

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

Nguyen Thi Lan Phuong, Ph.D.

Doctoral Thesis Summary



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**The Roles of Socially Responsible Human Resources
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**Role společensky odpovědného řízení lidských zdrojů a etického
vedení lidí v povzbuzování zeleného chování v leteckém průmyslu**

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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 pocíťovaného 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 pocíťovaného 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 pocíťovaného 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 pocíťované povinnosti zaměstnance.

Přínosem této studie v teoretické oblasti je zdůrazňování, teorie sociální výměny, teorie sociálního učení, teorie sociálně 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, pocíťované povinnosti zaměstnance a moderátory etického vedení. Kromě toho práce popisuje praktické důsledky, výzkumná omezení a směr dalšího výzkumu.

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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

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). In addition to HRM actions that promote employee welfare and address employee problems, SRHRM may comprise hiring CSR personnel, encouraging employee participation in CSR initiatives aimed at outside parties, and rewarding such participation (Shen & Zhu, 2011). During the previous years, researchers have noticed an increase in human resource departments' involvement in implementing SRHRM due to the development of relevant HRM (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. Researchers claim that little research has been done on SRHRM. 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 employee voluntary workplace green behavior and employee in-role green activity is still rare.

This study initially reviews the existing literature related to SRHRM, ethical leadership, the leader's eco-helping behavior, the employee's felt obligation, the employee's voluntary workplace green behavior, and the employee's in-role green behavior.

This study figures out research gaps as follows:

First, many previous empirical studies explore the influence of SRHRM on employees' notions and behaviors, such as employee commitment (Shen & Zhu, 2011), task performance, extra-role helping behavior (Shen & Benson, 2016), 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). 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). 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 organizational citizenship behavior for the environment (OCBE). Thus, a research question on how SRHRM may boost employees' green behavior needs to be explored by scholars.

Second, 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 prepare for the firm's future leadership to keep the energy going. They must recognize, cultivate, and prepare the next generation of leaders to ensure leadership stability and continuity (Graebner, 2003). Explaining

environmental processes to new employees, reassuring employees to conserve or reprocess energy, or urging employees to participate in an organization's environmental activities are all examples of eco-helping (Boiral & Paillé, 2012). 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 an employee's voluntary workplace green behavior and in-role green behavior.

Third, according to previous studies on ethical leadership, it is critical to understand how leadership influences employees' ethical conduct (Brown et al., 2005). 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 proposes that ethical leadership can positively shape EGB (Saleem et al., 2020). Social learning theory mentions that leaders must be appealing and trustworthy role models to be seen as ethical leaders by their followers (Brown & Treviño, 2006). The social learning theory is also used to help resolve the reasons why and how ethical leaders affect their supporters.

Fourth, aviation regulators want airlines to be responsible for their customers, stakeholders, and employees (Cowper-Smith & Grosbois, 2011). Some others looked at CSR with a few crucial areas such as business operations, community, and customers (Fitzgerald & David-Cooper, 2018) or consumer rights, environmental preservation, civic responsibility, and safety (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 study examines the relationship between SRHRM and green workplace behavior in the Vietnamese aviation business.

From the existing literature, **the research problem** is to explore the relationship between socially responsible human resource management, employees' voluntary green behavior and employee's in-role green behavior, and the roles of ethical leadership in the aviation industry.

❖ **Research objectives and questions**

The research's primary objective is to create a complete model to investigate aspects impacting SRHRM on employees' voluntary workplace green behavior and in-role green behavior.

Research Objectives:

RO1: To investigate the direct effects of SRHRM, leader's eco-helping behavior, an employee's felt obligation on employees' voluntary workplace green behavior, and in-role green behavior.

RO2: To investigate the mediating roles of a leader's eco-helping behavior and employee's felt obligation towards the influence of SRHRM on employees' voluntary workplace green behavior and in-role green behavior.

RO3: To investigate the moderating roles of ethical leadership in the connection from SRHRM to employees' voluntary workplace green behavior and employee's in-role green behavior.

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, leader's eco-helping behavior, and an employee's felt obligation on employees' voluntary workplace green behavior and in-role green behavior?

RQ2: Are there the **mediating roles** of the leader's eco-helping behavior, the employee's felt obligation towards the effect of SRHRM on employees' voluntary workplace green behavior, and in-role green behavior?

RQ3: Are there the **moderating roles** of ethical leadership in the connection from SRHRM to employees' voluntary workplace green behavior and in-role green behavior?

