devote attention to ethical leaders and attempt to copy and repeatedly hear their conduct (Islam et al., 2020). Once ethical leadership is high, SRHRM impacts strongly on a leader's eco-helping behavior. However, changing ethical leadership can affect the mediation role of a leader's eco-helping behavior. Regarding to social learning theory, employees are inclined to follow leaders' acts and strive to improve the environment. Employees are mandated to engage in important actions at work in the light of ethical leadership since they value their leaders' moral conduct (Kalshoven et al., 2013). In accordance to the social learning theory (Bandura, 1977) and the social exchange theory (Blau, 1964), when leaders focus on ethical leadership and SRHRM regulations are more stringent, the impact of ethical leadership on the leader's eco-helping behavior is greater. This impacts an EVB. Employees follow SRHRM policies willingly. In contrast, when leaders place less emphasis on principles of ethical leadership, SRHRM policies are set less, and the influence of ethical leadership on leaders' eco-helping conduct is reduced. Then, the leader's eco-helping behavior also urges EVB, but it tends to reduce it. This suggests staff members do not freely comply with SRHRM guidelines. Hence, we state the hypothesis as follows:

H7a. The mediating effect of leader's eco-helping on the link between SRHRM and EVB is moderated by the ethical leadership

Similarly, ethical leadership and the leader's eco-helping play an important role in EIB. In an organization, social learning theory states that When leaders place a greater emphasis on ethical leadership and establish better SRHRM policies, the influence of ethical leadership on the leader's eco-helping behavior is greater. This means that the commitment to follow the EIB is high. In contrast, employees do not abide by the procedure as described in the job description. It means that the EIB is low. Then, we state that:

H7b. The mediating effect of leader's eco-helping on the link between SRHRM and EIB is moderated by the ethical leadership

3.5 Theoretical Framework

This study constructs a research model based on the literature review, as illustrated in Figure 1.
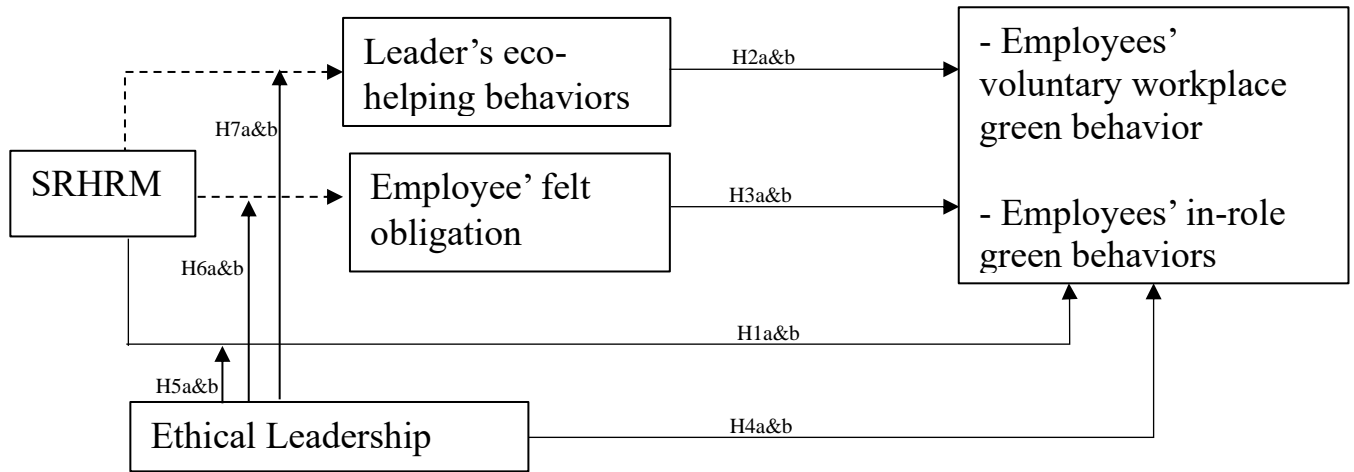
Figure 1: A conceptual framework   *Source: author's*

4. METHODOLOGY

4.1 Research design:

In this study, both deductive and inductive research approaches are used.

Deduction research

Deduction owes a great deal to what we believe about scientific research. It includes developing a hypothesis that, through a number of proposals, is rigorously tested. As such, this is the dominant method of study in the natural sciences, where rules provide the explanatory foundation for the prevention, prediction, and control of occurrences (Saunders et al., 2019).

Induction research

An alternate approach to the theory of absenteeism for retail personnel is to survey employees and their managers about their work experience in the organization. The aim here was to experience what was going on so that the nature of the situation could be better understood. The duty of the investigator would then be to understand your analysis of the information you have collected. This investigation resulted in the development of a theory that is typically described as a conceptual context (Saunders et al., 2019).

The author applies deductive research to evaluate notions and patterns derived from theory by employing fresh empirical evidence. This study aims to explore the association between SRHRM, voluntary green behavior among employees, and in-role green behavior in the aviation sector.

4.2 Research method

Qualitative research: Researchers use qualitative methods to explore the meaning people or groups attribute to a particular social or human situation. As part of the research process, the researcher develops questions and techniques and collects and analyzes data in the participant's environment. The structure of the final written report is variable. It is based on an inductive method of inquiry that emphasizes human meaning and the significance of describing the complexity of situations (Creswell, 2009). Qualitative techniques are concerned with understanding from the perspective of the respondent or informant (Ghauri et al., 2020), and they are appropriate for researching companies, groups, and people (Corbin & Strauss, 1990).

Quantitative research: Quantitative research designs are commonly related to positive thinking, especially when combined with well-defined, well-organized data collection methodologies (Saunders et al., 2019). In quantitative research, the survey approach is often used utilizing surveys, planned inquiries, or, in certain situations, organized inspection (Saunders et al., 2019). This method of evaluating objective ideas involves the connection between constructs. They can then be measured, usually using equipment, to evaluate numerical data using statistical techniques. An introduction, literature review, and theoretical framework are included in the written report's final form. The report's results and conclusions are then discussed. In the same way as qualitative researchers, individuals who participate in this type of inquiry make assumptions about testing hypotheses deductively, putting in bias safeguards, controlling for alternative or counterfactual explanations, and generalizing and replicating the findings (Creswell, 2009).

Mixed methods research: gathering quantitative and qualitative data and using a variety of designs that may include philosophical presumptions and theoretical frameworks are mixed-method research. Quantitative and qualitative data are combined in this kind of inquiry, with the premise that combining the two produces extra insight (Creswell, 2009). A subtype of multiple research approaches called mixed-methods studies integrate quantitative and qualitative data gathering and analysis techniques in a single research project. Because of the combination of quantitative and qualitative methods of data gathering and analytic processes, it is based on conceptual presumptions that guide data collection and analysis (Molina-Azorin et al., 2017). Saunders et al. (2019) argued that the deductive method should be used when research stresses the need to quantify causal connections between variables and collect quantitative data.

The first step in this study was completed by applying qualitative methods. It was used to identify if internal business environment factors such as leaders' eco-helping behavior, employees' felt obligation, and ethical leadership impact on EVB, EIB or not. In addition, based on the list of aviation companies, the author checked if these companies were running CSR or green human resource management policies.

This study's data were collected from the following airlines or companies in Vietnam: All these firms are also running green human resource management and CSR policies. This information is posted on their websites.

Next, the author delivered the questionnaires to the interviewees. They were the employees who had at least one working experience year at aviation companies, were 18 years old and up, and were full-time employees (e.g., Chan & Hawkins, 2012; Luu, 2017), because they could understand the importance of environmental regulations and the organization's green operations. After receiving the questionnaires, the author adapted the questionnaire. So, the author created a questionnaire with six factors and 32 queries for discussion with the experts.

The next step was held. Qualitative study that included several in-depth, semi-structured interviews with leaders and an analysis of the SRHRM policies. The author interviewed three experts to check the variables and items one more time. An interview is intended for personnel with more than 3-year experience in Vietnam's aviation sector to collect information. Non-random and targeted samples are selected to fit the study goals. Three interviewees who are now working for aviation companies have been selected. The measurements of the structures will be created from this qualitative study. Based on that, constructs were adapted and fixed for the questionnaire. In order to reach a conclusion, all other objectives will be accomplished using quantitative methods by testing hypotheses. To collect data, the author completed the subsequent steps: The first step involved making the initial introduction, creating a list for possible attendees, and contacting them to arrange discussions. After giving participants the option of choosing the time and place of the meeting, all participants agreed to engage in individual interviews. As a result, they gave some feedback on which one was suitable for the aviation environment. After receiving their feedback and opinions, we will adjust to create the proper survey. Then, a pilot test is going to be performed to determine the reliability of the scale.

4.3 Sample size

According to Soper (2022) and Westland (2010), the a priori sample size calculator for structural equation models calculated the model in this study with six latent variables, 33 observations, and a 0.05 probability. We describe and provide details for the three formulas used for calculating a priori sample sizes for structural equation models.

Error function:

$$erf(x) = \frac{2}{\sqrt{\pi}} \int_0^x e^{-t^2} dt$$

Minimum sample size for a structural equation model:

n = max (n$_1$, n$_2$)

where:

n$_1$ = [50 $(\frac{j}{k})^2$ − 450 $(\frac{j}{k})$ + 1100]

"j is the total amount of observable variables and k is the quantity of latent variables"
(Scoper, 2022)

$$n_2 = \{\frac{1}{2H}\left(A\left(\frac{\pi}{6} - B + D\right)\right) + H + \sqrt{\left(A\left(\frac{\pi}{\sigma} - B + D\right) + H\right)^2 + 4AH\left(\frac{\pi}{6} + \sqrt{A} + 2B - C - 2B\right)}\ \}$$

$A = 1-\rho^2$

$B = \rho \arcsin\left(\frac{\rho}{2}\right)$

$C = \rho \arcsin(\rho)$

$D = \frac{A}{\sqrt{3-A}}$

$H = \left(\frac{\delta}{z_{1-\alpha/2} - z_{1-\beta}}\right)^2$

"where *j* is the number of observed variables, *k* is the number of latent variables, ρ is the estimated Gini correlation for a bivariate normal random vector, δ is the anticipated effect size, α is the Sidak-corrected Type I error rate, β is the Type II error rate, and *z* is a standard normal score" (Soper, 2022).

Normal distribution cumulative distribution function (CDF):

$$F(x; \mu; \sigma^2) = \frac{1}{2}\left[1 + erf\left(\frac{x-\mu}{\sigma\sqrt{2}}\right)\right]$$

"where μ is the mean, σ is the standard deviation, and *erf* is the error function" (Soper, 2022)

A-priori Sample Size Calculator for Structural Equation Models:
This tool will calculate the sample size required for a study using a structural equation model (SEM) based on the amount of observable and latent variables in the model, the estimated effect size, and the desired probabilities and statistical power levels. After calculating, the minimum sample size of the study should be 236. Besides, SEM requires a minimum sample size of 200 for analysis (Hoogland & Boomsma, 1998). This study has 397 respondents, so the research sample is statistically reliable and entering the parameters of reliability.

4.4 Research context

To test the suggested theories, a quantitative investigation was done in this paper. The study relied on respondents who have at least one year of experience and are both workers and leaders in Vietnamese aviation enterprises. According to Pham et al. (2020), the author chose the Vietnam context because: (1) environmental issues have received attention from international and domestic enterprises operating in Vietnam; (2) governments seeking sustainability goals have made environmental challenges a priority; and (3) despite increased environmental issues, Vietnam is erecting impediments to implementing an efficient sustainability performance, such as inadequate infrastructure, ineffective environmental policies, and illogical regulations. Selecting aviation businesses will allow respondents to ensure accurate input on environmental policies because these businesses are regularly active in the

system for environmental management. Also, it is required that respondents have a deep understanding of environmental practices. This makes it possible for them to supply accurate information while completing the quantitative questionnaire and prevents bias in the data collection. Thus, the aviation industry's workers and executives were picked for data collection.

5. QUALITATIVE PHASE: RESULTS AND FINDINGS

5.1 In-depth interview

To study and confirm the variables and objects once more and comprehend completely what the variables represent, an in-depth interview is used. During an in-depth interview, the interviewee is afforded the opportunity to openly discuss their experiences, behaviors, and perspectives, as well as delve into the subject matter or event under examination (Saunders et al., 2019).

With the in-depth interview technique, selecting the quantity of experts is significant and critical (Creswell, 2009). Furthermore, as managers in the HR division, they have enough expertise and details to respond the questionnaire. According to the recommendations made by Saunders et al. (2019), scholars should use non-standardized interviews to answer questions concerning "how" and 'what'. Data was gathered using semi-structured, in-depth interviews. The most critical step is selecting participants. First, the author extended invites to three senior executives who are in charge of the department of human resources. They were intentionally selected (Yin, 2014), ensuring that participants have a thorough awareness of SRHRM policies.

Furthermore, they would understand the significance of environmental regulations and the organization's green activities. To collect data, the author completed the following stages: The first one involved making the initial contact, explaining the goal of the investigation, delivering the relevant materials, and asking them for interviews. Then, after allowing the participants to select the time and place of the interview, three agreed to join in individual interviews. The semi-structured interview was utilized as a flexible tool based on the list of issues to be covered in the second phase and the data collection technique described (Saunders et al., 2019). The interview process has these primary steps: preparation, development, and close (Chan & Hawkins, 2012).

The author provided information of the study to the participants, including the importance of anonymity in establishing a reliable and comfortable encounter to be more explicit. The author subsequently reviewed their private details (e.g., organization name, age, experience, position) before moving on to the key points of the discussion. During the development phase, interviewees were asked general questions to thoroughly investigate the description of SRHRM practice implementation in aviation organizations, with a focus on understanding "why" and "how" to apply SRHRM. The final stage was mostly concerned with asking questions to validate and add more essential information. Finally, after finishing the discussions, author meticulously summarized and examined the data. At this point, to increase trust

and boost the quality of the final report, a member verification procedure was recommended (Baxter & Jack, 2008).

Table 1 Characteristics of Attendants

No	Attendant	Age	Status	Work experience (year)
1	Participant 1	37	Training Manager	20
2	Participant 2	40	Human Resource Manager	22
3	Participant 3	45	Academic expert	18

Source: author's

The author inquired about SRHRM by asking the participant, "Have you ever heard of the concept of SRHRM?" and "How does it work in your department?" For those who responded that they had never heard of this, the author will clarify it in an understandable manner, stating that it is the integration of CSR with HRM. The author then urged them to discuss what SRHRM featured. Then, interviewees read the SHRM items carefully to ensure that they understood them correctly. They can provide feedback if they do not understand something or if they explain it another way. Then, as always, a final question pops up: do you have any suggestions for the questionnaire? (see Appendix 2).

After getting the results of an in-depth interview, one item is added to the scale of SRHRM, namely, "My company considers updating the socially responsible policies for employees." At this time, the questionnaire includes 33 items.

5.2 Pilot Test

The questionnaire has to be pilot-tested before being given to respondents. The data are solved by SPSS software. According to Saunders et al. (2019), the goal of this stage is to make the questionnaire clearer so that participants will answer the questions without any ambiguity or discomfort and that data entry issues won't arise. The following procedures are examples of how a pilot test is carried out:

First, three respondents who work for aviation companies were asked to read a copy of the questionnaire that had been translated into Vietnamese in order to spot any errors, get feedback, and determine how long it would take to complete the questionnaire before it was finalized. Their comments make it clear that the questionnaire's instructions were unclear, some items' Vietnamese translations lacked clarity, the respondent was confused by several elements, and it took between 13 and 15 minutes to complete a survey.

Second, the questionnaire was modified by the author in light of these comments. The author then distributed it to respondents who worked for aviation companies, resulting in 64 valid surveys for the exploratory factor analysis (EFA) and Cronbach's alpha test. In order to offer a solid questionnaire for the quantitative study, the results

of the analysis at this point seek to omit items that do not adhere to the general guiding principle for evaluating such two tests.

Since there have been so few published studies using the SRHRM metric in the aviation sector, testing it is the most crucial step in this phase. Table 2 shows that all constructs' Cronbach's alpha values are greater than 0.7. All values of Bartlett's are significant, and values of KMO are more than 0.5, indicating that there are enough correlations between items (Hair et al., 2006). The factor loading is defined as the correlation between items, and should be over 0.5 (Hair et al., 2006) to make certain that each item is associated with the variable.

Table 2 Cronbach's Alpha test and EFA

Constructs /items	Code	Cronbach Alpha 's corrected item – total correlation	Factor loading
Socially responsible human resource management (SRHRM) Cronbach's alpha = 0.926			
"My company considers candidates' general attitudes toward CSR in the selection."	SRHRM1	0.729	.783
"My company uses training to promote CSR as an espoused organizational value."	SRHRM2	0.776	.831
"My company provides CSR training to develop employees' skills in stakeholder engagement and communication."	SRHRM3	0.820	.871
"My company considers employee social performance in promotions."	SRHRM4	0.771	.851
"My company considers employee social performance in performance appraisals."	SRHRM5	0.744	.805
"My company relates employee social performance to rewards and compensation."	SRHRM6	0.698	.780
"My company considers updating the socially responsible policies for employees."	SRHRM7	0.847	.898
Ethical leadership (ELS) Cronbach's Alpha = 0.947			
"My leader listens to what employees have to say."	ELS1	0.757	.821
"My leader disciplines employees who violate ethical standards."	ELS2	0.801	.838
"My leader conducts his/ her personal life in an ethical manner."	ELS3	0.808	.842

"My leader has the best interests of employees in mind."	ELS4	0.768	.823
"My leader makes fair and balanced decisions."	ELS5	0.863	.902
"My leader can be trusted."	ELS6	0.873	.897
"My leader discussed business ethics or values with employees."	ELS7	0.733	.775
"My leader sets an example of how to do things the right way in terms of ethics."	ELS8	0.841	.872
"My leader defines success not just by results but also by the way that they are obtained."	ELS9	0.764	.802
"When making decisions, my leader asks: what is the right thing to do?"	ELS10	0.625	.676
Employee's felt obligation (FOB) **Cronbach's Alpha = 0.974**			
"I feel a personal obligation to do whatever I can to help the organization achieve its goals."	FOB1	0.911	.918
"I owe it to the organization to give 100% of my energy to the organization's goals while I am at work."	FOB2	0.922	.93
"I have an obligation to the organization to ensure that I proceed with high-quality work."	FOB3	0.915	.930
"I owe it to the organization to do what I can to ensure that customers are well-served and satisfied."	FOB4	0.929	.956
"I would feel an obligation to take time from my personal schedule to help the organization if it needed my help."	FOB5	0.881	.920
"I would feel guilty if I did not meet the organization's performance standards."	FOB6	0.917	.937
"I feel that the only obligation I have to the organization is to fulfill the minimum requirements of my job."	FOB7	0.839	.876
Leader's eco-helping behavior (LEH) **Cronbach's Alpha = 0.931**			
"I spontaneously give my time to help my colleagues take the environment into account in everything they do at work.."	LEH1	0.827	.895
"I encourage my colleagues to adopt more environmentally conscious behavior."	LEH2	0.913	.950
"I encourage my colleagues to express their ideas and opinions on environmental issues."	LEH3	0.843	901

Employee's voluntary workplace green behavior (EVB) Cronbach's Alpha = 0.837			
"I spontaneously give my time to help my colleagues take the environment into account in everything they do at work."	EVB1	0.698	.874
"I encourage my colleagues to adopt more environmentally conscious behavior."	EVB2	0.821	.910
"I encourage my colleagues to express their ideas and opinions on environmental issues."	EVB3	0.591	.762
Employee's in-role green behavior(EIB) Cronbach's Alpha = 0.936			
"Today, I adequately completed my assigned duties in environmentally friendly ways."	EIB1	0.845	.927
"Today, I fulfilled the responsibilities specified in my job description in environmentally friendly ways."	EIB2	0.889	.891
"Today, I performed tasks that are expected of me in environmentally-friendly ways."	EIB3	0.868	.933

Source: author's

6. QUANTITATIVE PHASE – RESULTS AND FINDINGS

6.1 Research sampling

Survey research is the methodology employed in this thesis. Individuals are compelled to respond. The analysis requires a minimum sample size of 236 as mentioned in section 4.3. Data for this study is primarily gathered in Vietnam from airlines and other aviation-related businesses. Excluded are employees who are outsourced.

The choice of respondents will be based on convenience. The author will get in touch with these aircraft businesses, after which the questionnaire can be sent through email or the Internet to responders. Finally, the author collected 397 answer sheets.

6.2 Measurement

The questionnaire fulfills the research objectives and collects data using six constructs. They are SRHRM, ethical leadership, leader's eco-helping, employee's felt obligation, employee's voluntary green behavior, and employee's in-role green behavior. These items are formulated as a seven-point Likert scale, from "1" = "strongly disagree" to "7" = "strongly agree." These measures are adapted from previous studies published in prestigious journals such as the Journal of Management, the Journal of Business Ethics, the Journal of Organizational Behavior, the Journal of Applied Psychology, Organizational Behavior, and Human Decision Processes.

To develop the SRHRM measure, the author combines the measure from the existing literature of Shen and Benson (2016) with the result from the qualitative test above. There is one new item added, namely, "My company considers updating the socially responsible policies for employees."

From previous studies, the measurements of all constructs are identified in Tables 3 to 8. The measurements were then used to create a semi-structured interview.

Table 3 Items of Socially responsible human resource management (SRHRM)

Items	Code	Source
"My company considers candidates' general attitudes toward CSR in the selection."	SRHRM1	Shen and Benson's (2016)
"My company uses training to promote CSR as an espoused organizational value."	SRHRM2	
"My company provides CSR training to develop employees' skills in stakeholder engagement and communication."	SRHRM3	
"My company considers employee social performance in promotions."	SRHRM4	
"My company considers employee social performance in performance appraisals."	SRHRM5	
"My company relates employee social performance to rewards and compensation."	SRHRM6	
"My company considers updating the socially responsible policies for employees."	SRHRM7	Author's

Table 4 Items of Ethical Leadership

Items	Code	Source
"My leader listens to what employees have to say."	ELS1	Brown et al. (2005)
"My leader disciplines employees who violate ethical standards."	ELS2	
"My leader conducts his/ her personal life in an ethical manner."	ELS3	
"My leader has the best interests of employees in mind."	ELS4	
"My leader makes fair and balanced decisions."	ELS5	
"My leader can be trusted."	ELS6	
"My leader discussed business ethics or values with employees."	ELS7	
"My leader sets an example of how to do things the right way in terms of ethics."	ELS8	
"My leader defines success not just by results but also by the way that they are obtained."	ELS9	

Items	Code	Source
"When making decisions, my leader asks: what is the right thing to do?"	ELS10	

Table 5 Items of Employee's Felt Obligation

Items	Code	Source
"I feel a personal obligation to do whatever I can to help the organization achieve its goals."	FOB1	Eisenberger et al. (2001)
"I owe it to the organization to give 100% of my energy to the organization's goals while I am at work."	FOB2	
"I have an obligation to the organization to ensure that I proceed with high-quality work."	FOB3	
"I owe it to the organization to do what I can to ensure that customers are well served and satisfied."	FOB4	
"I would feel an obligation to take time from my personal schedule to help the organization if it needed my help."	FOB5	
"I would feel guilty if I did not meet the organization's performance standards."	FOB6	
"I feel that the only obligation I have to the organization is to fulfill the minimum requirements of my job."	FOB7	

Table 6 Items of Leader's eco-helping behavior

Items	Code	Source
"I spontaneously give my time to help my colleagues take the environment into account in everything they do at work."	LEH1	Boiral & Paille (2012)
"I encourage my colleagues to adopt more environmentally conscious behavior."	LEH2	
"I encourage my colleagues to express their ideas and opinions on environmental issues."	LEH3	

Table 7 Items of Employee's voluntary workplace green behavior

Items	Code	Source
"I spontaneously give my time to help my colleagues take the environment into account in everything they do at work."	EVB1	Bissing-Olson et al. (2013).
"I encourage my colleagues to adopt more environmentally conscious behavior."	EVB2	
"I encourage my colleagues to express their ideas and opinions on environmental issues."	EVB3	

Table 8 Items of Employee's in-role green behavior

Items	Code	Source
"Today, I adequately completed my assigned duties in environmentally friendly ways."	EIB1	Bissing-Olson et al. (2013).
"Today, I fulfilled the responsibilities specified in my job description in environmentally friendly ways."	EIB2	
"Today, I performed tasks that are expected of me in environmentally-friendly ways."	EIB3	

Scale reliability was assessed using the variables' measure items (01 independent, 02 dependent, 02 mediator, and 01 moderator). At this point, there were 33 items in the questionnaire.

6.3 Data collection

The data for the study came from a survey of Vietnamese aviation employees. This is separated into two parts. In the first part of the survey (Time 1), data are collected for dependent and moderator variables. The rest of the variables are conducted in the second part (Time 2). An ordinal or nominal scale was used to ask questions about the employees' company information. Six constructs are listed in Tables 3–8.

SRHRM has misunderstood concepts, and thus, the process of back translation is necessary to identify misinterpretations and misunderstandings (Gölgeci et al., 2019). Based on the findings of the qualitative investigation, a questionnaire was created for data collection. The survey is available on any device because it is in Google Docs format. The questionnaires are delivered to the target respondents, who have worked for over one year in aviation enterprises, with the help of the departments' managers. Questions to validate and add more pertinent information were the main focus of the final stage. During the data collection process, participants have the right to withdraw from the discussion at any time if they are not satisfied.

Author uses the original survey's seven-point English total disagree/total agree scale. It was first translated back into English from Vietnamese by two native and bilingual researchers. Respondents are given online copies of the questionnaire and cover letter that have been prepared. Writer establishes connections with businesses in the Vietnamese aviation sector in order to work out a deal to conduct surveys. Separating surveys are delivered in two different waves in time to reduce any potential common technique bias (Podsakoff et al., 2012). Before delivering questionnaires, the author contacts the managers of departments to explain the study's objectives. The survey is done between February and April 2022. In the round one (T1), data on SRHRM and ethical leadership are collected from aviation companies. In this round, the author sends 600 questionnaires to respondents and receives 451 filled-out responses. After reviewing the replied surveys, faulty questionnaires are removed because of things like missing data and significant discrepancies in how management

and non-managerial personnel felt about the environmental training course. The survey had 419 complete responses.

In the second-wave survey (T2), conducted one month after T1, the survey was conducted for the variables: the leader's eco-helping behavior, EVB, and EIB. The questionnaires were delivered to 419 respondents who participated in the T1 survey. Finally, three hundred ninety-seven (397) employees and leaders ultimately returned validly. To avoid common method variance (CMV) bias that could be brought on by using visual data from a single source, the information was gathered from various times (Podsakoff et al., 2012).

In order to analyze the data, this work employed SmartPLS from published studies (Nguyen et al., 2017; Pham et al., 2018 & 2019). SmartPLS is appropriate in studies aiming to predict the relationships between variables and assess complex models (Hair et al., 2014). According to Hair et al. (2017), the processes outlined in the following phases make up the process for employing PLS-SEM in testing hypotheses and hypothetical model evaluation.

Data analysis was run with SmartPLS 4.0 software. In order to determine whether the data satisfy the criteria for further data analysis, several data screening techniques are carried out (Hair et al., 2006). The demographic and job data of respondents are gathered using descriptive statistics. Also, the assessment reliability and the variance of the common approach are examined using confirmatory factor analysis (CFA).

6.4. Research results

6.4.1 Descriptive and demographic Analysis

Descriptive statistics aim to explain the characteristics of the sample. The frequency, percentage, mean, and standard deviation values of variables and demographic variables are shown.

Control variables: Employees' age, gender, and working experience (Exp.) are chosen as control variables (Shen & Benson, 2016; Shen & Zhu, 2011; Shen & Zhang, 2017; Hu & Jiang, 2018; Newman et al., 2015). Working experience is measured by years of employment, age is measured in years, gender is coded as 0 = male and 1 = female.

Table 9 Demographic and Descriptive Information

Demographic Variables		Frequency (N=397)	%
Gender	Male	200	50.37
	Female	197	49.63
Age	18-30	229	57.83
	31-40	107	27.02
	41-50	47	11.87
	51-60	14	3.28

Demographic Variables		Frequency (N=397)	%
Exp.	Over 1 year to 5 years	148	37.37
	Over 6 years to 10 years	148	37.37
	Over 10 years to 15 years	31	7.83
	Over 15 years to 20 years	38	9.60
	Over 20 years to 25 years	9	2.27
	Over 25 years to 30 years	19	4.80
	Over 30 years	4	0.76

Source: author's

In this study, respondents consisted of 50.25% males and 49.75% females. The age range is from 18 to 60 years old. In Vietnam, women retire at 55, while men retire at 60. The age range of 18–30 takes 229 persons (57.83%); the next level belongs to the range of 31–40 years old (108 persons, 27.02%). In the aviation industry, young and middle-aged people make up the majority of the workforce. This is an active age, with healthy physical and mental strength. Jobs in the aviation industry require high pressure, working on flights and shifts.

Table 10 Descriptive Analysis for Items

Indicators	Observations	Mean	Median	Std. Deviation
SRHRM1	397	5.887	6	0.849
SRHRM2	397	5.763	6	0.854
SRHRM3	397	5.594	6	0.866
SRHRM4	397	5.809	6	0.886
SRHRM5	397	5.831	6	0.851
SRHRM6	397	5.841	6	0.882
SRHRM7	397	5.793	6	0.832
ELS1	397	5.416	5	0.813
ELS2	397	5.393	5	0.820
ELS3	397	5.390	5	0.816
ELS4	397	5.431	5	0.851
ELS5	397	5.411	5	0.803
ELS6	397	5.431	5	0.789
ELS7	397	5.385	5	0.834
ELS8	397	5.416	5	0.825
ELS9	397	5.398	6	0.847
ELS10	397	5.406	5	0.845
LEH1	397	5.846	6	0.740

Indicators	Observations	Mean	Median	Std. Deviation
LEH2	397	5.859	6	0.717
LEH3	397	5.904	6	0.724
FOB1	397	5.756	6	0.824
FOB2	397	5.829	6	0.748
FOB3	397	5.821	6	0.745
FOB4	397	5.773	6	0.827
FOB5	397	5.733	6	0.812
FOB6	397	5.804	6	0.739
FOB7	397	5.748	6	0.838
EVB1	397	5.829	6	0.861
EVB2	397	5.814	6	0.846
EVB3	397	5.763	6	0.833
EIB1	397	5.791	6	0.777
EIB2	397	5.753	6	0.761
EIB3	397	5.783	6	0.786

Source: author's

The numbers in Table 10 reflect the survey's positive outcomes, with 397 qualifying observations. For SRHRM, mean values range from 5.793 to 5.887, with a median value of 6 out of 7, indicating that virtually all respondents believe SRHRM in the aviation business is good. For ELS, the median values are 5, except ELS9 gets 6, which is also highly supported by the opinions shown in the questionnaire. Furthermore, mean values of LEH, FOB, EVB, and EIB are also 6, which means both leaders and employees are concerned with green behavior. In summation, the statistical mean values range from 5.385 to 5.904; the standard deviation values range from 0.717 to 0.886; and the median value is from 5 to 6, which means that respondents mostly choose *"agree"* answers.

6.4.2 Measurement assessment

For data processing, SmartPLS 4.0 is used to carry out partial least squares structural equation modeling (PLS-SEM) (Ringle et al., 2018). Variables including factor loading, Cronbach's alpha, composite reliability, and average variance extracted (AVE) were used to evaluate the measurement. First off, all Cronbach's alpha values and constructions' composite reliability are higher than the 0.7 criteria (Gotz et al., 2010), indicating an acceptable level of dependability. Second, every factor loading in Table 12 is greater than 0.7. The convergent validity of the measured constructs is the subject of the next stage in the evaluation of the reflective measurement model. Convergent validity refers to how well a construct explains the variance of its component parts. It was evaluated statistically using AVE with all indicators on a latent variable. By squaring each item's loading on a latent variable and calculating

the mean value, the AVE is calculated. When the construct accounts for at least 50% of the variation among its elements, the value is 0.50 or higher (Hair et al., 2019).

Table 12 shows the results of calculating the AVE metric for each set of construction components. All AVE values are greater than 50%, indicating that the assessed constructs account for more than half of the variation in their indicators. Leader's eco-helping behavior (LEH) had the highest AVE value, which is 0.83, while SRHRM had the lowest AVE value, which is 0.589. Therefore, it suggested an acceptable convergent validity for this study.

The next step in evaluating a reflective measurement model is discriminant validity. Measured in terms of empirical diversity, a construct's discriminant validity describes how different it is from other constructs in the structural model. Henseler et al. (2015) advocated the heterotrait-monotrait (HTMT) correlation ratio as the optimal metric for this. The HTMT is described as "the mean of item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct" (Hair et al., 2019, p. 9). The model has issues with discriminant validity when HTMT values are high. It is advisable to use a threshold value of 0.9.

Additionally, evaluating internal consistency and dependability is the second step of the method of reflection evaluation. To complete this phase, look at each scale's composite reliability and Cronbach's alpha values. Higher values of these statistics often suggest more reliability, although there is a range within which they should fall. For instance, in exploratory research, reliability scores of 0.60 to 0.70 are acceptable; values of 0.70 to 0.90 indicate high levels of satisfaction (Hair et al., 2019).

Table 12 summarizes the Cronbach's alpha results and the composite reliability of the measured scales for each variable. The EIB scale has the lowest Cronbach's alpha (0.842), whereas ethical leadership (ELS) has the greatest (0.943). The composite dependability values lie between 0.905 and 0.952 on the scale, and reliability varies from acceptable to exceptional based on the general rule of thumb. Because of this finding, internal consistency and dependability are not concerns for this study.

Table 11 Correlation and Discriminant validity

Constructs	SRHRM	ELS	LEH	FOB	EVB	EIB
SRHRM	1					
ELS	.320	1				
LEH	.567***	.305	1			
FOB	.443***	.286	.647	1		
EVB	.648***	.395***	.631***	.541**	1	
EIB	.822***	.369**	.633***	.528**	.636	1

Note: ** p< 0.01; ***p< 0.001   *Source: author's*

The following techniques are used to analyze construct dimensions and reliability: As well as item-to-total correlation and alpha value, Cronbach's alpha analysis is used to determine internal consistency and dependability. Factor analysis can be performed

to confirm the dimensionality of each research concept, select questions with high factor loadings, and compare them with theoretical values. For the principal component factor analysis, the number of dimensions to be recovered is determined by the value of the latent roots (eigenvalues). Those questionnaire items that did not fulfill these criteria were excluded from further analyses.

6.4.3 Common Method Variance

Unlike a real connection between variables, common method variance (CMV) is the overlap of variation between two variables owing to the kind of measurement (Teo, 2011). According to Campbell and Fiske (1959), CMV can lead to an inflating of observed correlations, which might lead to misleading support of theories. First, the data are loaded into a principal component factor analysis using the Harmon one-factor test (Podsakoff & Organ, 1986). It is also possible to determine whether or not a construct has discriminative validity by looking at the square root of its AVE and the Pearson correlations among its components. Every AVE estimate should be higher than the matching inter-construct square correlation estimations (Hair et al., 2006). Kock and Lynn (2012) stated that method bias is common in the PLS-SEM context and used two approaches: convergent validity testing and discriminant validity testing (see Tables 11 and 12).

The common method bias for PLS-SEM is identified using a comprehensive linearity assessment approach (Kock, 2015). A tested model may be biased by the usual technique if a variance inflation factor (VIF) exceeds 4.0, which is indicated as a pathological collinearity indicator. Therefore, the model can be said to be free of common method bias if VIF values are less than the 4.0 levels (Pan & Jackson, 2008).

Table 12 Internal consistency reliability and Convergent validity

Constructs		Convergent validity			Internal consistency reliability		
		Loadings ≥0.7	AVE >0.50	VIF <4.0	Cronbach's Alpha >0.70	Composite Reliability >0.70	Rho_A >0.7
SRHRM	SRHRM1	0.776		2.063			
	SRHRM2	0.726		1.702			
	SRHRM3	0.710		1.631			
	SRHRM4	0.804	0.589	2.125	0.883	0.909	0.887
	SRHRM5	0.762		1.965			
	SRHRM6	0.811		2.175			
	SRHRM7	0.778		1.951			
	ELS1	0.853		3.497			
	ELS2	0.779	0.663	2.543	0.943	0.952	0.948
	ELS3	0.807		2.641			
	ELS4	0.822		2.707			

Constructs		Convergent validity			Internal consistency reliability		
		Loadings ≥0.7	AVE >0.50	VIF <4.0	Cronbach's Alpha >0.70	Composite Reliability >0.70	Rho_A >0.7
ELS	ELS5	0.841		3.065			
	ELS6	0.854		3.255			
	ELS7	0.868		3.540			
	ELS8	0.854		3.281			
	ELS9	0.723		1.927			
	ELS10	0.729		1.963			
LEH	LEH1	0.894		2.353			
	LEH2	0.909	0.823	2.834	0.892	0.933	0.892
	LEH3	0.918		2.921			
FOB	FOB1	0.861		3.608			
	FOB2	0.824		2.533			
	FOB3	0.818		2.363			
	FOB4	0.846	0.689	3.524	0.925	0.939	0.929
	FOB5	0.852		3.093			
	FOB6	0.800		2.303			
	FOB7	0.808		2.937			
EVB	EVB1	0.900		2.379			
	EVB2	0.871	0.765	1.915	0.847	0.907	0.852
	EVB3	0.853		2.010			
EIB	EIB1	0.866		1.995			
	EIB2	0.901	0.761	2.374	0.842	0.905	0.844
	EIB3	0.849		1.861			

Source: The author's

Table 12 demonstrates that practically all scales satisfy the 0.7 criterion suggested by Hair et al. (2017; 2019). Because the pertinent measures meet the thresholds, the conceptual framework has convergence validity. The average variance extracted (AVE) scores of the constructs range from 0.589 to 0.823 while the threshold is 0.5 (Hair et al., 2017; 2019), and the outer loadings of the indicators typically range from 0.71 to 0.916, much greater than the cutoff of 0.708. Additionally, the results in Table 12 show that the model's inner consistency is dependable when the composite reliability values range from 0.905 to 0.952, Cronbach's alpha value is between 0.842 and 0.943, and Rho-A is between 0.844 and 0.948, all of which are within the specified criteria (Hair et al., 2017; 2019).

6.4.4. Structural Model

Evaluation of the structural model includes the following steps:

According to Hair et al. (2017; 2019), SRMR should be used to evaluate model fit at the Coefficient of Determination phase. The model qualifies as well-fitted if its SRMR value is lower than 0.08; if not it fails to fit. SRMR stands for the square root of the squared discrepancies between the empirical correlation matrix and the model implied (Henseler et al., 2015). A SRMR score of 0 would represent a perfect fit, although models can provide SRMR scores as high as 0.048 (Henseler et al., 2015), which is less than 0.08 and suggests a good fit for the model.

Table 13 Model fit (SRMR, NFI)

	Saturated model	**Estimated model**
SRMR	0.048	0.071
d_ULS	1.303	2.793
d_G	0.566	0.605
Chi-square	1310.285	1350.660
NFI	0.862	0.858

Source: author's

The second fit measure under SmartPLS is the NFI (normed fit index). A model is considered to be well-fit when its NFI value surpasses 0.90 (Hair et al., 2017). However, NFI is not a recommended indicator of model fit since its value grows with parameter values (Kline, 2005). In SmartPLS, other two measures of good fit are d_ULS (geodesic distance) and d_G (squared Euclidean distance). A model is estimated when it examines the overall effect and model structure, and A model is considered saturated when it evaluates the correlation between all elements. This also applies for all the endogenous constructs' items (Table 14). When all RMSE (root mean squared error) values are lower than the LM_RMSE values, the model has high predictive power (Shmueli et al., 2019).

Table 14 PLS predict assessment

Items	Q² predict	PLS-SEM RMSE	PLS-SEM _MAE	LM_RMSE	LM_MAE
EIB1	0.373	0.617	0.490	0.622	0.493
EIB2	0.411	0.586	0.460	0.592	0.465
EIB3	0.360	0.630	0.507	0.639	0.516
ELS1	0.039	0.799	0.671	0.809	0.685
ELS10	0.055	0.824	0.681	0.833	0.679
ELS2	0.040	0.805	0.670	0.816	0.680
ELS3	0.047	0.799	0.659	0.807	0.666
ELS4	0.060	0.827	0.691	0.838	0.700

ELS5	0.073	0.776	0.657	0.781	0.654
ELS6	0.058	0.769	0.646	0.779	0.652
ELS7	0.043	0.818	0.671	0.827	0.686
ELS8	0.072	0.797	0.675	0.808	0.678
ELS9	0.046	0.829	0.693	0.837	0.694
EVB1	0.251	0.747	0.609	0.754	0.617
EVB2	0.279	0.720	0.585	0.721	0.578
EVB3	0.174	0.760	0.614	0.765	0.617
FOB1	0.085	0.789	0.594	0.792	0.597
FOB2	0.154	0.690	0.556	0.697	0.561
FOB3	0.114	0.703	0.569	0.709	0.574
FOB4	0.077	0.796	0.587	0.798	0.593
FOB5	0.129	0.760	0.594	0.764	0.597
FOB6	0.151	0.683	0.556	0.688	0.560
FOB7	0.040	0.823	0.612	0.823	0.620
LEH1	0.189	0.669	0.546	0.676	0.548
LEH2	0.210	0.639	0.514	0.650	0.521
LEH3	0.214	0.644	0.519	0.651	0.526

Source: author

The structural model was measured at PLS-SEM's second level. Path coefficients were calculated using R^2 values across the independent and dependent variables to illustrate the strength of relationships in the structural model. Figure 2 shows how a bootstrapping technique (Tibshirani & Efron, 1993) was applied to a sample of 397 to produce path coefficient values.
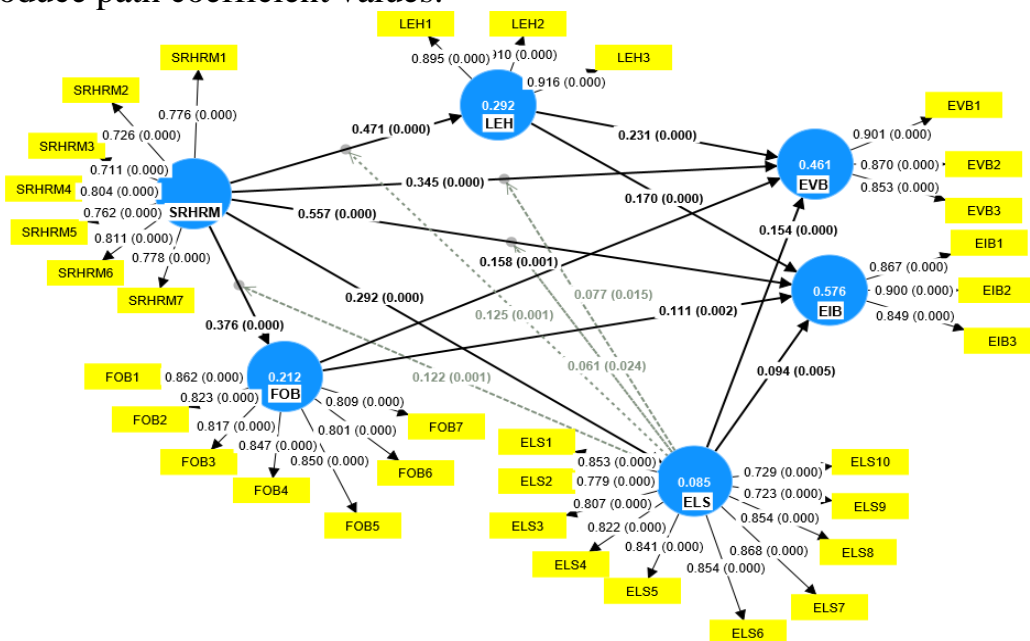
Figure 2: Bootstrapping Model   *Source: author's*

5% of significance was used to analyze the statistical results. The sample mean, standard deviation, t-statistic, and p-value are shown in Table 15.