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

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). He and Kim (2021) also stated that social identity theory predicts that employees are more inclined to associate 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. In my study, social identity theory explains the impacts of SRHRM on employees' voluntary workplace green behavior and in-role green behavior.

2.1.2 Social Exchange Theory.

Since Homans (1961), Blau (1964), and Emerson's earliest writings (1976), among the main theoretical stances in the study of social psychology have been exchanged theories (1962, 1972). Blau's (1964, p. 94) definition of the outlook criterion for the exchange frame of reference is the most straightforward "social exchange, as here conceived, is limited to actions that are contingent and reward reactions from others." Blau (1964) expanded on the crucial "social" context in which the economics of the employee's sense of obligation and the leader's eco-helping behavior 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. The social exchange theory will be strengthened in terms of the theoretical framework for the present investigation hypothesis. 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

Referred to as social cognitive theory, learning can occur by inspecting behavior, and the learner's appearance of that behavior is governed by an integrative triadic consequentialism between personal (cognitive) factors, the behavior itself, and the environment. Zhao and Zhou (2021) used social cognitive theory to describe the idea of SRHRM. 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 levels of ethical behavior vary among people (Bandura, 1986). 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. So, the connection between SRHRM and employees' felt obligation and the connection between employees' voluntary workplace green behavior and in-role green behavior can both be explained by this theory.

2.1.4 Social Learning Theory

According to the social learning theory, social learning occurs when people see one another's behavior and the outcomes that come as a result. 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.

Power and prestige increase a model's appeal (Bandura, 1986), increasing the likelihood that followers will pay attention to the behavior that ethical leaders practice

(Brown et al., 2005). In my study, social learning theory explains the roles of ethical leadership in the link between SRHRM and employees' voluntary workplace green behavior and in-role green behavior.

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 to achieve societal, organizational, and individual objectives. Organizations ought to broaden their strategies and make investments in the human management part of their business to access a benefits resource that will boost a firm's competitiveness (Luthans & Youssef, 2004).

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 being environmentally friendly and socially responsible policies, procedures, and practices.

2.2.2 Sustainable Human resource management

In recent years, a new area of study in this area has been sustainable management of human resources, which merges sustainability and managing human resources. 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). 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, or ecological, and firms often seek them simultaneously, although any one of the outcomes may be more important to an organization than others."

2.2.3 Corporate social responsibility

Carroll (2010)'s four separate areas of CSR, which include firms' fulfillment of financial, legal, moral, and optional or altruistic obligations, are 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). It was decided that this concept might be beneficial and appropriate to utilize because it has been successfully used in CSR studies for more than 25 years. 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 the social purpose of their businesses to provide goods and services for society, businesspeople in particular tend to think of their economic, financial, and profitability performance as something they are doing for society as well as for themselves. The idea also makes a distinction between moral, legal, and charitable categories of performance, enabling a deeper examination of various corporate deeds.

2.2.4. Socially responsible Human resource management (SRHRM)

The roots of SRHRM can be found in organizational behavior, ethics, and CSR (Greenwood, 2002). The relationship between CSR and HRM has garnered more academic attention (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." At the same time, the research shows that SRHRM is linked to positive work behaviors (Jia et al., 2019; Shen & Benson, 2016) and work engagement (Shen & Zhu, 2011). There is a scant amount of empirical data connecting SRHRM with employee well-being results (Abdelmotaleb & Saha, 2020). In this study, SRHRM is a collection of HRM practices that firms use to foster the attitudes and behaviors of their workforce and advance both internal and external CSR activities (Shen & Benson, 2016).

SRHRM is a corporate signal to meet social CSR standards and is essential to the effective execution of CSR initiatives, such as evaluating and praising an employee's social outcomes (Orlitzky & Swanson, 2006). Therefore, the implementation of SRHRM is expected to boost the identification of employees' organizations. Previous studies (e.g., Zhao & Zhou, 2021; Lopez-Fernández et al., 2018) still have little research on the relationship between SRHRM and green behavior, especially employee voluntary workplace behavior and in-role green behavior.