Table 15 Path coefficient

Paths	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P -values	Conclusion Significant at 1%	Significant at 5%
SRHRM → EIB	0.557	0.559	0.043	12.818	0.000	Significant	
SRHRM → EVB	0.345	0.345	0.048	7.259	0.000	Significant	
SRHRM → ELS	0.292	0.295	0.047	6.199	0.000	Significant	
SRHRM → FOB	0.376	0.378	0.046	8.184	0.000	Significant	
SRHRM → LEH	0.471	0.473	0.044	10.833	0.000	Significant	
ELS x SRHRM → EIB	0.061	0.058	0.031	1.970	0.024		Significant
ELS x SRHRM → EVB	0.077	0.078	0.036	2.171	0.015		Significant
ELS x SRHRM → FOB	0.122	0.123	0.038	3.191	0.001	Significant	
ELS x SRHRM → LEH	0.125	0.123	0.038	3.290	0.001	Significant	
ELS → EIB	0.094	0.094	0.036	2.596	0.005	Significant	
ELS → EVB	0.154	0.154	0.042	3.686	0.000	Significant	
ELS → FOB	0.163	0.162	0.046	3.516	0.000	Significant	
ELS → LEH	0.148	0.147	0.045	3.295	0.000	Significant	
FOB → EIB	0.111	0.110	0.038	2.917	0.002	Significant	
FOB → EVB	0.158	0.158	0.053	3.003	0.001	Significant	
LEH → EIB	0.170	0.169	0.045	3.784	0.000	Significant	
LEH → EVB	0.231	0.230	0.059	3.934	0.000	Significant	

Source: author's

The statistical analysis employed a 5% level of significance (p < 0.05). The path coefficient metrics include the sample mean, standard deviation, t-statistic, and p-value (as given in Table 15).

The table shows the t-statistic and p-value for each relationship, as well as whether the hypothesis was accepted or rejected, which is based on the level of 5% significance; that is, the p-value must be less than 0.05.

In Table 15, various relationships between independent and dependent variables can be examined. The correlation between SRHRM and EIB is substantial, with a p-value of 0.005 (p-value < 0.05), a t-statistic of 12.918 (higher than 1.96), and a beta value (β) (original sample) of 0.557. This indicates the acceptance of the alternate hypothesis that SRHRM is positively related to EIB.

The link between SRHRM and EVB was likewise shown to be significant, with t-statistics of 7.259 and a beta value of 0.345 at the 5% level. Thus, the alternative hypothesis is accepted, suggesting that SRHRM is positively associated with EVB (p-value < 0.001). The association between SRHRM and ELS was likewise determined to be statistically significant at the 5% level, with a t-statistic of 6.199 and a beta value of 0.292. As a result, the alternative hypothesis indicating a positive relationship between SRHRM and ELS is approved. And the relationship between ELS and EIB was assessed to be significant with a p-value of 0.005, which is also less than 0.05; the values for t-statistics (2.585) and beta (0.226). Therefore, ELS relates positively to EIB. The relationship between SRHRM and EIB was found to be significant at 0.005. Hence, SRHRM is positively related to EIB through ELS. Similarly, SRHRM is positively related to EVB through ELS as well.

The connection between SRHRM and FOB is significant, with a p-value of 0.000. The values for the t-statistic and beta are 8.814 and 0.376, respectively. So, SRHRM is positively related to FOB. And the relationship between FOB and EIB is found to be insignificant with a p-value of 0.02; smaller 0.05. The values for t-statistic and beta are 2.917 and 0.111, respectively. Therefore, it shows that FOB is favorably connected to EIB. SRHRM is positively related to EIB through FOB. Similarly, SRHRM is positively related to EVB through FOB.

The relationship between SRHRM and LEH was significant with a p-value of 0.000 < 0.05. The values for the t-statistic is 10.833 and beta is 0.471, respectively. Therefore, SRHRM relates positively to LEH. And the relationship between LEH and EIB is significant with a p-value of 0.000; with t-statistics value is 3.784 and beta value is 0.170. Then, LEH relates positively to EIB. Hence, SRHRM has a positive impact on EIB through LEH. Similarly, the relationship between LEH and EVB was significant with a p-value of 0.000; values for t-statistics (3.394) and beta (0.231). Hence, SRHRM has positive impacts on EVB through LEH.

The interaction relationship between ELSxSRHRM and EIB is significant with 0.024 of p-value; t-statistics values of 1.970 and beta value of 0.061. Therefore, ELS x SRHRM is positively related to EIB. Similarly, the interaction relationship between ELSx SRHRM and EVB is significant with 0.015 of p-value; 2.171 of t-statistics and 0.077 of beta value. Therefore, ELS x SRHRM positively impacts EVB.

The interaction relationship between ELS x SRHRM, and FOB is significant with a p-value of 0.001; t-statistics value of 3.191 and beta value of 0.122, Therefore, the interaction of ELS x SRHRM are positively related to FOB. FOB is positively related

to EIB and EVB. Thus, ELS x SRHRM has positive impacts on EIB through FOB and also impacts EVB through FOB.

The interaction relationship between ELS x SRHRM and LEH is significant with a p-value of 0.001, and the values for t-statistics is 3.290 and for beta is 0.125. Therefore, ELS x SRHRM are positively related to LEH. LEH is positively related to EIB and EVB. Thus, ELS x SRHRM has positive impacts on EIB through LEH and also impacts EVB through LEH.

The calculation of the prediction coefficient is the third phase, with an R^2 value to assess the predictive capability of the model. According to Cohen (2016), the R^2 values of 0.02 (small), 0.13 (medium), and 0.26 (large) were considered to have predictive accuracy. Therefore, the R^2 figures of EIB (0.560), EVB (0.446), and LEH (0.290) were large; the R^2 value of FOB (0.21) was medium; and the R^2 value of ELS (0.085) was small, demonstrating an acceptable level of explanatory power. Next, the range of Q^2 from 0.080 to 0.50 (larger than zero) was satisfactory, according to PLS predict with 10 folds and 10 repetitions of Hair et al., 2017. As a result, the model demonstrated sufficient predictive power (Shmueli et al., 2019).

Table 16: R-square and Q^2 predict

	R-square	Q² predict
EIB	0.560	0.503
EVB	0.446	0.310
LEH	0.292	0.249
FOB	0.212	0.161
ELS	0.085	0.080

Source: author's

In the fourth phase, the f^2 effect size is determined to evaluate the relative impact of a independent construct on an endogenous construct (Hair et al., 2021). It means f^2 is used to seek the amount that a predictor construct adds to the R^2 value in the structural model. The values of 0.02 (small), 0.15 (medium), and 0.35 (large) (Cohen, 2016; Hair et al., 2021) of the exogenous latent variable determine the importance of endogenous constructs (Hair et al., 2017).

Table 17 f-square

Paths	f^2	Result
SRHRM → EIB	0.505	Large
SRHRM → EVB	0.153	Medium
ELS x SRHRM → EIB	0.010	Small
ELS x SRHRM →EVB	0.012	Small
SRHRM → ELS	0.093	Small
ELS → EIB	0.018	Small
ELS → EVB	0.038	Small
ELS → FOB	0.031	Small

ELS → LEH	0.028	Small
SRHRM → FOB	0.163	Medium
FOB → EIB	0.018	Small
FOB → EVB	0.029	Small
ELS x SRHRM →FOB	0.022	Small
SRHRM → LEH	0.285	Medium
LEH → EIB	0.038	Small
LEH → EVB	0.055	Small
ELS x SRHRM → LEH	0.025	Small

Source: author's

The f^2 effect of the relationship between SRHRM and EIB is high at 0.505. It means that SRHRM has a strong effect on EIB. The relationship between SRHRM and FOB (0.163), LEH (0.285), and EVB (0.154) is medium. The rest of the links are weak.

6.5 Hypothesis testing

6.5.1 Direct Hypotheses Testing

Table 18 summarizes the outcomes of these hypothesis. To investigate the relevance of these interactions, standardized routes are analyzed, resulting in the acceptance or rejection of a hypothesis. These pathways are computed using the bootstrap approach with 5000 iterations of resampling.

Table 18 Path coefficients of direct influences

Paths	Coefficient (b)	LLCI-ULCI	p-value	Conclusion
SRHRM → EVB	0.345	0.265 – 0.424	< 0.001	Confirmed
SRHRM → EIB	0.557	0.487 – 0.627	< 0.001	Confirmed
ELS → EVB	0.154	0.086 - 0.223	<0.001	Confirmed
ELS → EIB	0.095	0.035 – 0.153	<0.05	Confirmed

Source: author's

Results in Table 18 show that SRHRM has a positive effect on EVB (b = 0.346, p<0.001); the 5,000 bootstrap sampling reveals that the distribution of coefficients method 95% [0.265–0.424], not containing zero, and on EIB (b = 0.557, p < 0.001), coefficients method 95% confidence [0.487–0.627] Thus, the effect of SRHRM on EVB and EIB is statistically significant because their p-values < 0.001. Therefore, the data supported H1a (*SRHRM has a positive effect on EVB)*, H1b (*SRHRM has a positive effect on EIB)*. Results show that those two paths are statistically significant for applying SRHRM policies on creating EVB, and EIB.

Path coefficients presented in Table 18 identify that ELS positively influences EVB (b = 0.154; p< 0.001) with 95%CI [0.086–0.223] and EIB (b = 0.095, p<0.001) with

the coefficients method 95% confidence [0.035–0.153], which support the suggestive hypotheses H4a and H4b, respectively, because their p-values < 0.001.

Therefore, the data confirm H4a (*ELS has a positive impact on EVB*) and H4b (*ELS has a positive impact on EIB).*

6.5.2 Test of the Mediating Role of employees' felt obligation and leader's eco-helping behavior

Figure 3 shows that SRHRM positively relates to LEH (b = 0.471, p < 0.001), and LEH is positively related to EVB (b = 0.231, p < 0.001). Table 19 reveals that the indirect effect of SRHRM on EVB via the mediation of LEH is significant (b = 0.109, p < 0.001), with the distribution of the coefficients method 95%CI [0.060–0.160]. Thus, SRHRM indirectly affects EVB through the mediation of LEH. Thus, hypothesis 2a (*LEH positively mediates the influence of SRHRM on EVB)* is confirmed.

SRHRM positively relates to LEH (b = 0.471, p < 0.001), and LEH positively relates to EIB (b = 0.170, p < 0.001). Table 19 shows that the indirect effect of SRHRM on EIB through LEH is also significant (b = 0.080, p =< 0.001; 95%CI [0.044, 0.120]). Thus, SRHRM indirectly affects EIB through the mediation of LEH. Thus, hypothesis 2b (*LEH positively mediates the influence of SRHRM on EIB)* received support.

Thus, the effect of SRHRM on EVB and EIB through LEH is statistically significant because their p-values < 0.001. These paths are statistically significant for applying SRHRM policies on motivating EVB, and EIB under LEH.

Figure 3: Summary of hypotheses and model results   *Source: author's*

Table 19 Path coefficients of mediated influences

Paths	Coefficient (b)	[LLCI-ULCI]	p-value	Conclusion
SRHRM →LEH→ EVB	0.109	0.060 – 0.160	<0.001	Confirmed
SRHRM → LEH → EIB	0.080	0.044 – 0.120	<0.001	Confirmed
SRHRM → FOB→ EVB	0.059	0.026 - 0.095	<0.05	Confirmed
SRHRM → FOB → EIB	0.041	0.018 – 0.069	<0.05	Confirmed

Source: author's

Similarly, figure 3 also shows that SRHRM positively relates to FOB (b = 0.376, p < 0.001), and FOB positively relates to EVB (b = 0.158, p < 0.05). Table 19 shows that the indirect effect of SRHRM on EVB through FOB is also significant (b = 0.059, p < 0.05; 95% CI [0.026, 0.095]). Thus, SRHRM indirectly affects EVB through the mediation of their felt obligation. Thus, hypothesis 3a (*the FOB positively mediates the influence of SRHRM on EVB*) receives support.

Figure 3 also shows that SRHRM positively relates to FOB (b = 0.376, p < 0.001), and FOB positively relates to EIB (b = 0.111, p < 0.05). Table 19 shows that the indirect effect of SRHRM on EIB through FOB is also significant (b = 0.041, p <0.05, 95% CI [0.018, 0.069]). Thus, SRHRM indirectly affects an EIB through the mediation of FOB. Thus, hypothesis 3b (*FOB positively mediates the influence of SRHRM on EIB) also* receives support.

Hence, the effect of SRHRM on EVB and EIB through FOB is statistically significant because their p-values < 0.05. These paths are statistically significant for using SRHRM policies to motivate EVB, and EIB through FOB.

6.5.3 Test of the Moderating Role of Ethical leadership

Hypothesis 5a proposes the moderating effect of ethical leadership on SRHRM and EVB. The interaction term (ELSxSRHRM) is significantly related to EVB (b = 0.048, p < 0.05), indicating that the moderation of ELS on SRHRM and the EVB association are both positive and significant, as shown in Table 20. Moreover, the 5,000 bootstrap samples reveal that the distribution of coefficients using 95% CIs was [0.025–0.074]. Hypothesis 5a is supported. Figure 4 shows the pattern of interaction between SRHRM and ethical leadership in predicting EVB.
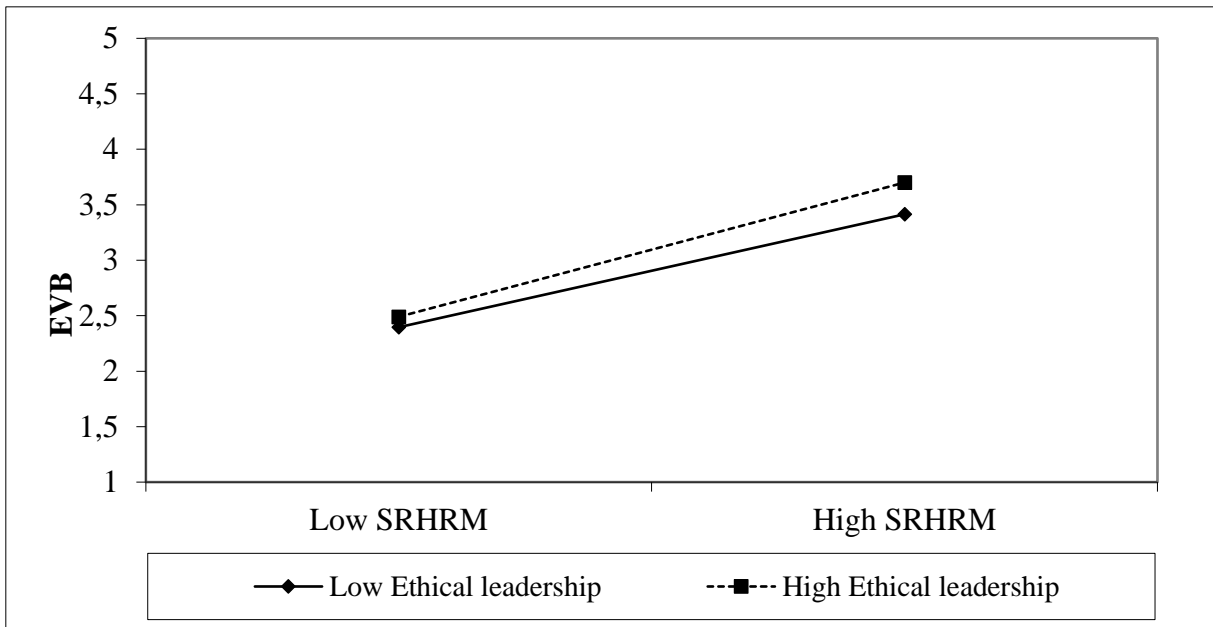
Figure 4 Interaction of SRHRM and ELS on EVB   *Source: author's*

Table 20 Path coefficients of moderated influences

Paths	Coefficient (b)	[LLCI-ULCI]	p-value	Conclusion
ELS x SRHRM → EVB	0.048	0.025 – 0.074	<0.05	Confirmed
ELS x SRHRM → EIB	0.035	0.17 – 0.055	<0.05	Confirmed

Source: author's

Similarly, hypothesis 5b proposes that ethical leadership has a moderating effect on SRHRM and EIB, and it is found to be significantly related to EIB (b = 0.035, p < 0.05) with a 95% CI of [0.017–0.055]. Hence, hypothesis 5b is also supported. Figure 4 shows the pattern of interaction between SRHRM and ethical leadership in predicting EIB.
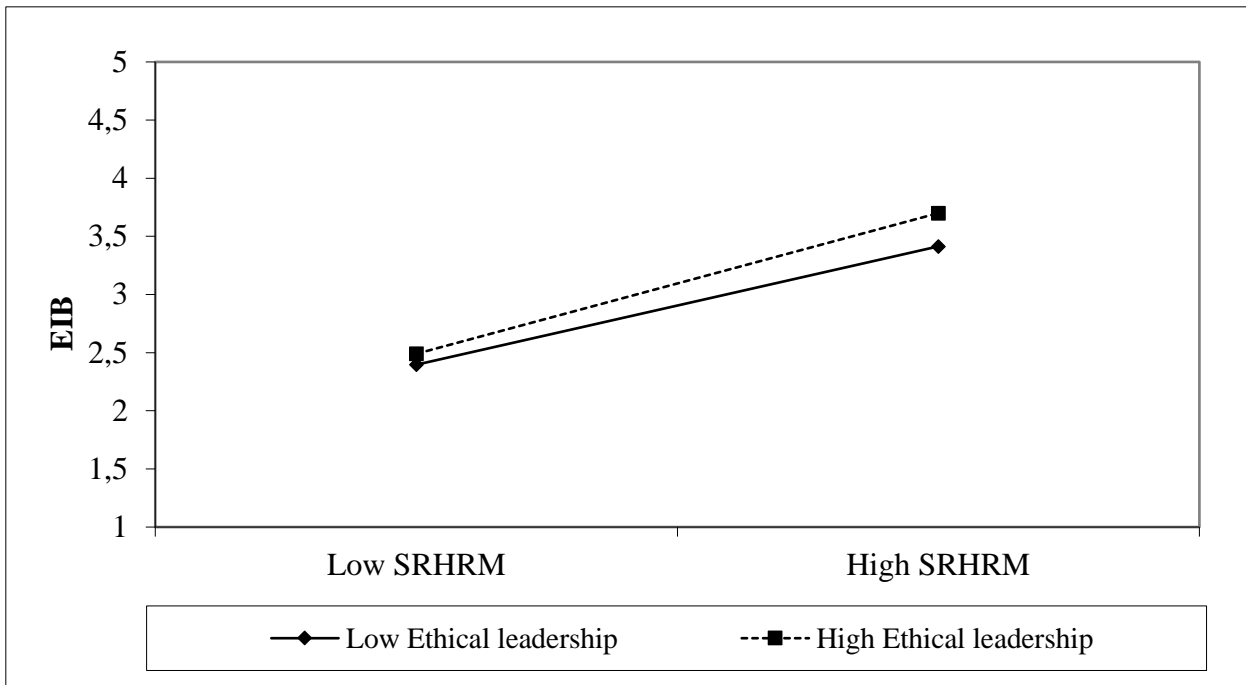
Figure 5: Interaction of SRHRM and ELS on EIB   *Source: Author's*

6.5.4 Test of the Moderated Mediating Role of Ethical leadership
Towards employee's voluntary workplace green behavior (EVB)

The interaction term (ELS x SRHRM) is significantly related to EVB through the employee's felt obligation (b = 0.019, p < 0.05, 95% CI [0.006, 0.037]), indicating that the moderation of ELS on SRHRM and EVB through FOB association was positive and significant (b = 0.019, p <0.05, 95% CI [0.006, 0.037]).

It is also shown that (SRHRM *ELS) is positively related to FOB (b = 0.122, p < 0.001), and FOB is positively related to EVB (b = 0.158, p < 0.05). The interaction term (SRHRM x ELS) is significantly related to EVB through the leader's eco-helping behavior (b = 0.029, p < 0.05, 95% CI [0.011, 0.048]), indicating that the moderation of ELS on SRHRM and EVB through the LEH association is positive and significant (b = 0.029, p <0.05, 95% CI [0.011, 0.048]).

Then author conducts simple slope tests and plots the statistically significant interaction to explain the moderated effect of ELS (Aiken and West, 1991). The interactions proves the relationship between SRHRM and EVB is stronger when ELS is at a high level than when it is low, as specified in Figure 4. Thus, hypotheses 6a (*the mediating effect of an employee's felt obligation on the link between SRHRM and EVB is moderated by the ethical leadership*) and 7a (*the mediating effect of a leader's eco-helping on the link between SRHRM and EVB is moderated by the ethical leadership*) are supported.

Table 21 Path coefficients of moderated mediation influences

Paths	Coefficient (b)	[LLCI-ULCI]	p-value	Conclusion
ELS xSRHRM → LEH → EVB	0.029	0.011 – 0.048	<0.05	Confirmed

ELS xSRHRM → FOB → EVB	0.019	0.006 – 0.037	<0.05	Confirmed
ELS x SRHRM → LEH → EIB	0.021	0.007 – 0.038	<0.05	Confirmed
ELS x SRHRM → FOB → EIB	0.013	0.004 – 0.026	<0.05	Confirmed

Source: author's

Towards employees' in-role green behavior

In the same way, Figure 3 shows that the interaction (ELS*SRHRM) is positively impacted by LEH (b = 0.125, p < 0.001), and LEH is positively related to EIB (b = 0.170, p < 0.001). And the interaction term (SRHRM * ELS) is significantly related to EIB via the employee's felt obligation (b = 0.013, p < 0.05, CI 95% [0.004, 0.026]), indicating that the moderation of ELS via FOB association is significant.

It is also shown that (ELS* SRHRM) is positively influenced by FOB (b = 0.122, p < 0.001), and FOB is positively influenced by EIB (b = 0.111, p < 0.05). The interaction term (ELS x SRHRM) is found to be significantly related to EIB via the leader's eco-helping behavior (b = 0.021, p < 0.05, 95% CI [0.007, 0.038]), indicating that the moderation of ELS on SRHRM and EIB via the LEH association is significant.

To elaborate on the moderating impact of ELS, the author next applies straightforward slope analyses and shows the significant statistical interaction (Aiken and West,1991). The nature of the interactions, as shown in Figure 5, supports our hypothesis that the association between SRHRM and EIB is stronger when ELS is high compared to when it's low. Thus, hypotheses 6b (*the mediating effect of an employee's felt obligation on the link between SRHRM and EIB is moderated by the ethical leadership*) and 7b (*the mediating effect of a leader's eco-helping on the link between SRHRM and EIB is moderated by the ethical leadership)* are supported.

As illustrated in the research questions and objectives, the quantitative study aims to investigate the direct influences of SRHRM on employees' voluntary workplace green behavior and their in-role green behavior, as well as the mediating influences of a leader's eco-helping behavior and an employee's felt obligation to such connections. This study also looked into the moderating and moderated mediation functions of ethical leadership, which have an impact on the aforementioned interactions. In the present research, all hypotheses are statistically significant.

Table 22 Summary of Hypotheses testing

Hypothesis			Remarks
H1a	SRHRM→EVB	H1a: SRHRM has a positive effect on employee's voluntary workplace green behavior.	Supported
H1b	SRHRM → EIB	H1b: SRHRM has a positive effect on employee's in-role green behavior.	Supported

	Hypothesis		Remarks
H4a	ELS → EVB	H4a: Ethical leadership has a positive impact on voluntary workplace green behavior	Supported
H4b	ELS →EIB	H4b Ethical leadership has a positive impact on in-role green behavior.	Supported
H2a	SRHRM→ LEH → EVB	H2a. The leader's eco-helping behavior positively mediates the influence of SRHRM on employee's voluntary workplace green behaviors.	Supported
H2b	SRHRM → LEH → EIB	H2b. The leader's eco-helping behavior positively mediates the influence of SRHRM on employee's in-role green behaviors.	Supported
H3a	SRHRM → FOB → EVB	H3a. The employee's felt obligation positively mediates the influence of SRHRM on employee's voluntary workplace green behaviors.	Supported
H3b	SRHRM →FOB → EIB	H3b. The employee's felt obligation positively mediates the influence of SRHRM on the employee's in-role green behaviors.	Supported
H5a	ELS x SRHRM → EVB	H5a. Ethical leadership moderates the link between SRHRM and employee's voluntary workplace green behaviors.	Supported
H5b	ELS x SRHRM → EIB	H5b. Ethical leadership moderates the link between SRHRM and employee's in-role green behaviors.	Supported
H6a	ELS xSRHRM → FOB → EVB	H6a. The mediating effect of employee's felt obligation on the link between SRHRM and employee's voluntary workplace green behaviour is moderated by the ethical leadership.	Supported
H6b	ELS x SRHRM → FOB → EIB	H6b. The mediating effect of an employee's felt obligation on the link between SRHRM and employee's in-role green behavior is moderated by ethical leadership.	Supported
H7a	ELS xSRHRM → LEH → EVB	H7a. The mediating effect of leader's eco-helping on the link between SRHRM and employee's voluntary	Supported

Hypothesis			Remarks
		workplace green behavior is moderated by the ethical leadership.	
H7b	ELS x SRHRM → LEH → EIB	H7b. The mediating effect of leader's eco-helping on the link between SRHRM and employee's in-role green behavior is moderated by ethical leadership.	Supported

Source: author's

7. DISCUSSION

In its attempts to assess how SRHRM rules affect employees' workplace green behavior, this research study is innovative. The next sections emphasize and evaluate these findings in relation to the research issues.

These results answered the RQs and confirmed the fulfillment of the RO and the main goal of the research. This research aims to expand and apply the current SRHRM's knowledge base to green management literature and employees' green behavior, particularly in the aviation sector. The study's second objective is to further our understanding of the societal, attitudinal, and environmental factors that influence employee green behavior. Three main research topics are generated for this thesis and examined over the course of two phases. The first stage, which is qualitative in nature, examines the body of work on SRHRM and investigates the leaders' and employees' perspectives in aviation companies. This is done to aid in the establishment of SRHRM measurements and to identify SRHRM tasks and procedures inside the organization's HRM structure, which is the study's focal point. This is done to consider whether the scale is suitable for the aviation industry or not. Opinions and discussions were given, and finally, a new item was added to better suit reality. After that, the survey was officially conducted to get opinions from employees working in aviation companies in Vietnam. The generated measures and hypotheses are formally tested on employee behavioral characteristics in the second phase, which is a quantitative technique. As a result, there were 397 reliable responses, and data analysis was used. The findings gathered from the quantitative and qualitative study processes must be covered in this section. They are committed to interpreting the findings for the scholarly institution, strategic corporate planning that makes sense, and potential SRHRM applications.

Influence of SRHRM on employee green behaviors
Regarding research question 1 (RQ1: Are there the direct effects of SRHRM and ethical leadership on EVB, and EIB?), the study confirms that SRHRM are crucial facilitators for enhancing voluntary behavior and in-role behavior at work, especially in the aviation industry. As a result, taking into account SRHRM policies that encourage, train, and provide opportunities for them to engage in green behavior may help them develop more positive environmental views and actions. Previous research

suggests that implementing SRHRM policies can help organizations strengthen their environmental behavior (Shen & Benson, 2016; Zhao & Zhou, 2021; Shen & Zhang, 2017). The findings of this work show relationships between SRHRM and EVB; SRHRM and EIB. Analyzed results also confirm links between SRHRM and OCBE. This is in line with Zhao and Zhou' (2021) and Zhao et al.'s (2021) conclusions. Thus, these findings are consistent with the existing SRHRM literature. Previous studies in HRM literature, i.e., green HRM, also have many research articles on the positive impact of voluntary and in-role green behavior, such as Islam et al. (2020), Chaudhary (2020), Fawehinmi et al. (2018), Rubel et al. (2021). Moreover, the f^2 results show that the coherence and impact of SRHRM on the two green behavior variables are high. This proves that the SRHRM policy is statistically significant and highly reliable. Aviation companies consider applying SRHRM policies to change the green behavior of employees in their companies.

Research question 2: "Are there the mediating roles of a leader's eco-helping behavior, an employee's felt obligation towards the effect of SRHRM on EVB, and EIB?" shows that investigating the mediating function of leaders' eco-helping behavior and employees' felt obligation in the relationship between SRHRM and employee green behavior is a key element that is addressed in the quantitative component of the study. This mediation path has not previously been studied.

The findings support the essential mediating roles of employees' felt obligation and leader's eco-helping behavior in the influence of SRHRM on EVB, and EIB. This is the first study to evaluate such impacts, filling a research gap in recent studies and addressing the second research issue. Though there are few empirical studies that examine the connection between each of the SRHRM to EVB and EIB through leader eco-helping behavior, the findings are consistent with the conclusions of Paille and Boiral (2013), Paille et al. (2018), Ramus and Killmer (2007), and Boiral et al. (2015). They state that eco-help can be demonstrated by voluntarily taking the time to help colleagues incorporate the environment at work, encouraging colleagues to express environmental concerns and greater adoption of environmentally conscious behaviors, and improving organizational performance. The findings from a related study by Boiral and Paille (2012) show that eco-helping can be demonstrated by voluntarily volunteering time to assist coworkers in incorporating environmental considerations into all of their work-related decisions, encouraging coworkers to share their thoughts and opinions on environmental issues, and changing one's lifestyle to be more environmentally friendly. Hence, a leader's eco-helping behavior has a significant and positive influence on an EVB, and EIB. Moreover, research results also show that employees' felt obligation plays a mediating role in the relationship between SRHRM and EVB, and EIB. This study is consistent with a study by Liu et al. (2021). They believe that felt obligation positively mediates the relationship between CSR and work-related behaviors. According to Yan et al. (2023), felt

obligation also has the effect of caring about organizational well-being. Regarding the mediation impact of SRHRM on the two variables EVB and EIB through LEH and FOB, the f^2 result shows that the impact of SRHRM on LEH and SRHRM on FOB is medium, while the impact of LEH and FOB on two variables of employee's green behaviors is weak. Thus, the application of SRHRM policy at aviation companies for green behavior through LEH and FOB requires additional research to see its significance in practical application. According to Bowen and Ostroff (2004) and Jiang et al. (2012), who contend that certain social and psychological mechanisms will affect an employee's inclination to show particular workplace behaviours, these correlations can be largely explained by existing SRHRM and green behavioral literature. This study offers some useful applications for the idea to increase an organisation's likelihood of achieving its socially responsible objectives due to the paucity of empirical data on the effects of SRHRM. It also heeded the appeal of Shen and Benson (2016) by improving our comprehension of some of the fundamental principles underlying SRHRM. According to research on organisational environments, employee perceptions of an organisation's qualities will affect employee workplace behaviour through the establishment of behavioural norms (Norton et al., 2015).

Research question 3: "Are there the moderating roles of ethical leadership in the connection from SRHRM to EVB, and EIB?"
By examining the moderating influence of ethical leadership in the stages of the mediation of a leader's eco-helping behavior and an employee's felt obligation, the research also considers the contingent indirect effects of SRHRM on employee green behavior. According to Trevino et al. (2000), a leader's actions that demonstrate care for others and treat subordinates fairly are associated with perceptions of ethical leadership. Because of the influence of policy on employee views, aviation firms that implement green procedures are likely to inspire employees to demonstrate green behaviors and environmentally friendly attitudes. The findings of this study contribute new knowledge to the sparse SRHRM literature by partially verifying hypotheses about the function of ethical leadership. Some authors assert that ethical behavior has an impact on employees' work-related behaviors and green behavior (Chughtai et al., 2015, Islam et al., 2020). This research result is also consistent with the study by De Roeck and Farooq (2018). They believe that ethical leadership has an impact on the relationship between CSR and green behavior.

This study provides some practical applications for the theory that can help an organization achieve its socially responsible goals due to the paucity of empirical data on the effects of SRHRM. It also heeds the appeal of Shen and Benson (2016) by improving our comprehension of some of the fundamental principles underlying SRHRM. According to research on organizational environments, the formation of behavioral norms influences employee attitudes toward an organization's qualities and

workplace behavior (Norton et al., 2015). This research also extends the social exchange theory as identified by Homans (1961), Blau (1964), and Emerson (1976) by providing empirical evidence of the mediating effect of a leader's eco-helping behavior and an employee's felt obligation on EVB, and EIB. The exchange theory (1962, 1972) is a major theoretical stance in the study of social psychology. This attitude is based on older philosophical and psychological viewpoints that were influenced by behaviorism and utilitarianism. Anderson and Narus (1984) observe that "sociological exchange theory shades into economic anthropology in a rather imperceptible way." The social learning theory is also used in this study to explain how ethical leadership moderates the association between SRHRM and employees' green behavior by mediating both LEH and FOB. This particular finding is in line with earlier studies on employee behavior, such as those by Bissing-Olson et al. (2013) and Chou (2014), who find that environmental norms of employee have a positive impact on their workplace green behavior. These studies find that an employee's pro-environmental attitude moderates the effects of daily effects on proactive pro-environmental behavior.

Our understanding of the complex social and psychological mechanisms by which SRHRM affects employees' green behavior is improved by the findings in relation to the various moderating effects of ethical leadership and the various mediating effects of LEH and FOB. Overall, the findings are able to pinpoint and establish that there are various predisposing factors for both EVB and EIB. The findings from a related study by Boiral and Paille (2012) show that eco-helping can be demonstrated by voluntarily volunteering time to assist coworkers in incorporating environmental considerations into all of their work-related decisions, encouraging coworkers to share their thoughts and opinions on environmental issues, and changing one's lifestyle to be more environmentally friendly. Hence, LEH has a significant and positive influence on EVB, and EIB.

Our awareness of the complex social and psychological mechanisms by which SRHRM affects employees' green behavior is improved by the findings' significance in relation to the various moderating effects of ethical leadership and the various mediating effects of the leader's eco-helping behavior and the employee's felt obligation. Overall, the findings are able to pinpoint and establish that there are various predisposing factors for both EVB, and EIB. Findings from Rhoades & Eisenberger (2002) are supported by the indirect association between an employee's perceived obligation and the EVB, and EIB. According to social exchange theory, employee feelings of obligation toward organizations and their actors are a critical link between views of organizational fairness and results (Rhoades & Eisenberger, 2002). Furthermore, the author concludes that ethical leadership has a considerable impact on both EVB, and EIB. This is in line with Islam et al.'s (2020) conclusions. This thesis is also consistent with previous research by Nguyen et al. (2023), when they pointed out that SRHRM impacts green behavior through employee green engagement. This study adds to the body of SRHRM literature by presenting new

explanatory mechanisms between ethical leadership and employees' green actions, particularly in the aviation industry.

However, f^2 results show that the impact of the ELS moderator variable on the relationship between SRHRM and two green behavior variables through two intermediate variables is very small. It is necessary to consider actual conditions and factors in the aviation industry for practical application.

8. CONTRIBUTIONS OF THE STUDY

8.1 Theoretical Implications

First, the study is crucial for gaining a deeper awareness of EIB and EVB in the aviation industry context. Though earlier studies have made assumptions about how SRHRM will affect employee climate habits and corporate environmental policies (Bombiak & Marciniuk-Kluska, 2019; Ardichvili, 2011), work on this claim in the case of the aviation industry is speculative. These findings contribute to the understanding of previous studies (Abdelmotaleb and Saha, 2020; Luu et al., 2021; Rubel et al., 2023) on the association between SRHRM and positive employee outcomes, specifically green behavior. We empirically investigated and demonstrated, using research samples from Vietnam, that SRHRM is a major institutional component influencing EIB and EVB due to its focus on aligning HRM practices and activities with business sustainability goals. As an employee-centered CSR policy, SRHRM benefits from participation in external CSR (Shen & Benson, 2016). Therefore, the author extends the CSR literature by identifying a new factor in the aviation industry, namely SRHRM.

Second, former research (e.g., Shen & Zhu, 2011) implies that identifying the underlying processes that underpin the link between SRHRM and its effects can improve understanding of how SRHRM maintains the effect. The results confirm the critical mediating roles of both employees' felt obligation and leader's eco-helping behavior in the influence of SRHRM on EVB and EIB This is the first study to evaluate such impacts, filling a research gap in published studies. Although there remains an absence of empirical studies that examine the connections between each of the SRHRM to EVB and EIB through leader's eco-helping behavior, the findings are in line with Paille and Boiral's (2013), Paille et al.'s (2018), Ramus and Killmer's (2007), Boiral et al.'s (2015) conclusion. They stated that eco-helping can be demonstrated by voluntarily donating moments to assist colleagues in incorporating the ecosystem throughout all they do at work, promoting teammates to share their thoughts and feelings on environmental concerns, and adopting more sustainable behaviors, thereby improving organizational performance.

There has, however, been little research on the technique that mediates the link between SRHRM and EIB, as well as SRHRM and EVB, at present. To fill this research gap, the author verifies the LEH and FOB as mediators linking SRHRM and EIB, and SRHRM and EVB by matching employees' perceptions between themselves and their organizations. SRHRM can encourage employees to act sustainably. This

study is compatible with the conclusion that felt obligation, eco-helping behavior play important roles in maintaining a positive attitude among employees in green context (Malhotra et al., 2022; Roch et al., 2019; Daily et al., 2009; Tsai et al., 2016). By adding a relevant mediator to describe how SRHRM influences EIB and EVB, this work thus contributes to the body of knowledge on the connection between SRHRM and green behaviors. This is also consistent with the study of Zhou and Zheng (2023). They also claim that SRHRM encourages employees to practice green behavior in the workplace.

Third, the author discovers that ethical leadership has an indirect effect on the relationship of SRHRM with EIB and EVB through the leader's eco-helping behavior, and employee's felt obligation. It is easier for employees to be consistent with company rules and so build leaders' eco-helping behavior when they work in firms that apply SRHRM. Ethical standards may be integrated into organizational rules to encourage ethical behavior (Dickson et al., 2001; Ali et al., 2022). As a result, the aviation industry in Vietnam offers a better social situation for us to explore the impact of SRHRM on EVB, and EIB. By analyzing the moderated effect, we highlight the importance of a leader's traits. The author discusses when and why, at least in Vietnam, ethical leadership can influence the relationship between SRHRM and EVB, and EIB (Dinh et al., 2014) through a leader's eco-helpful behavior, and employee's felt obligation.

8.2 Practical Implications

This study is important and valuable in terms of practice in addition to its theoretical contributions. First, executives in aviation companies should be mindful of the need to clarify and encourage SRHRM procedures and regulations among employees since SRHRM may successfully encourage both EVB and EIB (Lee et al., 2023). By incorporating environmental management into its core HR processes, such as hiring, training, performance reviews, and payment, SRHRM might expand its scope (Angel Del Brio et al., 2008). Creating occupations to fulfill organizational CSR goals is vital, providing employees with the information and skills required to implement green habits. Meanwhile, organizations should tie employee performance appraisal and reward to EIB and EVB, which can improve company performance and reputation.

Second, this research finds that leaders' eco-helping behavior and employees' felt obligation can effectively promote EIB and EVB (Tsai et al., 2016). It indicates that enhancing a leader's eco-helping behavior and employees' felt obligation is an effective method to encourage EIB and EVB. The stronger the ethical leadership, the stronger the impact of ethical leadership on SRHRM and EVB and EIB as well. Therefore, leaders need to give heed to employees with high ethical leadership (Bedi et al., 2016), hire them, and connect their EIB and EVB to advancement and CSR policies, thereby establishing an ideal organizational environment by following the examples of those employees. The system's and leadership's norm, reward, and punishment systems may have an impact on this scenario. In brief, when attempting

to EIB and EVB, managers must consider aspects such as each employee's personal characteristics and the organizational framework.

9. CONCLUSION, LIMITATIONS, AND FURTHER STUDIES

9.1 Conclusion

The purpose of this thesis is to examine the connections between SRHRM and employees' green behavior in the aviation industry. This research attempts to get these objectives:

RO1: To explore the direct effects of SRHRM and ethical leadership on EVB and EIB.

RO2: To explore the mediating roles of a leader's eco-helping behavior and employee's felt obligation towards the impact of SRHRM on EVB and EIB.

RO3: To exemine the moderating roles of ethical leadership in the connection from SRHRM to EVB and EIB.

RO4: Propose to apply the findings of this study to practice in service firms, especially aviation companies.

This study applied social exchange theory, social learning theory, social cognitive theory, and social identity theory to explain hypotheses. By examining an improved conceptual framework, this work seeks to fill in these research gaps by illuminating the direct, indirect, and moderating effects of SRHRM as well as the moderating and moderated mediating effects of ethical leadership on employees' green behavior in the aviation business.

To assess the effects of SRHRM on employees' green behavior, a research model and hypotheses are constructed based on a thorough review of the literature and consultation with key theories used to explain SRHRM policies and their relationships to raising awareness of employees' green behavior in the workplace.

Methodology: This study employs mixed methods, which entail the collection of both quantitative data and qualitative data, their combination, and the use of various designs that may integrate philosophical presumptions and theoretical frameworks. To determine whether the variables could be employed in the aviation industry, a qualitative method is used. In-depth interviews with leaders and an examination of the SRHRM policies are used for this step. The scale's validity will then be examined in a pilot test. At the conclusion of this stage, one item was added to the SRHRM scale. The questionnaire therefore contained 33 items with six (06) variables.

The survey technique is chosen as the research design for this study because it offers the opportunity to test the proposed hypotheses. An individual survey will be conducted as part of the quantitative step. The analysis requires a minimum sample size of 236 while the thesis get 397 respondents.

By responding to the research questions given below, this paper contributes to the body of research for:

RQ1. Are there direct effects of SRHRM and ethical leadership on EVB and EIB?

RQ2. Are there the mediating roles of the leader's eco-helping behavior, the employee's felt obligation towards the effect of SRHRM on EVB and EIB?

RQ3. Are there moderating roles of ethical leadership in the connection from SRHRM to EVB and EIB?

RQ4. Is it possible to apply the SRHRM policy and the findings of this study to practice in service companies and airline companies?

The study's findings demonstrate that the two direct impacts of SRHRM on employees' voluntarily adopted green workplace behaviors as well as employees' actual green behavior in their roles and ethical leadership on the aforementioned variables are found to be statistically significant for predicting green behavior. Two mediating variables—leaders' eco-helpful behavior and employees' sense of obligation—have a statistically significant effect on the connection between SRHRM and two green behavior variables. When the moderating impact of SRHRM on the links between EIB and EVB is investigated, the importance of ethical leadership becomes clear. This study makes significant literary contributions and has important ramifications as a result of its conclusions. The author added to CSR literature by highlighting SRHRM as a fresh factor in the aviation sector. By adding a substantive mediator to explain how SRHRM influences EVB and EIB, this study contributes to the body of research on the relationship between SRHRM and green behaviors. The author examines when and why ethical leadership, at least in Vietnam, can affect how SRHRM is related to EVB and EIB. Managers must take into account factors like each employee's personal traits and the organizational framework while aiming to promote EVB and EIB.

9.2 Limitations and further studies

There are a number of obstacles to this research that should be assessed or solved in follow-up investigations. First, this study only looks at the provided model in two stages. To support the cause-and-effect link, longitudinal analysis allows for the collection of reliable data and the examination of changes in EIB and EVB as a result of the implementation of SRHRM policies.