Employee voluntary green behavior is described by Norton et al. (2015) as green behavior involving individual initiative that goes above and beyond organizational guidelines. The notions of situational achievement and corporate citizenship behavior—both of which refer to actions that support the business, social, and psychological environments in which task performance occurs—and employee

voluntary green behavior are closely related (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 (Norton et al., 2015). It may involve water conservation, resource efficiency, waste reduction, energy conservation, and recycling (Norton et al., 2015). In this study, in the workplace for voluntary employees, green behavior is defined as green behavior involving individual initiative and going above and beyond organizational standards (Norton et al. 2015).

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 making eco-friendly substitutions, is referred to as "obligated green behavior." In other words, 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. Current studies have revealed that certain human and environmental elements may have an impact on an employee's workplace green behavior (Norton et al., 2015; Kim et al., 2018). 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. Employee voluntary workplace green behavior is strongly related to the concepts of contextual performance and organizational citizenship behavior, both of which refer to activities that support the corporate, social, and psychological environment in which task performance occurs (Borman & Motowidlo, 1997; Organ, 1997).

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 add value to the business. Expected organizational conduct is usually stated in the official work descriptions of the personnel (i.e., in-role green behaviors). 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). They may lose their employment if they fail to fulfill the appropriate actions. Reprimands and unfavorable pecuniary repercussions follow the absence of in-role behavior (Van

Dyne & LePine, 1998). In this study, worker in-role, according to the definition of "green behavior," is behavior that is regularly displayed at work and is evaluated, acknowledged, and associated with rewards (Dumont et al. 2016).

2.2.7 Felt Obligation

Employees feel obligated to work harder when their employer provides them with cash perks that match their needs and social-emotional benefits that address their psychological requirements (Cropanzano & Mitchell, 2005). The felt obligation is based on the culturally universal social norm of reciprocity, which asserts that individuals are more likely to repay others for their assistance (Perugini et al., 2002). According to Colquitt et al. (2012), the social models capture the restricted components of reciprocity, such as fulfilling psychological contracts, normative commitment, and affective commitment, providing 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

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.

Focus is placed on two-way communication, reward, and judgment to encourage such behavior in followers (Neubert et al., 2009). In the written word, ethics is typically connected with honesty and integrity (Eubanks et al., 2012; Kuntz et al., 2013), and ethical leaders are seen as fair and moral decision-makers. 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 the ethical leadership concept.

2.2.9 Eco-helping behavior

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). Explaining environmental processes to new employees, encouraging employees to recycle or

preserve energy, or urging them to participate in an organization's environmental activities are all examples of eco-helping (Boiral & Paillé, 2012).

The practice of "eco-helping" pushes staff members to promote environmental initiatives and handle environmental issues to avoid conflicts with stakeholders. "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 Socially responsible in the aviation industry

The airline industry is a significant form of public transportation which helps the travel sector, businesses, and society in a variety of ways, including job creation, philanthropic activity, and investments in infrastructures for those in need and neglected (Su et al., 2017). Currently, the impacts of the aviation sector on the social, economic, and environmental spheres are significant (Hofer et al., 2010). For instance, air and noise pollution are examples of negative problems (Janic, 2003). Service suppliers in the airline sector strive to lessen their detrimental implications 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.

The aviation sector has additional important negative environmental effects, such as noise pollution and resource and waste creation (Cowper-Smith & Grosbois, 2011; Postorino et al., 2018). Due to the multinational nature of the aviation industry, these negative effects on other nations outside of the host country that are contributing to global climate change are expanded. As a result, air travel affects individuals locally, regionally, and globally, mostly due to air pollution and climate change (Schäfer & Waitz, 2014). The environmental and social effects of airport transportation (Anger & Kohler, 2010) and the aviation industry's global exposure have given CSR initiatives in aviation corporate strategy special attention.

3. HYPOTHESES DEVELOPMENT

3.1 The relationship between SRHRM and employees' green behaviors

The roots of SRHRM can be found in CSR, organizational behavior, and ethics (Greenwood, 2002). The connection between CSR and human resource management has garnered more academic attention (Heikkinen et al., 2021). Shen and Benson (2016) determined 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 leaving the office, 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, motivation, and opportunity abilities, SRHRM goes above and beyond by also focusing on attracting and keeping a socially responsible workforce, offering CSR training, and evaluating social performance. Moreover, SRHRM connects evaluation outcomes to compensation, training, and career growth and aims to develop employee skills that are receptive to stakeholder engagement and communication (Shen & Benson, 2016; Shen & Zhu, 2011; Shen & Zhang, 2017).