Second, despite the fact that its SRHRM policies and CSR strategy differ significantly, we benefit from data gathered from Vietnamese aviation firms. It should be noted that the study's findings are difficult to generalize to other settings. Furthermore, we think that additional quantitative studies based on larger samples should indeed be conducted among diverse locations and kinds of organizations, taking into account economic and local variations. This can provide a more solid foundation for generalizing our results to similar industries and other workplaces.

Third, this research concentrates on the role of mediation in a leader's eco-helping behavior between SRHRM and EIB and EVB. Future studies can look into how SRHRM affects EVB and EIB to improve other mechanisms of EVB and EIB. For instance, employees' perception of job security or an ethical leadership style may have

an impact on both EVB and EIB. An individual won't be unconcerned about potential negative outcomes from individual liberty in an organization unless they feel comfortable. Through the positive role effect, ethical leadership, a contemporary leadership strategy that develops in the context of sustainable growth and is compatible with institutional pollution prevention and CSR, may also motivate staff members and prompt both in-role and voluntary workplace green behavior.

Fourth, given that social exchange theory, SRHRM, EVB and EIB are dynamic and subject to alteration under particular circumstances, future research can potentially take into account additional regulatory components at the organizational and employee levels. The border criteria for SRHRM and EIB, as well as EVB, should be specified at several points.

Finally, future studies can delve a little more into the formation process of SRHRM. There are still many unsolved problems, such as whether the concept of sustainable development, social responsibility, and modifications to company ethics carried on by long-term economic growth would influence HRM practices and thus have an impact on employees' understanding of SRHRM.

10. REFERENCES

1. Abdelmotaleb, M. and Saha, S. K. (2020). Socially Responsible Human Resources Management, Perceived Organizational Morality, and Employee Well-being. *Public Organization Review*, *20(2),* 385-399. doi:10.1007/s11115-019-00447-3

2. Abdullah, M. A., Chew, B. C. and Hamid, S. R. (2016). Benchmarking Key Success Factors for the Future Green Airline Industry. *Procedia - Social and Behavioural Sciences*, 224, 246-253.

3. Aiken, L. S. and West, S. G. (1991). Multiple regression: Testing and interpreting interactions. *Newbury Park*, CA: Sage.

4. Angel del Brío, J., Junquera, B. and Ordiz, M. (2008). Human resources in advanced environmental approaches–a case analysis. *International journal of production research*, *46*(21), 6029-6053. Doi: 10.1080/00207540701352094f

5. Aguilera, R. V., Rupp, D. E., Williams, C. A. and Ganapathi, J. (2007). Putting the s back in corporate social responsibility: A multilevel theory of social change in organizations *Academy of Management Review*, *32(3)*, 836-863. doi:10.5465/amr.2007.25275678

6. Ahmad, S. and Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management, 21(1), 19–43.* doi:10.1016/s0272-6963(02)00056-6

7. Ali, M., Qu, Y., Shafique, S., Pham, N. T. and Usman, M. (2022). The role of ethical leadership in enhancing exploitative and explorative learning simultaneously: what does it matter if employees view work as central? *Personnel Review*, *51*(2), 787-804. DOI 10.1108/PR-12-2019-0708

8. Anderson, J. C. and Narus, J. A. (1984). A Model of the Distributor's Perspective of Distributor-Manufacturer Working Relationships. *Journal of Marketing, 48(4), 62-74.* doi:10.2307/1251511

9. Anger, A. and Köhler, J. (2010). Including aviation emissions in the EU ETS: Much ado about nothing? A review. *Transport Policy*. 17(1), 38-46. doi: 10.1016/j.tranpol.2009.10.010

10. Ardichvili, A. (2011). Invited reaction: Meta-analysis of the impact of psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly, 22(2), 153–156.* doi:10.1002/hrdq.20071

11. Arthur, J.B. (1994). Effects of Human Resource Systems on Manufacturing Performance and Turnover. *Academy of Management Journal*, 3(37): 670-87

12. Ashforth, B. E., and Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, *14*(1), 20-39. https://doi.org/10.5465/amr.1989.4278999

13. Baek, P. and Kim, N. (2014). Exploring a theoretical foundation for HRD in society: toward a model of stakeholder-based HRD. *Human Resource Development International, 17(5), 499–513.* doi:10.1080/13678868.2014.954189

14. Bandura, A. (1965). Influence of Models' Reinforcement Contingencies On the Acquisition of Imitative Responses. *Journal of Personality and Social* Psychology*, 1(6), 589-595.

15. Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191–215. doi:10.1037/0033-295x.84.2.191

16. Bandura, A. (1986). The Explanatory and Predictive Scope of Self-Efficacy Theory. *Journal of Social and Clinical Psychology*, *4(3),* 359-373. doi:10.1521/jscp.1986.4.3.359

17. Bandura, A. (1991). Social cognitive theory of moral thought and action. In W. M. Kurtines & J. L. Gewirtz (Eds.), *Handbook of moral behavior and development* (Vol. 1, pp. 45-103). Hillsdale, NJ: Erlbaum.

18. Barrena-Martínez, J., López-Fernández, M., and Romero-Fernández, P. M. (2017). Towards a configuration of socially responsible human resource management policies and practices: Findings from an academic consensus. *The International Journal of Human Resource Management*, *30*(17), 2544-2580. https://doi.org/10.1080/09585192.2017.1332669

19. Barrena-Martinez, J., López-Fernández, M., & Romero-Fernandez, P. M. (2018). Drivers and barriers in socially responsible human resource management. *Sustainability*, *10*(5), 1532. https://doi.org/10.3390/su10051532

20. Barrena-Martinez, J., López-Fernández, M. and Romero-Fernández, P. M. (2019). The link between socially responsible human resource management and intellectual capital. *Corporate Social Responsibility and Environmental Management, 26(1), 71-81.* doi:10.1002/csr.1658

21. Baxter, P., and Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The qualitative report*, *13*(4), 544-559.

22. Bedi, A., Alpaslan, C. M., and Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics*, *139*, 517-536. DOI: 10.1007/s10551-015-2625-1

23. Berger, I. E, Cunningham, P. H. and Drumwright, M. E. (2006). Identity, Identification, and Relationship Through Social Alliances. *Journal of the Academy of Marketing Science, 34(2)*, 128-137.

24. Berrone, P. and Gomez-Mejia, L. R. (2009). Environmental performance and executive compensation: An integrated agency-institutional perspective. *Academy of Management Journal*, *52(1),* 103-126. doi:10.5465/amj.2009.36461950

25. Bissing-Olson, M. J., Iyer, A., Fielding, K. S. and Zacher, H. (2013). Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior, 34(2), 156–175.* doi:10.1002/job.1788

26. Biswas, S. and Varma, A. (2012). Antecedents of employee performance: an empirical investigation in India. *Employee Relations, 34(2), 177–192.* doi:10.1108/01425451211191887

27. Blau, P. (1964). Exchange and Power in Social Life. New York NY: John Wiley & Sons, Inc.

28. Boiral, O. (2009). Greening the Corporation through Organizational Citizenship Behaviors, *Journal of Business Ethics*. 87:221-236. https://doi.org/10.1007/s10551-008-9881-2

29. Boiral, O. and Paillé, P. (2012). Organizational Citizenship Behaviour for the Environment: Measurement and Validation. *Journal of Business Ethics*, 109(4), 431–445. https://doi.org/10.1007/s10551-011-1138-9

30. Boiral, O., Talbot, D., and Paillé, P. (2015). Leading by example: A model of organizational citizenship behavior for the environment. *Business Strategy and the Environment*, *24*(6), 532-550. https://doi.org/10.1002/bse.1835

31. Bombiak, E. and Marciniuk-Kluska, A. (2019). Socially Responsible Human Resource Management as a Concept of Fostering Sustainable Organization-Building: Experiences of Young Polish Companies. *Sustainability, 11(4), 1044.* doi:10.3390/su11041044

32. Bordia, P., Restubog, S. L. D., Bordia, S. and Tang, R. L. (2014). Effects of Resource Availability on Social Exchange Relationships: The Case of Employee Psychological Contract Obligations. *Journal of Management,* 43(5), 1447–1471. doi:10.1177/0149206314556317

33. Borman, W. C. and Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning for Personnel Selection Research. *Human Performance*, 10(2), 99–109. doi:10.1207/s15327043hup1002_3

34. Boselie, P. (2015). Human Resource Management and Performance. *Managing Human Resources*, 18–36. doi:10.1002/9781119208235.ch2

35. Bowen, D. E., and Ostroff, C. (2004). Understanding HRM - firm performance linkages: The role of the "strength" of the HRM system. *Academy of Management Journal, 29(2),* 203-221. https://doi.org/10.5465/amr.2004.12736076

36. Brammer, S., Millington, A. and Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management, 18(10),* 1701-1719. doi.org/10.1080/09585190701570866

37. Brown, M. E., Treviño, L. K. and Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behaviour and Human Decision Processes*, *97(2)*, 117–134. doi: 10.1016/j.obhdp.2005.03.002

38. Brown, M. E. and Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, *17(6),* 595-616. doi: 10.1016/j.leaqua.2006.10.004

39. Buchan, J. (2004). What difference does ("good") HRM make? *Human Resources for Health, 2(1), 1-7.* doi:10.1186/1478-4491-2-6

40. Carmeli, A., Gilat, G. and Waldman, D. A. (2007). The Role of Perceived Organizational Performance in Organizational Identification, Adjustment and Job Performance. *Journal of Management Studies*, *44(6),* 972–992. doi:10.1111/j.1467-6486.2007. 00691.x

41. Campbell, D. T. and Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin, 56*(2), 81–105. https://doi.org/10.1037/h0046016

42. Cannon, 2017. Canon sustainability report 2017. Retrieved 09 June 2023 from https://global.canon/en/csr/report/pdf/canon-sus-2017-e.pdf

43. Carmona-Moreno, E., Céspedes-Lorente, J. and Martinez-del-Rio, J. (2012). Environmental human resource management and competitive advantage. *Management Research: Journal of the Iberoamerican Academy of Management, 10(2), 125–142.* doi:10.1108/1536-541211251607

44. Carroll, A. B. (2021). Corporate social responsibility: Perspectives on the CSR construct's development and future. *Business & Society*, *60*(6), 1258-1278. https://doi.org/10.1177/00076503211001765

45. Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons, 34(4), 39–48.* doi:10.1016/0007-6813(91)90005-g

46. Carroll, A. B. and Shabana, K. M. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews, 12(1), 85–105.* doi:10.1111/j.1468-2370.2009.00275.x

47. Chan, E. S. W. and Hawkins, R. (2012). Application of EMSs in a hotel context: A case study. *International Journal of Hospitality Management, 31(2), 405–418.* doi:10.1016/j.ijhm.2011.06.016

48. Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, *27*(2), 630-641. https://doi.org/10.1002/csr.1827

49.   Chou, C.J. (2014). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management, 40, 436–446.* doi:10.1016/j.tourman.2013.08.00

50.   Chuang, C.H. and Liao, H. (2010). Strategic human resource management in service context: taking care of business by taking care of employees and customers. *Personnel psychology*, 63(1), 153–196. Doi:10.1111/j.1744-6570.2009.01165.x

51.   Chughtai, A., Byrne, M., and Flood, B. (2015). Linking ethical leadership to employee well-being: the role of trust in supervisor. *J. Bus. Ethics*, *128*, 653–663. doi: 10.1007/s10551-014-2126-7

52.   Cohen, J. (2016). A power primer. *Psychol. Bull.* (July 1992), 112(1), 155–159

53.   Cohen, E., Taylor, S. and Muller-Camen, M. (2010). HR's role in corporate social responsibility and sustainability. *SHRM Foundation.* Alexandria. VA, USA

54.   Coca-cola (2019). Providing access to clean water, women empowerment programs, and other imprints of ekocenter in vietnam. Retrieved 09 june 2023 from https://en.cocacolavietnam.com/news/providing-access-to-clean-water-women-empowerment-programs-and-other-imprints-of-ekocenter-in-vietnam

55.   Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P. and Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer? *Journal of Applied Psychology*, 97(1), 1–15. doi:10.1037/a0025208

56.   Collier, J. and Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business Ethics: A European Review, 16(1)*, 19–33. doi:10.1111/j.1467-8608.2006.00466.x

57.   Corbin, J. M. and Strauss, A. (1990). Grounded theory research: Procedures, canons, and evaluative criteria. *Qualitative sociology*, *13*(1), 3-21.

58.   Cowper-Smith, A. and de Grosbois, D. (2011). The adoption of corporate social responsibility practices in the airline industry. *Journal of Sustainable Tourism*, *19(1),* 59–77. doi:10.1080/09669582.2010.498918

59.   Coyle-Shapiro, J. A.-M., Morrow, P. C. and Kessler, I. (2006). Serving two organizations: Exploring the employment relationship of contracted employees. *Human Resource Management*, *45(4),* 561–583. doi:10.1002/hrm.20132

60.   Creswell, J. W. (2009). Research design: Qualitative, quantitative and mixed methods approaches (3rd ed.). *Thousand Oaks, California*: Sage Publications

61.   Cropanzano, R. and Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, *31(6),* 874–900. doi:10.1177/0149206305279602

62.   Daily, B. F. and Huang, S. C. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations and Production Management, 21(12),* 1539–1552. https://doi.org/10.1108/01443570110410892

63.   Daily, B. F., Bishop, J. W. and Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, *48(2)*, 243–256. doi:10.1177/0007650308315439

64.   Daub, C. and Ergenzinger, R. (2005). Enabling sustainable management through a new multi-disciplinary concept of customer satisfaction. *European Journal of Marketing, 39(9/10)*, 998–1012. doi:10.1108/03090560510610680

65.   Daley B. (2012). Air transport and sustainable development. *Aldershot* (UK): Ashgate Publishing Ltd

66.   De Roeck, K. and Delobbe, N. (2012). Do Environmental CSR Initiatives Serve Organizations' Legitimacy in the Oil Industry? Exploring Employees' Reactions Through Organizational Identification Theory. *Journal of Business Ethics, 110(4), 397–412.* doi:10.1007/s10551-012-1489-x

67.   De Roeck, K. and Farooq, O. (2018). Corporate Social Responsibility and Ethical Leadership: Investigating Their Interactive Effect on Employees' Socially Responsible Behaviors. *Journal of Business Ethics*, *151*, 923-939 doi:10.1007/s10551-017-3656-6

68.   De Stefano, F., Bagdadli, S. and Camuffo, A. (2018). The HR role in corporate social responsibility and sustainability: A boundary-shifting literature review. *Human Resource Management, 57(2),* 549–566. doi:10.1002/hrm.21870

69.   Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., and Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, *25*, 36–62. doi:10.1016/j.leaqua.2013.11.005

70.   Dickson, M. W., Smith, D. B., Grojean, M. W. and Ehrhart, M. (2001). An organizational climate regarding ethics: the outcome of leader values and the practices that reflect them. *The Leadership Quarterly*, *12(2),* 197–217. doi:10.1016/s1048-9843(01)00069-8

71.   Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., and Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The leadership quarterly*, *25(1),* 36-62. doi:10.1016/j.leaqua.2013.11.005

72.   Dirks, K. T. and Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, *87(4),* 611–628. doi:10.1037//0021-9010.87.4.611

73.   Du, S. and Vieira, E. T. (2012). Striving for legitimacy through corporate social responsibility: Insights from oil companies. *Journal of business ethics*, *110(4),* 413-427. Doi: 10.2307/41684044

74.   Dutton, J., Dukerich, J., and Harquail, C. (1994). Organizational images and member identification. *Administrative Science Quarterly*, *39:* 239-263

75.   Dumont, J., Shen, J. and Deng, X. (2016). Effects of Green HRM Practices on Employee Workplace Green Behaviour: The Role of Psychological Green Climate and Employee Green Values. *Human Resource Management*, *56(4),* 613–627. doi:10.1002/hrm.21792

76.   Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71(3),* 500–507. https://doi.org/10.1037/0021-9010.71.3.500

77.   Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D. and Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, *86(1),* 42.

78.   Eisenberger, R., Lynch, P., Aselage, J. and Rohdieck, S. (2004). Who Takes the most Revenge? Individual Differences in Negative Reciprocity Norm Endorsement. *Personality and Social Psychology Bulletin*, *30(6),* 787–799. doi:10.1177/0146167204264047

79.   Ellis, K. (2008). Is CSR just Corporates Saying the Right things? *Overseas Development Institute Opinion Paper*, (100).

80.   Ehnert, I. and Harry, W. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management revue*, 221-238. Doi: 10.2307/41783719

81.   Ehnert, I., Parsa, S., Roper, I.; Wagner, M. and Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *Int. J. Hum. Resour. Manag*., *27,* 88–108. https://doi.org/10.1080/09585192.2015.1024157

82.   Emerson (1976). Social Exchange Theory. *Annual Review of Sociology*, 335-362

83. Eubanks, D.L., Brown, A.D. and Ybema, S. (2012). Leadership, Identity, and Ethics. *J. Bus. Ethics,* 107, 1–3. https://doi.org/10.1007/s10551-012-1295-5

84. European Commission, 2022. Retrieved 09 June, 2023 from https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en

85. Fawehinmi, O., Yusliza, M. Y., Wan Kasim, W. Z., Mohamad, Z., and Sofian Abdul Halim, M. A. (2020). Exploring the interplay of green human resource management, employee green behavior, and personal moral norms. *Sage Open*, *10*(4), 1-18. https://doi.org/10.1177/2158244020982292

86. Fitzgerald, P. P. and David-Cooper, R. (2018). Corporate social responsibility in the aviation industry. *Sustainable development, international aviation, and treaty implementation*, 312-343. doi.org/10.1017/9781316594216.016

87. Forbes Vietnam, 2016. Những Doanh Nghiệp Đi Đầu Trong Thực Hiện Csr (Trách Nhiệm Xã Hội Doanh Nghiệp) **[**Enterprises In The Leading Of CSR - Corporate Social Responsibility]. Retrieved 09 June 2023 from https://vnresource.vn/286-khi-doanh-nghiep-chu-trong-vao-csr-trach-nhiem-xa-hoi-doanh-nghiep/

88. Flynn, G. (2008). The Virtuous Manager: A Vision for Leadership in Business. *Journal of Business Ethics*, *78*, 359–372. doi:10.1007/s10551 -006-9331-y

89. Ricardo de Souza Freitas, W., José Chiappetta Jabbour, C. and César Almada Santos, F. (2011). Continuing the evolution: towards sustainable HRM and sustainable organizations. *Business strategy series*, 12(5), 226-234.

90. Friedman, S. D. (2009). Be a better leader, have a richer life. *The Essential Guide to Leadership, 1*. Harvard business review

91. Garavan, T. N. and McGuire, D. (2010). Human Resource Development and Society: Human Resource Development's Role in Embedding Corporate Social

Responsibility, Sustainability, and Ethics in Organizations. *Advances in Developing Human Resources, 12(5), 487–507.* doi:10.1177/1523422310394757

92. Ghauri, P., Grønhaug, K., and Strange, R. (2020). Research methods in business studies. *Cambridge University Press.*

93. George, J. M. and Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: An interactional approach. *Journal of Applied Psychology*, *86(3),* 513–524. doi:10.1037/0021-9010.86.3.513

94. Gong, Y., Chang, S. and Cheung, S.-Y. (2010). High performance work system and collective OCB: a collective social exchange perspective. *Human Resource Management Journal, 20(2), 119–137.* doi:10.1111/j.1748-8583.2010.00123.x

95. Gölgeci, I., Gligor, D. M., Tatoglu, E. and Arda, O. A. (2019). A relational view of environmental performance: What role do environmental collaboration and cross-functional alignment play? *Journal of Business Research*, 96, 35–46. doi: 10.1016/j.jbusres.2018.10.058

96. Gond, J. P., El-Akremi, A., Igalens, J., and Swaen, V. (2010). Corporate social responsibility influence on employees. *International Center for Corporate Social Responsibility*, *54*, 1-47.

97. Gotz, O., Liehr-Gobbers, K. and Krafft, M. (2010). Evaluation of Structural Equation Models Using the Partial Least Squares (PLS) Approach. *Handbook of Partial Least Squares, 691–711.* doi:10.1007/978-3-540-32827-8_30

98. Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review,* 25(2), 161. doi:10.2307/2092623

99. Graebner, M. E. (2003). Momentum and serendipity: how acquired leaders create value in the integration of technology firms. *Academy of Management Proceedings*, 2003(1), F1–F6. doi:10.5465/ambpp.2003.13792422

100. Greenwood M.R, (2002). Ethics and HRM: A Review and Conceptual Analysis. *Journal of* Business *Ethics*, 36(3), 261–278.

101. Gruys, M. L., Stewart, S. M., Goodstein, J., Bing, M. N. and Wicks, A. C. (2008). Values Enactment in Organizations: A Multi-Level Examination. *Journal of Management, 34(4), 806–843.* doi:10.1177/0149206308318610

102. Hagmann, C., Semeijn, J. and Vellenga, D. B. (2015). Exploring the green image of airlines: Passenger perceptions and airline choice. *Journal of Air Transport Management*, 43, 37–45. doi: 10.1016/j.jairtraman.2015.01.003

103. Hair, E., Halle, T., Terry-Humen, E., Lavelle, B. and Calkins, J. (2006). Children's school readiness in the ECLS-K: Predictions to academic, health, and social outcomes in first grade. *Early Childhood Research Quarterly*, *21*(4), 431-454. doi: 10.1016/j.ecresq.2006.09.005

104. Hair Jr, J., Sarstedt, M., Hopkins, L. and Kuppelwieser, G. V. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review, 26(2), 106–121.* doi:10.1108/ebr-10-2013-0128

105. Hair, J.F., Hult, G, T.M., Ringle, C.M., and Sarstedt, M. (2017). A Premier on Partial Least Squares Structural Equation Modeling (PLS-SEM). *US: Sage*

106. Hair, J. F., Risher, J. J., Sarstedt, M. and Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

107. Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., and Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook (p. 197). *Springer Nature.*

108. Hammann, E., A. Habisch, and H. Pechlanern. (2009). "Values That Create Value: Socially Responsible Business Practices in Smes-Empirical Evidence from German Companies." *Business Ethics: A European Review,* 18 (1): 37–51.