Social exchange theory is used to explain the link 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 et al., 2021), and organizational citizenship behaviors directed toward the environment (OCB-E) (He & Kim, 2021). Moreover, Blau (1964) states that individuals' voluntary actions are driven by the benefits they hope to receive from others and, in most circumstances, do receive in return, and achieving personal objectives requires interaction with others. Voluntary workplace green behavior is also a part of it (Norton et al., 2015), but there is still no study that examines the relationship between SRHRM and it. From this point of view, we apply SET to explain how SRHRM impacts voluntary workplace green behavior.

H1a: SRHRM has a positive effect on employees' voluntary workplace green behavior.

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 at the parking slot, and following check-in procedures. Also, employees must be concerned about the environment to properly do the activities necessary in these sorts of occupations, as green conduct is recommended according to the job's nature. 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, as such, we developed the following hypotheses:

H1b: SRHRM has a positive effect on employee's in-role green behavior.

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). Encouraging

coworkers to voice their opinions on environmental issues, offering time to assist coworkers in incorporating environmental concerns into their everyday job tasks, and adopting more ecologically conscious habits are all examples of eco-helping. Helping behaviors encourage cooperation, interdependence, and teamwork (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, and support sustainable and environmentally friendly acts among their co-workers and inside their organization. Zhao and Zhou (2021) investigated whether SRHRM positively impacts OCBE. Luu (2017) also states that CSR is positively linked 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 very essential 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 clearly understanding the environment and ethics, employees are responsible for their correspondence by doing voluntary green behavior. Referred to as "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 employee's voluntary workplace green behavior rises. Hence, we argue that a leader's eco-helping behavior influences an employee's voluntary workplace green behavior. We suppose that if an organization applies good SRHRM policies, it encourages leaders' eco-helping behaviors and also motivates employees' voluntary workplace green behavior. The following hypotheses will be explored:

H2a. The leader's eco-helping behavior positively mediates the influence of SRHRM on employee's voluntary workplace green behaviors.

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 procedure begins with an organizational leader's or coworker's treatment of the target person—whether favorable or unfavorable (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. 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 employees' in-role green behavior. 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 employee's in-role green behaviors.

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. In light of SET, We may contend that employees are more inclined to stay with an organization when they receive valued benefits from it. When an organization applies SRHRM policies positively, it encourages leaders and employees to think positively, and they feel obligation to their organization. Moreover, when an organization applies SRHRM policies positively, the more an employee's felt obligation increases, the more the employee's voluntary workplace green behavior rises. As such, we developed this hypothesis:

H3a. The employee's felt obligation positively mediates the influence of SRHRM on employee's voluntary workplace green behaviors.

Another conceptual lens for understanding the issue of job engagement is SET (Blau, 1964). According to SET, one party initiates contact by offering the other party benefits, and as a result of getting a highly valued economic benefit, the other side feels compelled to reciprocate. 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). 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). Furthermore, the more positively an organization implements SRHRM policies, the greater the employee sense of obligation and the better the employee's in-role green behavior. Hence, we argue:

H3b. The employee's felt obligation positively mediates the influence of SRHRM on the employee's in-role green behaviors.

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 deliver on their commitments and are believable. Past studies applied the social learning theory to prove that green behavior is influenced favorably by ethical leadership such as voice behavior (Islam et al., 2017) and employee green behavior (Saleem, 2020). Islam et al. (2020) investigated how ethical leadership affects both in-role and extra-role green behavior. So, we state that:

H4a: Ethical leadership has a positive impact on voluntary workplace green behavior.

H4b Ethical leadership has a positive impact on in-role green behavior.

Bandura (1965, 1977) defined SLT as the interplay of an individual's knowledge and experiences, the environment, and the individual's behavior. According to SLT, people learn a lot about their behavior by seeing and imitating others. The theory of social learning clarifies why particular leader traits and circumstances are connected to how employees perceive a leader's ethical leadership. Social learning theory (Bandura, 1977) noted that role models for followers must be enticing and trustworthy in order for their employees to regard them as ethical. Furthermore, social learning theory explain why and how ethical leaders influence their employees (Brown et al., 2005). According to these authors, support is critical in modeling success because spectators observe carefully those who have control over significant resources, rewards, and penalties (Brown & Trevino, 2006; Brown et al., 2005). Finally, social learning theory believes that a sizable part of learning happens through indirect experience (Brown et al., 2005; Trevino et al., 2000). When learning about ethical and unethical behavior in business settings, experiential learning should be given special consideration. Employees learn about rewards and punishments from how other team members are treated; they may gain insight into what is appropriate or unacceptable before managing their own behavior.