109. Han, H., Yu, J. and Kim, W. (2019). Environmental corporate social responsibility and the strategy to boost the airline's image and customer loyalty intentions. *Journal of Travel and Tourism Marketing*, 36(3), 371-383. doi:10.1080/10548408.2018.1557580

110. Harvey G., Williams K. and Probert J. (2013). Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management, 24(1), 152 – 166.* Doi: 10.1080/09585192.2012.669783

111. He, J. and Kim, H. (2021). The effect of socially responsible HRM on organizational citizenship behavior for the environment: A proactive motivation model. *Sustainability*, *13*(14), 7958. doi:10.3390/su13147958

112. Heaphy, E. D. and Dutton, J. E. (2008). Positive Social Interactions and the Human Body at Work: Linking Organizations and Physiology. *Academy of Management Review,* 33(1), 137–162. doi:10.5465/amr.2008.27749365

113. Heikkinen, S., Lämsä, A. M. and Niemistö, C. (2021). Work–family practices and complexity of their usage: a discourse analysis towards socially responsible human resource management. *Journal of Business Ethics*, *171*, 815-831. https://doi.org/10.1007/s10551-020-04458-9

114. Henseler, J., Ringle, C. M. and Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43(1), 115–135.* doi:10.1007/s11747-014-0403-8

115. Hewlin, P. F. (2003). And the Award for Best Actor Goes to...: Facades of Conformity in Organizational Settings. *The Academy of Management Review, 28(4), 633.* doi:10.2307/30040752

116. Hofer, C., Dresner, M. E. and Windle, R. J. (2010). The environmental effects of airline carbon emissions taxation in the US. *Transportation Research Part D: Transport and Environment,* 15(1), 37–45. doi: 10.1016/j.trd.2009.07.001

117. Holden, (2006). Cultural value and the crisis of legitimacy: why culture needs a democratic mandate. *DEMOS Calouste Gulbenkian Foundation*, p. 67.

118. Homans, G.C. (1961), Social Behaviour: Its Elementary Forms. *Harcourt, Brace and World,* New York, NY.

119. Hogg, M. A. and Terry, D. I. (2000). *Social Identity and Self-Categorization* Processes *in Organizational Contexts. Academy of Management Review, 25(1), 121–140.* doi:10.5465/amr.2000.2791606

120. Hoogland, J. J. and Boomsma, A. (1998). Robustness Studies in Covariance Structure Modeling. *Sociological Methods & Research*, 26(3), 329-367 doi:10.1177/0049124198026003003

121. Huselid, M. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, *38(3),* 635-672.

122. Hu, X. and Jiang, Z. (2018). Employee-oriented HRM and voice behavior: a moderated mediation model of moral identity and trust in management. *The International Journal of Human Resource Management*, *29*(5), 746-771. https://doi.org/10.1080/09585192.2016.1255986

123. ICAO (2019). Environmental report. Available on https://www.icao.int/environmental-protection/pages/envrep2019.aspx. Accessed 10 December 2023.

124. IATA (2019). The Importance of Air Transport to Vietnam - The air transport sector makes a major contribution to Vietnam's economy. Retrieved 04 April 2022, from https://www.iata.org/en/iata-repository/publications/economic-reports/vietnam--value-of-aviation/

125. IATA (2021). IATA annual review. Retrieved 04 April 2022, from https://www.iata.org/contentassets/c81222d96c9a4e0bb4ff6ced0126f0bb/iata-annual-review-2021.pdf

126. Islam, T., Ahmed, I. and Ali, G. (2017). Effects of ethical leadership on bullying and voice behavior among nurses. *Leadership in Health Services*, *32(1),* 2-17. doi:10.1108/lhs-02-2017-0006

127. Islam, T., Khan, M. M., Ahmed, I. and Mamood, K., (2020). Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower,* 0143-7720. DOI 10.1108/IJM-01-2020-0036

128. Jabbour, C.J.C. and Santos, F. C. A. (2008). Relationships between human resource dimensions and environmental management in companies: proposal of a model. *Journal of Cleaner Production*, *16(1),* 51–58. doi.org/10.1016/j.jclepro.2006.07.025

129. Jabbour, J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training, 43(2), 98–105.* doi:10.1108/00197851111108926

130. Jackson, S. E. and Seo, J. (2010). The greening of strategic HRM scholarship. *In Organization Management Journal,* 7(4), 278–290. https://doi.org/10.7282/t3-

131. Janic, M. (2003). Modelling operational, economic and environmental performance of an air transport network. *Transportation Research Part D: Transport and Environment,* 8(6), 415–432. doi:10.1016/s1361-9209(03)00041-5

132. Järlström, M., Saru, E. and Vanhala, S. (2018). Sustainable human resource management with salience of stakeholders: A top management perspective. *Journal of Business Ethics,* 152(3), 703-724. doi:10.1007/s10551-016-3310-8

133. Jia, X., Liao, S., Van der Heijden, B. I. J. M. and Guo, Z. (2019). The effect of socially responsible human resource management (SRHRM) on frontline employees' knowledge sharing. *International Journal of Contemporary Hospitality Management, 31(9),* 3646–3663. doi:10.1108/ijchm-09-2018-0769

134. Jiang, K., Lepak, D. P., Hu, J. and Baer, J. C. (2012). How Does Human Resource Management Influence Organizational Outcomes? A Meta-Analytic Investigation of Mediating Mechanisms. *Academy of Management Journal*, *55(6),* 1264–1294. doi:10.5465/amj.2011.0088

135. Kahn, W. A. (2010). The essence of engagement: Lessons from the field. In *Handbook of employee engagement*. Edward Elgar Publishing. doi:10.4337/9781849806374.00008

136. Kalshoven, K., Den Hartog, D. N. and de Hoogh, A. H. B. (2013). Ethical leadership and followers' helping and initiative: The role of demonstrated responsibility and job autonomy. *European Journal of Work and Organizational Psychology*, 22(2), 165–181. doi:10.1080/1359432x.2011.640773

137. Kim, A., Kim, Y., Han, K., Jackson, S.E. and Ployhart, R.E. (2018). Multilevel influences on voluntary workplace green behavior: individual differences, leader behavior, and coworker advocacy. *Journal of Management*, 43 (5), 1335–1358.

138. Kim, H. R., Lee, M., Lee, H. T. and Kim, N. M. (2010). Corporate social responsibility and employee company identification. *Journal of Business Ethics*, *95*, 557–569. doi:10.1007/s10551-010-0440-2

139. Kline, T. J. (2005). Psychological testing: A practical approach to design and evaluation. *Sage publications.*

140. Kock, N., and Lynn, G. S. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, 13(7), 546–580

141. Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of E-Collaboration*, *11(4)*, 1– 10. Doi: 10.4018/ijec.2015100101

142. Koh, H. C. and Boo, E. F. H. (2001). The link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, *29*, 309-324.

143. Kramer, P. (2006). Corporate philanthropy: Taking the high ground. *Foundation Strategy Group*, 3, p. 189–205.

144. Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The international journal of human* resource *management, 25(8),* 1069-1089. https://doi.org/10.1080/09585192.2013.816863

145. Kundu, S. C. (2003). Workforce diversity status: a study of employees' reactions. *Industrial* Management *& Data Systems*, 103(4), 215–226. doi:10.1108/02635570310470610

146. Kundu, S. C. and Gahlawat, N. (2015). Socially responsible HR practices and employees' intention to quit: The mediating role of job satisfaction. *Human Resource Development International*, *18*(4), 387-406. https://doi.org/10.1080/13678868.2015.1056500

147. Kuntz, J. R. C., Kuntz, J. R., Elenkov, D. and Nabirukhina, A. (2013). Characterizing Ethical Cases: A Cross-Cultural Investigation of Individual Differences, Organizational Climate, and Leadership on Ethical Decision-Making. *Journal of Business Ethics, 113(2), 317–331.* doi:10.1007/s10551-012-1306-6

148. Lado, A. A. and Wilson, M. C. (1994). Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective. *Academy of Management Review, 19(4), 699–727.* doi:10.5465/amr.1994.9412190216

149. Lai, C.S., Chiu, C.J., Yang, C.F. and Pai, D.C. (2010). The Effects of Corporate Social Responsibility on Brand Performance: The Mediating Effect of Industrial Brand Equity and Corporate Reputation. *Journal of Business Ethics, 95(3), 457–469.* doi:10.1007/s10551-010-0433-1

150. Lee, K. H. (2009). Why and how to adopt green management into business organizations: The case study of Korean SMEs in manufacturing industry. *Management Decision*, 47(7), 1101-1121

151. Lee, T. H. and Riffe, D. (2019). Business News Framing of Corporate Social Responsibility in the United States and the United Kingdom: Insights from the Implicit and Explicit CSR Framework. *Business & Society*, 1–29 Vol.58 (4), 683-711. https://doi.org/10.1177/0007650317696314

152. Lee, B. Y., Kim, T. Y., Kim, S., Liu, Z. and Wang, Y. (2023). Socially responsible human resource management and employee performance: the roles of perceived external prestige and employee human resource attributions. *Human Resource Management Journal*, *33*(4), 828-845. https://doi.org/10.1111/1748-8583.12481

153. Liu, Y., Liu, S., Zhang, Q., and Hu, L. (2021). Does perceived corporate social responsibility motivate hotel employees to voice? The role of felt obligation and positive emotions. *Journal of Hospitality and Tourism Management*, *48*, 182-190. https://doi.org/10.1016/j.jhtm.2021.06.006

154. Lopez-Fernández, M., Romero-Fernández, P. M. and Aust, I. (2018). Socially Responsible Human Resource Management and Employee Perception: The Influence of Manager and Line Managers. *Sustainability, 10(12), 4614.* doi:10.3390/su10124614

155. Luthans, F. and Youssef, C. M. (2004). Human, social, and now positive psychological capital management: investing in people for competitive advantage. *Organizational Dynamics, 33(2), 143–160.* doi:10.1016/j.orgdyn.2004.01.003

156. Luu, T.T, (2017). CSR and organizational citizenship behavior for the environment in hotel industry: the moderating roles of corporate entrepreneurship and employee attachment styles. *International Journal of Contemporary Hospitality Management, 29*(11), 2867-2900 . doi.org/10.1108/IJCHM-02-2016-0080

157. Luu, T. T., (2020). Socially responsible human resource practices and hospitality employee outcomes, *Int'l J Contemporary Hospitality Management*, 0959-6119

158. Luu, T. T., Rowley, C., Masli, E., Le, V. and Phuong Nhi, L. T. (2021). Nurturing service-oriented organizational citizenship behavior among tourism employees through leader humility. *Journal of Hospitality and Tourism Management, 46, 456–467.* doi:10.1016/j.jhtm.2021.02.001

159. Lynes, J. K. and Andrachuk, M. (2008). Motivations for corporate social and environmental responsibility: A case study of Scandinavian Airlines. *Journal of International Management, 14(4), 377–390.* doi:10.1016/j.intman.2007.09.004.

160. Mak, B. and Chan, W. W. (2006). Environmental Reporting of Airlines in the Asia Pacific Region. *Journal of Sustainable Tourism, 14(6), 618–628.* doi:10.2167/jost586.0

161. Malhotra N., Ashill N., Lages C.R. and Homayounfard A. (2022). Understanding the role of frontline employee felt obligation in services. *The Service Industries Journal*, 42:11-12, 843-871. DOI: 10.1080/02642069.2020.1858062

162. Manika, D., Wells, V.K., Gregory-Smith, D. and Gentry, M. (2015). The impact of individual attitudinal and organizational variables on workplace environmentally friendly behaviors. *Journal of Business Ethics*, 126(4), 663-684. doi.org/10.1007/s10551-013-1978-6

163. Marin, L., Rubio, A. and de Maya, S. R. (2012). Competitiveness as a Strategic Outcome of Corporate Social Responsibility. *Corporate Social Responsibility and Environmental Management, 19(6), 364–376.* doi:10.1002/csr.1288

164. Mayer, D. M., Kuenzi, M., Greenbaum, R., Bardes, M. and Salvador, R. (Bombie). (2009). How low does ethical leadership flow? Test of a trickle-down model. *Organizational Behavior and Human Decision Processes*, *108(1),* 1–13. doi: 10.1016/j.obhdp.2008.04.002

165. Meyer, J. P. and Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, *11*(3), 299-326. https://doi.org/10.1016/S1053-4822(00)00053-X

166. Mead Johnson, (2014). MJN Vietnam Joins Leading Healthcare Organizations to Fight Congenital Metabolic Disorders. Retrieved 9 June 2023 from https://www.meadjohnson.com/journal/mjn-vietnam-joins-leading-healthcare-organizations-fight-congenital-metabolic-disorders

167. McWilliams, A., Siegel, D. S. and Wright, P. M. (2006). Corporate Social Responsibility: Strategic Implications. *Journal of Management Studies, 43(1), 1–18.* doi:10.1111/j.1467-6486.2006.00580.x

168. Mitchell, R.K., Agle, B. and Wood, D. (1997). 'Toward a stakeholder identification and salience: defining the principle of who and what really counts'. *Academy of Management Review*, 22:4, 853–886

169. Mozes, M., Josman, Z. and Yaniv, E. (2011). Corporate social responsibility, organizational identification and motivation. *Social Responsibility Journal, 7(2), 310–325.* doi:10.1108/17471111111141558

170. Mo, S. and Shi, J. (2015). Linking Ethical Leadership to Employee Burnout, Workplace Deviance and Performance: Testing the Mediating Roles of Trust in Leader and Surface Acting. *Journal of Business Ethics, 144(2), 293–303.* doi:10.1007/s10551-015-2821-z

171. Molina-Azorin, J. F., Bergh, D. D., Corley, K. G. and Ketchen Jr, D. J. (2017). Mixed methods in the organizational sciences: Taking stock and moving forward. *Organizational Research Methods*, *20*(2), 179-192. https://doi.org/10.1177/1094428116687026

172. Moore, C., Mayer, D., F.T Chiang, F., Crossley, C. C., Karlesky, M. J. and Birtch, T. A. (2019). Leaders Matter Morally: The Role of Ethical Leadership in Shaping Employee Moral Cognition and Misconduct. *SSRN Electronic Journal.* doi:10.2139/ssrn.3289593

173. Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A. and Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. *Journal of business ethics*, *90*, 157-170. DOI 10.1007/s10551-009-0037-9

174. Newman, A., Miao, Q., Hofman, P. S. and Zhu, C. J. (2015). The impact of socially responsible human resource management on employees' organizational citizenship behavior: the mediating role of organizational identification. *The international journal of human resource management*, *27(4),* 440-455. DOI: 10.1080/09585192.2015.1042895

175. Newman, P.R. and Newman, B.M. (2017). Development through life: A psychosocial approach, *Cengage learning.*

176. Nie, D., Lämsä, A.-M. and Pučėtaitė, R. (2017). Effects of responsible human resource management practices on female employees' turnover intentions. *Business Ethics: A European Review, 27(1), 29–41.* doi:10.1111/beer.12165

177. Nishii, L. H., Lepak, D. P. and Schneider, B. 2008. "Employee Attributions of the "Why" of HR Practices: Their Effects on Employee Attitudes and Behaviors, and Customer Satisfaction." *Personnel Psychology*, *61(3):* 503–545. doi:10.1111/peps.2008.61.issue-3

178. Ng, T. W. and Feldman, D. C. (2015). Felt obligations to reciprocate to an employer, preferences for mobility across employers, and gender: Three-way interaction effects on subsequent voice behavior. *Journal of Vocational Behavior*, *90*, 36–45. doi.org/10.1016/j.jvb.2015.07.005

179. Nguyen, T. T., Mia, L., Winata, L. and Chong, V. K. (2017). Effect of transformational-leadership style and management control system on managerial performance. *Journal of Business Research*, *70,* 202-213. https://doi.org/10.1016/j.jbusres.2016.08.018

180. Nguyen, T.L.P., Nguyen, T.T.H., and Ključnikov, A. (2023). The influence of socially responsible human resource management on green behaviors in the aviation industry. *Journal of Competitiveness*, 15(2), 188-206. https://doi.org/10.7441/joc.2023.02.10

181. Nguyen T.L.P. and Nguyen T.T.H. (2024). The Link Between Socially Responsible Human Resource Management And Eco-Helping Behavior In Aviation Industry – A Moderated Mediation Model. *International Journal of Law and Management.* DOI:10.1108/IJLMA-09-2023-0220.

182. Norton, T. A., Parker, S. L., Zacher, H. and Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, *28*(1), 103-125. DOI: 10.1177/1086026615575773

183. Ones, D. S and Dilchert, S., (2012). Managing human resources for environmental sustainability. Chapter Five. Employee Green Behaviors. *John Wiley & Sons, Inc*. pp. 85-116.

184. Organ, D. W. (1997). Organizational Citizenship Behaviour Its Construct. *Human Performance.* 10(2), pp. 85-97.

185. Orlitzky, M. and Swanson, D. L. (2006). Socially responsible human resource management. In J. R. Deckop (Ed.), *Human resource management ethics* (pp. 3–21). Charlotte, NC: Information Age Publishing

186. Orlitzky, M., Schmidt, F. L. and Rynes, S. L. (2003). Corporate Social and Financial Performance: A Meta-Analysis. *Organization Studies,* 24(3), 403–441. doi:10.1177/0170840603024003910

187. Pan, Y. and Jackson, R.T. (2008). Ethnic difference in the relationship between acute inflammation and serum ferritin in US adult males. *Epidemiol Infect*, 136(3):421-31. doi: 10.1017/S095026880700831X.

188. Podsakoff, P.M. and Organ, D.W. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management*,12(4).

189. Podsakoff, P. M., MacKenzie, S. B. and Podsakoff, N. P. (2012). Sources of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of* Psychology*, 63(1), 539–569.* doi:10.1146/annurev-psych-120710-100452

190. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B. and Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, *26*(3), 513-563

191. Paillé, P. and Boiral, O. (2013). Pro-environmental behavior at work: Construct validity and determinants. *Journal of Environmental Psychology, 36, 118–128.* doi: 10.1016/j.jenvp.2013.07.014

192. Paillé, P., Amara, N., and Halilem, N. (2018). Greening the workplace through social sustainability among co-workers. *Journal of Business Research*, *89*, 305-312. https://doi.org/10.1016/j.jbusres.2017.12.044

193. Park, S.-Y. and E. Levy, S. (2014). Corporate social responsibility: perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management, 26(3), 332–348.* doi:10.1108/ijchm-01-2013-0034

194. Park, C. H., Kim, W. and Song, J. H. (2015). The Impact of Ethical Leadership on Employees' In-Role Performance: The Mediating Effect of Employees' Psychological Ownership. *Human Resource Development Quarterly, 26(4), 385–408.* doi:10.1002/hrdq.21217

195. Park, E. (2019). Corporate social responsibility as a determinant of corporate reputation in the airline industry. *Journal of Retailing and Consumer Services, 47, 215–221.* doi: 10.1016/j.jretconser.2018.11.10

196. Parker, S. K., Williams, H. M. and Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology, 91(3), 636–652.* doi:10.1037/0021-9010.91.3.636

197. Perugini, M., Gallucci, M., Presaghi, F. and Ercolani, A. P. (2002). The personal norm of reciprocity. *European Journal of Personality*, *17.* https://doi.org/10.1002/per.474

198. Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organizational commitment. *Business and Society*, 43, 296 – 319. doi:10.1177/ 0007650304268065

199. Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N. and Nguyen, L. H. L. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture. *Management & Marketing, 13(4), 1174–1189.* doi:10.2478/mmcks-2018-0030

200. Pham, N. T., Tučková, Z. and Phan, Q. P. T. (2019). Greening human resource management and employee commitment toward the environment: An interaction model. *Journal of Business Economics and Management*, *20*(3), 446-465. https://doi.org/10.3846/jbem.2019.9659

201. Pham, N. T., Chiappetta Jabbour, C. J., Vo-Thanh, T., Huynh, T. L. D. and Santos, C. (2020). Greening hotels: does motivating hotel employees promote in-role green performance? The role of culture. *Journal of Sustainable Tourism, 1–20.* doi:10.1080/09669582.2020.1863972

202. Pham, N. T., Tuan, T. H., Le, T. D., Nguyen, P. N. D., Usman, M. and Ferreira, G. T. C. (2023). Socially responsible human resources management and employee retention: The roles of shared value, relationship satisfaction, and servant leadership. *Journal of Cleaner Production*, 137704. https://doi.org/10.1016/j.jclepro.2023.137704

203. Pham Vu Thuy Chi (2022). CSR activities in Vietnam. Retrieved 09 June 2023 from https://www.csruniversal.org/csr-activities-in-vietnam/

204. Piccolo, R.F., Greenbaum, R., Den Hartog, D.N. and Folger, R. (2010). The Relationship between Ethical Leadership and Core Job Characteristics. *Journal of Organizational Behavior*, Vol.31, pp.259–278.

205. Pinzone, M., Guerci, M., Lettieri, E. and Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: the role of "Green" HRM.

Journal of Cleaner Production, 122, 201–211. doi:10.1016/j.jclepro.2016.02.031

206. Preuss, L., Haunschild, A. and Matten, D. (2009). The rise of CSR: implications for HRM and employee representation. *The International Journal of Human Resource Management, 20(4), 953–973*. doi:10.1080/09585190902770893

207. Ramus, C. A. and Killmer, A. B. C., (2007). Corporate greening Through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation. *Business Strategy and the Environment*. 16, 554–570. DOI: 10.1002/bse.504

208. Ramus, C. A. and Steger, U. (2000). The Roles of Supervisory Support Behaviors and Environmental Policy in Employee "Ecoinitiatives" at Leading-Edge European Companies. *Academy of Management Journal, 43(4), 605–626.* doi:10.5465/1556357

209. Rangarajan, N. and Rahm, D. (2011). Greening Human Resources. *Review of Public Personnel Administratio*n, *31(3), 227–247.* doi:10.1177/0734371x11408706

210. Rawshdeh, Z. A., Makhbul,. Z. K. M, and Alam, S. S., (2019). The mediating role of person-organization fit in the relationship between Socially Responsible-HRM practices and employee engagement. *Humanities and Social Sciences Reviews*, eISSN: 2395-6518, 7(5), 434-441. https://doi.org/10.18510/hssr.2019.7548

211. Redmond, Mark V. (2015). "Social Exchange Theory". *English Technical Reports and White* Papers. 5. http://lib.dr.iastate.edu/engl_reports/5

212. Reichers, A. E. and Schneider, B. (1990). Climate and culture: An evolution of constructs. In B. Schneider (Ed.), Organizational climate and culture (pp. 5–39). San Francisco, CA: Jossey-Bass

213. Renwick, D. W. S., Redman, T. and Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. International Journal of Management Reviews, 15(1), 1–14. doi.org/10.1111/j.1468-2370.2011.00328.x

214. Resick, C. J., Martin, G. S., Keating, M. A., Dickson, M. W., Kwan, H. K. and Peng, C. (2011). What ethical leadership means to me: Asian, American, and European perspectives. *Journal of business ethics*, *101*(3), 435-457. Doi: 10.2307/41475911

215. Reynolds, M. (2008). Response to paper "Systems Thinking" by D. Cabrera et al.: systems thinking from a critical systems perspective. *Evaluation and Program Planning,* 31, 323-325. ISSN: 0149-7189

216. Rhoades, L. and Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology, 87(4), 698–714.* doi: 10.1037 /0021- 9010.87.4.698

217. Ringle, C. M., Sarstedt, M., Mitchell, R., and Gudergan, S. P. (2018). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, *31*(12), 1617-1643. https://doi.org/10.1080/09585192.2017.1416655

218. Robertson, J.L. and Barling, J., (2013). Greening organizations through leaders' influence on employees' pro-environmental behaviors. *J. Organ. Behav*. 34 (2), 176–194. https://doi.org/10.1002/job.1820

219. Roch, S. G., Shannon, C. E., Martin, J. J., Swiderski, D., Agosta, J. P. and Shanock, L. R. (2019). Role of employee felt obligation and endorsement of the just world hypothesis: A social exchange theory investigation in an organizational justice context. *Journal of Applied Social Psychology. 49*(4), 213-225. doi:10.1111/jasp.12578

220. Rowan, J. R. (2000). The Moral Foundation of Employee Rights. *Journal of Business Ethics*, 24(4), 355-361

221. Roy, M.-J., Boiral, O. and Lagacé, D. (2001). Environmental commitment and manufacturing excellence: a comparative study within Canadian industry. *Business Strategy and the Environment, 10(5), 257–268.* doi:10.1002/bse.304

222. Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). The influence of green HRM practices on green service behaviors: the mediating effect of green knowledge sharing. *Employee Relations: The International Journal*, *43*(5), 996-1015. DOI 10.1108/ER-04-2020-0163

223. Rubel, M. R. B., Kee, D. M. H., Yusliza, M. Y. and Rimi, N. N. (2023). Socially responsible HRM and hotel employees' environmental performance: the mediating roles of green knowledge sharing and environmental commitment. *International Journal of Contemporary Hospitality Management*, *35*(7), 2645-2664. DOI: 10.1108/IJCHM-01-2022-0098

224. Rubin, R. M. and Joy, J. N. (2005). Where are the airlines headed? Implications of airline industry structure and change for consumers. *The Journal of Consumer Affairs*, *Vol. 39, No. 1*, pp. 215-228

225. Ruiz, P., Ruiz, C. and Martínez, R. (2011). Improving the "leader–follower" relationship: Top manager or supervisor? The ethical leadership trickle-down effect on follower job response. *Journal of Business Ethics*, 99(4), 587-608. DOI 10.1007/s10551-010-0670-3

226. Rupp, D. E., Ganapathi, J., Aguilera, R. V. and Williams, C. A. (2007). Employee reactions to corporate social responsibility: An organizational justice framework. *Journal of Organizational Behavior*, Vol. 27, 4, pp. 537-543. DOI: 10.1002/job.380

227. Ryan, R. M. and Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist, 55(1), 68–78.* doi:10.1037/0003-066x.55.1.68

228. Saleem, M., Qadeer, F., Mahmood, F., Ariza-Montes, A. and Han, H. (2020). Ethical Leadership and Employee Green Behaviour: A Multilevel Moderated Mediation Analysis. *Sustainability, 12(8), 3314.* doi:10.3390/su12083314

229. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. doi:10.1108 /02683940610690169

230. Salmones, M. del M. G. de los, Crespo, A. H. and Bosque, I. R. del. (2005). Influence of Corporate Social Responsibility on Loyalty and Valuation of Services. *Journal of Business Ethics, 61(4), 369–385.* doi:10.1007/s10551-005-5841-2

231. Sancho, L. M. P., Martínez-Martínez, D., Larran Jorge, M. and Herrera Madueño, J. (2018). Understanding the link between socially responsible human resource management and competitive performance in SMEs. *Personnel Review,* 47(6), 1215–1247. doi:10.1108/pr-05-2017-0165

232. Saunders, M., Lewis, P. and Thornhill, A. (2019). Research methods for business students. *Pearson education.*

233. Shao, D., Zhou, E., Gao, P., Long, L. and Xiong, J. (2019a). Double-Edged Effects of Socially Responsible Human Resource Management on Employee Task Performance and Organizational Citizenship Behavior: Mediating by Role Ambiguity and Moderating by Prosocial Motivation. *Sustainability,* 11(8), 2271. doi:10.3390/su11082271

234. Shao, D., Zhou, E. and Gao, P. (2019b). Influence of Perceived Socially Responsible Human Resource Management on Task Performance and Social Performance. *Sustainability, 11(11), 3195.* doi:10.3390/su11113195

235. Schäfer A.W. and Waitz, I.A. (2014). Air transportation and the environment. *Transport Policy*, 34, 1-4. https://doi.org/10.1016/j.tranpol.2014.02.012

236. Shen, J. and Benson, J. (2016). When CSR Is a Social Norm. *Journal of Management*, 42(6), 1723–1746. doi:10.1177/0149206314522300

237. Shen, J. and Zhang, H. (2017). Socially Responsible Human Resource Management and Employee Support for External CSR: Roles of Organizational CSR Climate and Perceived CSR Directed Toward Employees. *Journal of Business Ethics. 156*, 875-888. doi:10.1007/s10551-017-3544-0

238. Shen, J., and Zhu, C. J (2011). Effects of socially responsible human resource management on employee organizational commitment. *The International Journal of Human Resource Management, 22(15), 3020-3035.* doi:10.1080 /09585192. 2011. 599951

239. Shimazu, A., Schaufeli, W. B., Kosugi, S., Suzuki, A., Nashiwa, H., Kato, A., … Kitaoka-Higashiguchi, K. (2008). Work Engagement in Japan: Validation of the Japanese Version of the Utrecht Work Engagement Scale. *Applied Psychology, 57(3), 510–523.* doi:10.1111/j.1464-0597.2008.00333.x

240. Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J. H., Ting, H., Vaithilingam, S. and Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European journal of marketing*, *53*(11), 2322-2347.

241. Siegel, D. (2009). Green Management Matters Only If It Yields More Green: An Economic/Strategic Perspective. *The Academy of Management Perspectives*, 23(3), 5-16.

242. Soper, D.S. (2022). A-priori Sample Size Calculator for Structural Equation Models [Software]. Available from https://www.danielsoper.com/statcalc

243. Steg, L., and Vlek, C. (2009). Encouraging pro-environmental behaviour: An integrative review and research agenda. *Journal of Environmental Psychology, 29(3), 309–317.* doi:10.1016/j.jenvp.2008.10.004

244. Steg, L., Bolderdijk, J. W., Keizer, K. and Perlaviciute, G. (2014). An integrated framework for encouraging pro-environmental behaviour: The role of values, situational factors and goals. *Journal of Environmental Psychology*, 38, 104-115. DOI: 10.1016/j.jenvp.2014.01.002

245. Su, L., Pan, Y. and Chen, X. (2017). Corporate social responsibility: Findings from the Chinese hospitality industry. *Journal of Retailing and Consumer Services, 34, 240–247.* doi:10.1016/j.jretconser.2016.10.013

246. Sugumar, M. (2003). Sustainable human resource strategy. The sustainable and unsustainable dilemmas of retrenchment. *International Journal of Social Economics*, *30*(8), 906-923. doi: 10.1108/03068290310483779

247. Teo, T. (2011). Factors influencing teachers' intention to use technology: Model development and test. *Computers & Education, 57(4), 2432–2440.* doi:10.1016/j.compedu.2011.06.008

248. Tibshirani, R. J. and Efron, B. (1993). An introduction to the bootstrap. *Monographs on statistics and applied probability*, *57*(1). Chapman & Hall, Inc.

249. Torugsa, N. A., O'Donohue, W. and Hecker, R. (2013). Proactive CSR: An Empirical Analysis of the Role of its Economic, Social and Environmental Dimensions on the Association between Capabilities and Performance. *Journal of Business Ethics, 115(2), 383–402.* doi:10.1007/s10551-012-1405-4

250. Tsoutsoura, M. (2004). Corporate Social Responsibility and Financial Performance. *UC Berkeley: Center for Responsible Business*. Retrieved from https://escholarship.org/uc/item/111799p2

251. Toor, S. and Ofori, G. (2009). Authenticity and its influence on psychological well-being and contingent self-esteem of leaders in Singapore construction sector. Construction *Management and Economics, 27(3), 299-313* doi:10.1080/01446190902729721

252. Trevino, L. K., Hartman, L. P. and Brown, M. (2000). Moral Person and Moral Manager: How Executives Develop a Reputation for Ethical Leadership. *California Management Review, 42(4), 128–142.* doi:10.2307/41166057

253. Tsai, W.H. and Hsu, J.L. (2008). Corporate social responsibility programs choice and costs assessment in the airline industry—A hybrid model. *Journal of Air Transport Management, 14(4), 188–196.* doi:10.1016/j.jairtraman.2008.04.003

254. Tsai, C.C., Stritch, J. M. and Christensen, R. K. (2016*).* Eco-Helping and Eco-Civic Engagement in the Public Workplace. *Public Performance & Management Review, 40(2), 336–360.* doi:10.1080/15309576.2016.1216001

255. Tsai, Chia-An J. and Kang, T.C. (2019). Reciprocal intention in knowledge seeking: Examining social exchange theory in an online professional community. *International Journal of Information Management,* 48, 161-174. doi:10.1016/j.ijinfomgt.2019.02.008

256. Turker, D. (2009). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics*, 89, 189–204. doi:10.1007/s10551-008-9993-8

257. Upadhaya, B., Munir, R., Blount, Y. and Su, S. (2018). Diffusion of corporate social responsibility in the airline industry. *International Journal of Operations & Production Management, 38(4), 1020–1040.* doi:10.1108/ijopm-10-2015-0638

258. Vaccaro, A. and Patiño Echeverri, D. (2010). Corporate Transparency and Green Management. *Journal of Business Ethics, 95(3), 487–506.* doi:10.1007/s10551-010-0435-z

259. Van Dyne, L. and LePine, J. A. (1998). Helping and Voice Extra-Role Behaviours: Evidence of Construct and Predictive Validity. *Academy of Management Journal, 41(1), 108–119.* doi:10.5465/256902

260. Valentine, S. and Fleischman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. *Journal of Business Ethics*, 77, 159–172. doi:10.1007/s10551-006-9306-z

261. Vilanova, M., Lozano, J. M., and Arenas, D. (2009). Exploring the Nature of the Relationship Between CSR and Competitiveness. *Journal of Business Ethics, 87(S1), 57–69.* doi:10.1007/s10551-008-9812-2

262. Wagner, M. (2013). "Green" Human Resource Benefits: Do they Matter as Determinants of Environmental Management System Implementation? *Journal of Business Ethics, 114(3), 443–456.* doi:10.1007/s10551-012-1356-9

263. Waring, P. and Lewer, J. (2014). The Impact of Socially Responsible on Human Resource Management: A Conceptual Framework. *Journal of Business Ethics*, 52(1), pp. 99-108.

264. Wesselink, R., Blok, V., and Ringersma, J. (2017). Pro-environmental behaviour in the workplace and the role of managers and organisation. *Journal of cleaner production*, *168*, 1679-1687. https://doi.org/10.1016/j.jclepro.2017.08.214

265. Westland, J.C. (2010). Lower bounds on sample size in structural equation modeling. *Electronic Commerce Research and Applications*, 9(6), 476-487

266. Wilcox, T. (2006). Human resource development as an element of corporate social responsibility. *Asia Pacific Journal of Human Resources, 44(2), 184–196.* doi:10.1177/1038411106066395

267. Wood, R., and Bandura, A. (1989). Social cognitive theory of organizational management. *Acad. Manag. Rev. 14 (3*), 361–384.

268. Xuan Truong (2023). Những thay đổi của trách nhiệm xã hội doanh nghiệp (csr) tại Việt Nam [changes in corporate social responsibility (csr) in vietnam]. Retrieved 09 june 2023 from https://tapchitaichinh.vn/nhung-thay-doi-cua-trach-nhiem-xa-hoi-doanh-nghiep-csr-tai-viet-nam.html

269. Yan, A., Guo, H., Zhou, Z. E., Xie, J., and Ma, H. (2023). How moral identity inhibits employee silence behavior: the roles of felt obligation and corporate social responsibility perception. *Journal of Business Ethics*, *187*(2), 405-420. https://doi.org/10.1007/s10551-022-05263-2

270. Yin, R. K. (2009). Case study research: Design and methods (Vol. 5). *Applied social research methods. Sage.* ISBN 978-1-4129-6090-1

271. Zapata, C. P., Olsen, J. E., and Martins, L. L. (2013). Social exchange from the supervisor's perspective: Employee trustworthiness as a predictor of interpersonal and informational justice. *Organizational Behaviour and Human Decision Processes, 121(1), 1–12.* doi:10.1016/j.obhdp.2012.11.001

272. Zappalá, G. (2004). Corporate citizenship and human resource management: a new tool or a missed opportunity? *Asia Pacific Journal of Human Resources*, *42(2),* 185-201. https://doi.org/10.1177/1038411104045362

273. Zhang, S., and Tu, Y. (2018). Cross-Domain Effects of Ethical Leadership on Employee Family and Life Satisfaction: The Moderating Role of Family-Supportive Supervisor Behaviours. *Journal of Business Ethics, 152*, 1085-1097. doi:10.1007/s10551-016-3306-4

274. Zhang, Z., Wang, J., and Jia, M. (2021). Multilevel Examination of How and When Socially Responsible Human Resource Management Improves the Well-Being of Employees. *Journal of Business Ethics.* 1-17. doi:10.1007/s10551-020-04700-4

275. Zhao, H. and Zhou, Q., (2021). Socially responsible human resource management and hotel employee organizational citizenship behaviour for the environment: A socialcognitive perspective. *International Journal of Hospitality Management*, *95*, 102749. https://doi.org/10.1016/j.ijhm.2020.102749

276. Zhao, H., Zhou, Q., He, P. and Jiang, C. (2021). How and When Does SRHRM Affect Employees' Organizational Citizenship Behaviours Toward the Environment? *Journal of Business Ethics*, 169(2), pp. 371-385. doi.org/10.1007/s10551-019-04285-7

277. Zhao, H., Chen, Y., and Liu, W. (2023). Socially responsible human resource management and employee moral voice: based on the self-determination theory. *Journal of Business Ethics*, *183*(3), 929-946. doi.org/10.1007/s10551-022-05082-5

278. Zhou Q. and Zheng X. (2023). Socially responsible human resource management and employee green behavior at work: the role of learning goal orientation and moral identity. *The International Journal of Human Resource Management*, 35(1), 1-35. DOI: 10.1080/09585192.2023.2192358

11. APPENDIX
Appendix 1: Previous studies

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
1. Luu et al. (2021)	Leader humility	Quantitative (Surveys)	service-oriented OCB	Expansive job crafting	Socially responsible human resource practices	The conservation of resources (COR) theory
2. Luu (2020)	SRHR Practice	Quantitatives (survey)	1.Meaningful of work 2.Job strain (need for recovery)	Job crafting	Authentic leadership	The conservation of resources (COR) theory The social cognitive theory The social exchange theory The ability -motivation-opportunity (AMO)
3. Zhao and Zhou (2021)	SRHRM	Quantitative (survey)	1.OrganizationalCitizenship Behaviour for the Environnment	Moral reflectiveness	Responsible leadership	The social cognitive theory
4.Shao et al. (2019a)	SRHRM	Quantitative (survey)	1.Task performance 2.OCB	Role ambiguity	Prosocial motivation	Job-demand-control theory Situational-strength theories

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
5. Shao et al. (2019b)	SRHRM	Quantitative (survey)	1.Organizational performance and 2.Social performance	1. Pro-social identity 2.Empathy	Distributive justice	1.Affective event theory (AET) 2.Identity theory
6. López-Fernández et al. (2018)	SRHRM	Quantitative (survey)				Institutional theory
7. Sancho et al. (2018)	SRHRM	Quantitative (survey)	1.Employee's Commitment 2.Relational Marketing	Competitive Performance		The resource-based view (RBV) theory
8. Barrena-Martinez et al., (2019)	SR configuration of HR practices	Quantitative (survey)	Intellectual capital	none	none	
9. Shen and Zhang (2017)	SRHRM	Quantitative (survey)	Support for external CSR	Organizational CSR Climate	CSR Directed Toward employees	1.Supplies–values fit theory 2.The stakeholder theory 3.Attribution theory

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
10. Barrena-Martínez et al. (2017)	1. International context 2. National context	Applying a Delphi method Quantitative (Questionare)	SRHRM strategy --> SR HR policies and practices	CSR Strategy		Social exchange theory
11. Hu & Jiang (2016)	Employee-oriented HRM (EOHRM)	Quantitative (online survey)	Voice behaviour	Trust in management	Moral identity	1.Social exchange theory 2.Moral identity theory 3.Organizational support theory
12. A. Newman et al. (2015)	SRHRM 1. EmployeeOriented HRM 2. General facilitation HRM	Quantitative (survey)	OCB	Organizational identification	organizational citizenship behaviour	1.The social exchange theory 2.The social identity theories
13. Kundu & Gahlawat (2015)	Socially responsible HR practices	Quantitative (survey)	Employees' intention to quit	Job satisfaction	none	Stakeholder theory Social exchange theory

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
14. Shen and Benson (2016)	Socially responsible HRM	Quantitative (survey)	1.Task performance 2.Extra-role helping behaviour	1.Organizational Identification 2.Perceived Organizational Support	1.Cooperative Norms 2.Direct and Moderating Effects of POS	1. The social identity theory 2.Institutional theory 3.Organizational support theory
15. Zhao et al. (2021)	SRHRM	Quantitative (survey)	ECB organizational citizenship behaviours toward the environment	Person-Organization Fit	RESR -- role of ethics and SR	The person-organization fit theory
16. Jia et al., (2019)	SRHRM	Quantitative (survey)	Knowledge sharing	Perceived respect Organizational trust	Role stress	The social exchange theory The two-factor theory
17. Rawshdeh et al. (2019)	SRHRM practice	Quantitative (survey)	Employee engagement	P-O fit		Social Exchange Theory
18. Nie et al. (2017)	SRHRM practice	Qualitative	Turnover intention	1.Equal career opportunity 2.work-family intergration	Supervisor gender	The social role theory The social exchange theory The similarity-attraction paradigm
19. Zhang et al. (2021)	SRHRM	Quantitative (survey)	Well-Being	Perspective-Taking	1.Substantive Attributions 2.Symbolic Attributions	SIP theory The attribution theory

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
20. Barrena-Martinez et al. (2018)	Drivers Barriers	Qualitative (using the SABI database)	Socially Responsible actions into HRM			stakeholder theory and a social integrative approach
21. Abdelmotaleb & Saha (2020)	SRHRM		Employee Vitality	1.Perceived organizational morality 2.State-based positive affect		Affective events theory The broaden-and-build theory of positive emotions
22. He and Kim (2021)	SRHRM	Quantitative	OCBE	Subordinate motivational states		Proactive motivation theory Social exchange theory Social Identity theory Conservation of resources theory
23. Gangi et al. (2021)	SRHRM	Quantitative	Costs of debt	corporate environmental responsibility (CER) engagement: emission reduction; resource reduction		stakeholder theory
24. Liao et al. (2022)	SRHRM	Quantitative	Ethical voice	ethical self-efficacy	organizational identification	social cognitive theory social identity theory

Authors	Antecedent (Independent variables)	Research methods	Outcomes (Dependent variables)	Mediators	Moderators	Theories
25. Lee et al. (2023)	SRHRM	Quantitative	Employee performance	perceived external prestige Organizational identification	employee human resource attributions	social identity theory social information processing theory
26. Zhao et al (2023)	SRHRM	Quantitative	Moral voice	Autonomous motivation Controlled motivation	Person–Organization Value Fit	The self-determination theory
27. Rubel et al. (2023)	SRHRM	Quantitative	Environmental Performance	Green Knowledge Sharing; Environmental Commitment		
28. Pham et al. (2023)	SRHRM	Quantitative	Employee retention	Shared value Relationship satisfaction		Social exchange theory

APPENDIX 2: INTERVIEW FOR QUALITATIVE RESEARCH

I. Introductory
- Researcher self-introduction
- Inform about the purpose of the interview.
- Researcher commitment: (1) confidential for all information provided (answer recorded to be destroyed after transcribed); (2) obtain approval of superior before data published; (3) no harm to any individual or organization.

II. Open statement and instructions
- Why an interviewee is selected (experience, position relating to the research area and objectives)
- How to answer the questions
- Valued answers/ contribution (with agreement rate of 60%) to be added to the research for further learning and to be shared with your company/ store for further improvement (if necessary or required)

III. Interviewee process
The semi-structured interview protocol (in the form of questions and relevant probes in Vietnamese and English) will be sent to interviewees for reference and preparaion before interview conducted.

Appointments will be confirmed by interviewees before interview is conducted.

Interview conducting:
- Time: no longer than one hour
- Language: Vietnamese
- Type of interview: Face-to-face, online via Google meet or Zoom.

III. Questionnaire

	Example questions	Selected opinions	Remark
SRHRM	Have you ever heard of SRHRM? How are the SRHRM in your company? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire? Do you have any suggestion for SRHRM?	'We applied CSR/ SRHRM for a long time. 'Our company performs environmental protection activities in KPI"	One item was added. "My company considers updating the socially responsible policies for employees"
ELS	Have you ever heard of ELS? How are the ELS	"Leader here means all supervisors,	

	Example questions	Selected opinions	Remark
	applied in your company? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire? Do you have any suggestion for ELS?	managers, leaders..., so in the questionnaire, you need to clearify this idea. If not, people may consider them as top management"	
Employee's felt obligation (FOB)	Have you ever heard of FOB? How are the FOB in your company? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire? May you suggest some more items of FOB?	In aviation industry, it is required the high commitment from the employees.	
Leader's eco-helping behaviour (LEH)	Have you ever heard of a LEH? What are LEH practices in your company? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire? May you suggest some more items of LEH?	We applied LEH for a long time. Leaders understand this as motivation actions.	
Employee's voluntary workplace green behaviour (EVB)	Have you ever heard of EVB? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire?	Some workers understand this as economic behaviour	

	Example questions	Selected opinions	Remark
	May you suggest some more items of EVB?		
Employee's in-role green behaviour (EIB)	Have you ever heard of EIB? Please read these sentences carefully and may you let me know if you can understand and fill out the questionnaire? May you suggest some more items of EIB?	This describes in the job description so employees know it well.	

(Source: The author)

APPENDIX 3: SURVEY QUESTIONNAIRE

INTRODUCTION AND ACKNOWLEDGEMENT

I am Nguyen Thi Lan Phuong, Ph.D student at Tomas Bata University in Zlín, the Czech Republic. I am conducting research entitled "**The Roles of Socially Responsible Human Resources Management and Ethical Leadership Towards Employee Green Behaviours in the Aviation Industry**", of which objective is to identify the factors in coperate social responsibility / human resourse management field. Your contributions and additional suggestions (if any) will help me not only enrich the practical experience, but also develop reliable scholarly knowledge that can be widely shared for further research and educational purposes.

Thank you very much for your participation.

Section 1: Respondent's background

Please provide your personal information by choosing one of the available answers.

1. Your Gender:

☐ Male	☐ Female

2. Your Age: ....
3. Your working experience: .... year(s).

Section 2:

Please answer the questions relating to your working experiences

First round (February, 2022)

Construct	Questions	1 Strongly Disagree	2 Disagree	3 Somewhat disagree	4 Neutral	5 Somewhat agree	6 Agree	7 Strongly agree
SRHRM	1. "My company considers candidates' general attitudes toward CSR in the selection"	①	②	③	④	⑤	⑥	⑦
	2. "My company uses training to promote CSR as an espoused organizational value"	①	②	③	④	⑤	⑥	⑦
	3. "My company provides CSR training to develop employees' skills in stakeholder engagement and communication"	①	②	③	④	⑤	⑥	⑦

Construct	Questions	1 Strongly Disagree	2 Disagree	3 Somewhat disagree	4 Neutral	5 Somewhat agree	6 Agree	7 Strongly agree
	4. "My company considers employee social performance in promotions"	①	②	③	④	⑤	⑥	⑦
	5. "My company considers employee social performance in performance appraisals"	①	②	③	④	⑤	⑥	⑦
	6. "My company relates employee social performance to rewards and compensation".	①	②	③	④	⑤	⑥	⑦
	7. "My company considers updating the socially responsible policies for employees".	①	②	③	④	⑤	⑥	⑦
Ethical leadership	8. "My leader listens to what employees have to say"	①	②	③	④	⑤	⑥	⑦
	9. "My leader disciplines employees who violate ethical standards".	①	②	③	④	⑤	⑥	⑦
	10. "My leader conducts his/ her personal life in an ethical manner"	①	②	③	④	⑤	⑥	⑦
	11. "My leader has the best interests of employees in mind"	①	②	③	④	⑤	⑥	⑦
	12. "My leader makes fair and balanced decisions"	①	②	③	④	⑤	⑥	⑦
	13. "My leader can be trusted".	①	②	③	④	⑤	⑥	⑦
	14. "My leader discussed business ethics or values with employees".	①	②	③	④	⑤	⑥	⑦
	15. "My leader sets an example of how to do things the right way in terms of ethics".	①	②	③	④	⑤	⑥	⑦
	16. "My leader defines success not just by results but also the way that they are obtained".	①	②	③	④	⑤	⑥	⑦
	17. "When making decisions, my leader askes "what is the right thing to do?"	①	②	③	④	⑤	⑥	⑦

Vietnamese version for first round

Construct	Questions	1 Hoàn toàn không đồng ý	2 Không đồng ý	3 Hơi không đồng ý	4 Bình thường	5 Hơi đồng ý	6 Đồng ý	7 Hoàn toàn đồng ý
SRHRM	Công ty quan tâm tới thái độ của nhân viên đối với các chính sách XH mà công ty đã đưa ra.	①	②	③	④	⑤	⑥	⑦
	Công ty sử dụng việc huấn luyện (training) để khuyến khích XH như là 1 giá trị của tổ chức	①	②	③	④	⑤	⑥	⑦
	Công ty cung cấp các khóa huấn luyện (training) về CSXH để phát triển kỹ năng của nhân viên trong trình giao tiếp với khách hàng, và những đối tượng khác.	①	②	③	④	⑤	⑥	⑦
	Công ty xem xét tới việc nhân viên có thực hiện các chính sách xã hội hay không khi bổ nhiệm.	①	②	③	④	⑤	⑥	⑦
	Công ty xem xét việc nhân viên có thực hiện các chính sách xã hội hay không khi đánh giá hiệu suất làm việc của họ.	①	②	③	④	⑤	⑥	⑦
	Công ty gắn việc đánh giá hiệu quả làm việc của nhân viên với kết quả hoạt động chính sách xã hội của nhân viên.	①	②	③	④	⑤	⑥	⑦
	Công ty quan tâm tới việc cập nhật, bổ sung các chính sách xã hội dành cho người lao động	①	②	③	④	⑤	⑥	⑦
Ethical leadership	Lãnh đạo của tôi có lắng nghe ý kiến của nhân viên.	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo sẽ kỷ luật (phê bình, khiển trách, trừ lương…) những nhân viên vi phạm tiêu chuẩn đạo đức.	①	②	③	④	⑤	⑥	⑦

Construct	Questions	1 Hoàn toàn không đồng ý	2 Không đồng ý	3 Hơi không đồng ý	4 Bình thường	5 Hơi đồng ý	6 Đồng ý	7 Hoàn toàn đồng ý
	Lãnh đạo luôn thực hiện / tuân thủ đúng cam kết về vấn đề đạo đức	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo luôn quan tâm tới lợi ích của nhân viên.	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo luôn đưa ra những quyết định / đánh giá công bằng.	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo của tôi đáng tin cậy.	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo thảo luận/ trao đổi với nhân viên về vấn đề đạo đức kinh doanh.	①	②	③	④	⑤	⑥	⑦
	Lãnh đạo của tôi đưa ra ví dụ (nêu gương) về cách làm việc đúng đắn về mặt đạo đức.	①	②	③	④	⑤	⑥	⑦
	Ngoài việc đánh giá nhân viên dựa trên kết quả công việc, lãnh đạo của tôi còn đánh giá cách thức nhân viên làm việc.	①	②	③	④	⑤	⑥	⑦
	Khi đưa ra quyết định, lãnh đạo của tôi thường đặt câu hỏi "Điều đúng đắn cần làm là gì?"	①	②	③	④	⑤	⑥	⑦

Second round (April, 2022)

Construct	Questions	1 Strongly Disagree	2 Disagree	3 Somewhat disagree	4 Neutral	5 Somewhat agree	6 Agree	7 Strongly agree
Employee's Felt obligation	1. "I feel a personal obligation to do whatever I can to help the organization achieve its goals".	①	②	③	④	⑤	⑥	⑦
	2. "I owe it to the organization to give 100% of my energy to the organization's goals while I am at work".	①	②	③	④	⑤	⑥	⑦

Construct	Questions	1 Strongly Disagree	2 Disagree	3 Somewhat disagree	4 Neutral	5 Somewhat agree	6 Agree	7 Strongly agree
	3. "I have an obligation to the organization to ensure that I proceed with high-quality work".	①	②	③	④	⑤	⑥	⑦
	4. "I owe it to the organization to do what I can to ensure that customers are well-served and satisfied".	①	②	③	④	⑤	⑥	⑦
	5. "I would feel an obligation to take time from my personal schedule to help the organization if it needed my help".	①	②	③	④	⑤	⑥	⑦
	6. "I would feel guilty if I did not meet the organization's performance standards".	①	②	③	④	⑤	⑥	⑦
	7. "I feel that the only obligation I have to the organization is to fulfill the minimum requirements of my job".	①	②	③	④	⑤	⑥	⑦
Leader's eco-helping behavior	8. "I spontaneously give my time to help my colleagues take the environment into account in everything they do at work".	①	②	③	④	⑤	⑥	⑦
	9. "I encourage my colleagues to adopt more environmentally conscious behaviour"	①	②	③	④	⑤	⑥	⑦
	10. "I encourage my colleagues to express their ideas and opinions on environmental issues".	①	②	③	④	⑤	⑥	⑦
Employee's voluntary green behavior	11. "I take initiative to act in environmentally-friendly ways at work".	①	②	③	④	⑤	⑥	⑦
	12. "Today, I took a chance to get actively involved in environmental protection at work".	①	②	③	④	⑤	⑥	⑦
	13. "Today, I did more for the environment at work than I was expected to".	①	②	③	④	⑤	⑥	⑦

Construct	Questions	1 Strongly Disagree	2 Disagree	3 Somewhat disagree	4 Neutral	5 Somewhat agree	6 Agree	7 Strongly agree
Employee's in-role green behavior	14. "Today, I adequately completed assigned duties in environmentally-friendly ways".	①	②	③	④	⑤	⑥	⑦
	15. "Today, I fulfilled responsibilities specified in my job description in environmentally-friendly ways".	①	②	③	④	⑤	⑥	⑦
	16 . "Today, I performed tasks that are expected of me in environmentally-friendly ways".	①	②	③	④	⑤	⑥	⑦

Vietnamese version for second round

Construct	Questions	1 Hoàn toàn không đồng ý	2 Không đồng ý	3 Hơi không đồng ý	4 Bình thường	5 Hơi đồng ý	6 Đồng ý	7 Hoàn toàn đồng ý
Employee's Felt obligation	1. Tôi có nghĩa vụ phải làm bất cứ thứ gì để giúp công ty của tôi đạt được mục tiêu.	①	②	③	④	⑤	⑥	⑦
	2.Tôi có trách nhiệm phải cống hiến 100% sức lực khi làm việc.	①	②	③	④	⑤	⑥	⑦
	3.Tôi phải đảm bảo với công ty rằng tôi thực hiện công việc với năng suất cao.	①	②	③	④	⑤	⑥	⑦
	4.Tôi có trách nhiệm phải đảm bảo rằng khách hàng được phục vụ tốt và hài lòng với dịch vụ của công ty.	①	②	③	④	⑤	⑥	⑦
	5.Tôi (cảm thấy) có trách nhiệm phải dành thời gian cá nhân của mình cho công ty khi công ty cần / gọi.	①	②	③	④	⑤	⑥	⑦
	6.Tôi cảm thấy có lỗi nếu không đáp ứng được các tiêu chuẩn của công ty.	①	②	③	④	⑤	⑥	⑦

Construct	Questions	1 Hoàn toàn không đồng ý	2 Không đồng ý	3 Hơi không đồng ý	4 Bình thường	5 Hơi đồng ý	6 Đồng ý	7 Hoàn toàn đồng ý
	7.Tôi thấy tôi chỉ có nghĩa vụ thực hiện tối thiểu các nghĩa vụ mà công ty đưa ra mà thôi.	①	②	③	④	⑤	⑥	⑦
Leader's eco-helping behavior	8.Tôi thường giúp đồng nghiệp trong quá trình họ làm việc.	①	②	③	④	⑤	⑥	⑦
	9.Tôi khuyến khích đồng nghiệp chú ý các hành vi liên quan đến môi trường.	①	②	③	④	⑤	⑥	⑦
	10.Tôi khuyến khích đồng nghiệp phát biểu / nêu ý kiến của họ về các vấn đề liên quan tới môi trường.	①	②	③	④	⑤	⑥	⑦
Employee's voluntary workplace green behavior	11.Tôi chủ động thực hiện (công việc) theo hướng thân thiện với môi trường tại cơ quan.	①	②	③	④	⑤	⑥	⑦
	12.Hôm nay tôi có cơ hội tham gia vào việc bảo vệ môi trường tại nơi làm việc.	①	②	③	④	⑤	⑥	⑦
	13.Hôm nay, tôi đã làm được nhiều việc liên quan tới môi trường (tại nơi làm việc) hơn tôi nghĩ.	①	②	③	④	⑤	⑥	⑦
Employee's in-role green behavior	14.Hôm nay, tôi đã hoàn thành các nhiệm vụ được giao theo hướng thân thiện với môi trường.	①	②	③	④	⑤	⑥	⑦
	15.Hôm nay đã hoàn thành các công việc được nêu trong bảng mô tả công việc theo hướng thân thiện với môi trường.	①	②	③	④	⑤	⑥	⑦
	16.Hôm nay, tôi đã thực hiện các công việc mà tôi mong đợi theo hướng thân thiện với môi trường.	①	②	③	④	⑤	⑥	⑦

Appendix 4 Cronbach's Alpha

Appendix 4.1 SRHRM

Case Processing Summary

		N	%
	Valid	63	100.0
Cases	Excluded[a]	0	.0
	Total	63	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.926	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SRHRM1	31.48	40.802	.729	.919
SRHRM2	31.27	41.942	.776	.914
SRHRM3	31.32	38.510	.820	.910
SRHRM4	31.79	42.263	.771	.915
SRHRM5	31.97	42.741	.744	.917
SRHRM6	31.89	42.584	.698	.921
SRHRM7	31.43	40.668	.847	.907

Appendix 4.2 Ethical leadership

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded[a]	0	.0
	Total	63	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.947	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ELS1	51.46	66.156	.757	.943
ELS2	51.48	63.963	.801	.941
ELS3	51.51	65.577	.808	.941
ELS4	51.83	64.921	.768	.942
ELS5	51.84	62.200	.863	.938
ELS6	51.62	63.401	.873	.938
ELS7	51.83	66.469	.733	.944
ELS8	51.60	62.534	.841	.939
ELS9	51.60	66.405	.764	.943
ELS10	51.95	64.820	.625	.950

Appendix 4.3 Leader's eco-helping behaviour

Case Processing Summary

		N	%
	Valid	63	100.0
Cases	Excluded[a]	0	.0
	Total	63	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.931	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LEH1	10.59	6.891	.827	.929
LEH2	10.79	6.908	.913	.857
LEH3	11.00	7.548	.843	.914

Appendix 4.4 Employee's felt obligation

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded[a]	0	.0
	Total	63	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.974	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cron Alpha Delet
FOB1	29.41	91.311	.911	
FOB2	29.24	88.313	.922	
FOB3	28.94	88.867	.915	
FOB4	29.02	89.145	.949	
FOB5	29.46	91.672	.881	
FOB6	29.24	91.120	.917	
FOB7	29.75	93.967	.839	

Appendix 4.5 Employee's voluntary workplace green behaviour

Case Processing Summary

		N	%
	Valid	63	100.0
Cases	Excluded[a]	0	.0
	Total	63	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.837	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EVB1	11.32	2.801	.698	.776
EVB2	11.35	2.715	.821	.652
EVB3	11.40	3.275	.591	.872

Appendix 4.6 Employee's in-role green behaviour

Case Processing Summary

		N	%
Cases	Valid	63	100.0
	Excluded[a]	0	.0
	Total	63	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.936	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EIB1	10.38	3.627	.845	.924
EIB2	10.48	3.641	.889	.890
EIB3	10.60	3.663	.868	.906

Appendix 5 Exploratory Factor Analysis

Appendix 5.1 SRHRM, ethical leadership, leader's eco-helping behaviour, employee's felt obligation

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.688
Bartlett's Test of Sphericity	Approx. Chi-Square	1959.291
	df	351
	Sig.	.000

Rotated Component Matrix^a

	Component			
	1	2	3	4
ELS5	.902			
ELS6	.897			
ELS8	.872			
ELS3	.842			
ELS2	.838			
ELS4	.823			
ELS1	.821			
ELS9	.802			
ELS7	.775			
ELS10	.676			
FOB4		.956		
FOB6		.937		
FOB2		.931		
FOB3		.930		
FOB5		.920		
FOB1		.918		
FOB7		.876		
SRHRM7			.898	
SRHRM3			.871	
SRHRM4			.851	
SRHRM2			.831	
SRHRM5			.805	
SRHRM1			.783	

			.780	
SRHRM6			.780	
LEH2				.950
LEH3				.901
LEH1				.895

Appendix 5.2 employee's voluntary workplace green behaviour and employee's in-role green behaviour

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.742
Bartlett's Test of Sphericity	Approx. Chi-Square	268.196
	df	15
	Sig.	.000

Rotated Component Matrix[a]

	Component	
	1	2
EIB3	.933	
EIB1	.927	
EIB2	.891	
EVB2		.910
EVB1		.874
EVB3		.762

LIST OF PUBLICATIONS

Journals

[1] **Nguyen, T.L.P**., Nguyen, T.T.H., & Ključnikov, A. (2023). The influence of socially responsible human resource management on green behaviors in the aviation industry. *Journal of Competitiveness*, 15(2), 188-206. https://doi.org/10.7441/joc.2023.02.10

[2] **Nguyen TLP** and Nguyen TTH. (2024). The Link Between Socially Responsible Human Resource Management And Eco-Helping Behavior In Aviation Industry – A Moderated Mediation Model. *International Journal of Law and Management.*

[3] **Thi Lan Phuong Nguyen,** Nguyen TTH, Aleksandr Ključnikov, Tran Hoang Tuan, Nhat Tan Pham. Promoting employee green behavior in the workplace-A time-lagged study of socially responsible human resource management, felt obligation and environmental leadership. *German Journal of Human Resource Management* (under reviewed 2 round)

[4] **Thi Lan Phuong Nguyen**, Aleksandr Kljucnikov, Nhat Tan Pham, Thi Thu Huong Nguyen. Greening the aviation industry: A moderated-mediation praxis of socially responsible human resource management, green behaviour, leader eco-helping behaviour and ethical leadership. *Sustainable Futures* (Under review).

[5] **Thi Lan Phuong Nguyen,** Thi Thu Huong Nguyen, Thi Vinh Hang Nguyen. The Role of Green Training and Environmental Performance In Aviation Industry- The Moderated Mediation Model Of Ethical Leadership. Periodica Polytechnica Social and Management Sciences (Under review).

Conferences:

[1] Nguyen Tam Minh**, Nguyen Thi Lan Phuong,** Ho Nhan Thanh (2021). Educational Tourism: The Antecedents of Satisfaction and Loyalty. *Tourman 2021*, P.1154, ISBN: 978-618-84798-9-0

[2] Hanh Thi My Ly, **Phuong Thi Lan Nguyen,** Tho Huu Hoang Nguyen (2021). The Relationship between Innovation Leadership and Employee Performance. *Proceedings of the 15th International Conference INPROFORUM 2021*, ISBN 978-80-7394-863-4

[3] Nguyen Tam Minh, **Nguyen Thi Lan Phuong,** Nguyen Thi Anh Van (2021). Organic food purchase behaviour: in the light of the theory of planned behaviour, Does pro-social attitude matter? *Proceedings of the 15th International Conference INPROFORUM 2021,* ISBN 978-80-7394-863-4

AUTHOR'S CURRICULUM VITAE

1. **Personal information**
- Full name: Nguyen Thi Lan Phuong.
- Address: Vietnam Aviation Academy
- Nationality: Vietnamese
- Tel: 084-987576600
- Email: t3nguyen@utb.cz / phuongntl@vaa.edu.vn

2. **Work experience**
- 2008- ongoing: Lecturer at Vietnam Aviation Academy, Ho Chi Minh City, Vietnam
- 2005-5/2008: working at Sales department for T&H Co.Ltd
- 2005: working at Marketing department for Kyvy Co.Ltd

3. **Education**
- 2017 – ongoing: Ph.D. student in Management, Tomas Bata University in Zlin, Czech Republic (one-year gap)
- 2007-2010: Master degree at University of Economics Ho Chi Minh City
- 2001-2005: Bachelor degree at Ton Duc Thang University, Ho Chi Minh City

4. **Research interests**

Human resource management, Socially responsible Human resource management, Aviation safety, Air Cargo, Airport operation management, Logistics.

Nguyen Thi Lan Phuong

The Roles of Socially Responsible Human Resources Management and Ethical Leadership Towards Employee Green Behaviours in Aviation Industry

Role společensky odpovědného řízení lidských zdrojů a etického vedení lidi v povzbuzování zeleného chování v leteckém průmyslu

Doctoral Thesis