Ethical leaders create high ethical norms 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. Beyond social learning theory, social exchange is more likely to characterize interactions between moral leaders and those they lead than straightforward financial activity (Blau, 1964; Homans, 1961). We suggest that employees of moral leaders are more inclined to believe that they exchange social favors with their superiors in order to obtain the justice and faith they desire. (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 employees' voluntary workplace green behavior. Thus, we argue that:

H5a. There is a moderating effect of ethical leadership on the link between SRHRM and employee's voluntary workplace green behaviors.

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, 2006) claimed that ethics and trust are fostered in the workplace by ethical leaders, who also create an environment where staff members are more inclined to participate in appropriate organizational behavior. As a result, workers are more inclined to imitate and integrate the moral behavior of their moral role models

(Brown & Trevino, 2006). Role modeling effects ethical behavior via motivating and informing strategies (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 ethical leaders should identify with them and imitate their actions. To describe how moral leadership influences worker behavior, earlier studies on the topic have relied on theoretical frameworks like social exchange theory (e.g., Mo & Shi, 2015; Newman et al., 2015). The highest ethical norms are set by ethical leaders, who also facilitate dialogue at all levels (Moore et al., 2019). Based on the strictest moral principles and role models, 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 tend to imitate them and work to improve the environment (Islam et al., 2020). Leaders expect their employees to perform critical behaviors in the presence of ethical leadership because they value the moral conduct of the leaders (Kalshoven et al., 2013). So, employees comply with SRHRM policies as the in-role green behaviors of ethical leaders. Thus, we propose the following hypotheses:

H5b. There is a moderating effect of ethical leadership on the link between SRHRM and employee's 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. According to social exchange theory, perceived obligation is a vital mechanism in social exchanges 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. As supposed above, when organizations apply SRHRM policies positively, the more employees' felt obligation increase, the more employees' voluntary workplace green behavior rises. And especially when ethical leadership is motivated, employees feel more obligated, and they engage in green behavior at workplace voluntarily. Hence, we argue that:

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

Blau (1964) wrote in one of the most important essays on 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). 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-role 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 an employee's felt obligation on the link between SRHRM and the employee's in-role green behavior is moderated by 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 same. According to social learning theory, workers pay closer attention to moral leaders and attempt to emulate their actions. (Islam et al., 2020). When ethical leadership is high, SRHRM impacts strongly on a leader's eco-helping behavior. However, the mediator role of a leader's eco-helping behavior can be changed when ethical leadership is changed. Under social learning theory, employees are more prone to imitate the behavior of leaders and seek to enhance the environment. Employees are expected to undertake critical organizational behaviors in the context of ethical leadership because they appreciate the leaders' ethical behavior (Kalshoven et al., 2013). Based on the social learning theory (Bandura, 1977) and the social exchange theory (Blau, 1964), when leaders pay more attention to ethical leadership and SRHRM policies are set higher, the impact of ethical leadership on the leader's eco-helping behavior is stronger. This impacts employees' voluntary green behavior. Employees comply with SRHRM policies voluntarily. In contrast, when leaders pay less attention to ethical leadership, SRHRM policies are set lower, and the impact of ethical leadership on leaders' eco-helping behavior is weaker. Then, the leader's eco-helping behavior also urges employees' voluntary workplace green behavior, but it tends to reduce it. This means that employees do not follow the SRHRM voluntarily. Hence, we state the hypothesis as follows:

H7a. The mediating effect of the leader's eco-helping on the link between SRHRM and employee's voluntary workplace green behavior is moderated by ethical leadership.

Similarly, ethical leadership and the leader's eco-helping play an important role in an employee's in-role behavior. In an organization, social learning theory states that when leaders give heed to ethical leadership and SRHRM policies are set up higher, the result of ethical leadership on the leader's eco-helping behavior is stronger. This means that the commitment to follow the in-role green behavior of employees is high. In contrast, employees do not abide by the procedure as described in the job description. It means that the employee's in-role green behavior is low. Hence, we state the hypothesis as follows:

H7b. The mediating effect of a leader's eco-helping on the link between SRHRM and an employee's in-role green behavior is moderated by ethical leadership.

3.5 Theoretical Framework

A research model is created in this study using the literature review, as demonstrated in Figure 1.

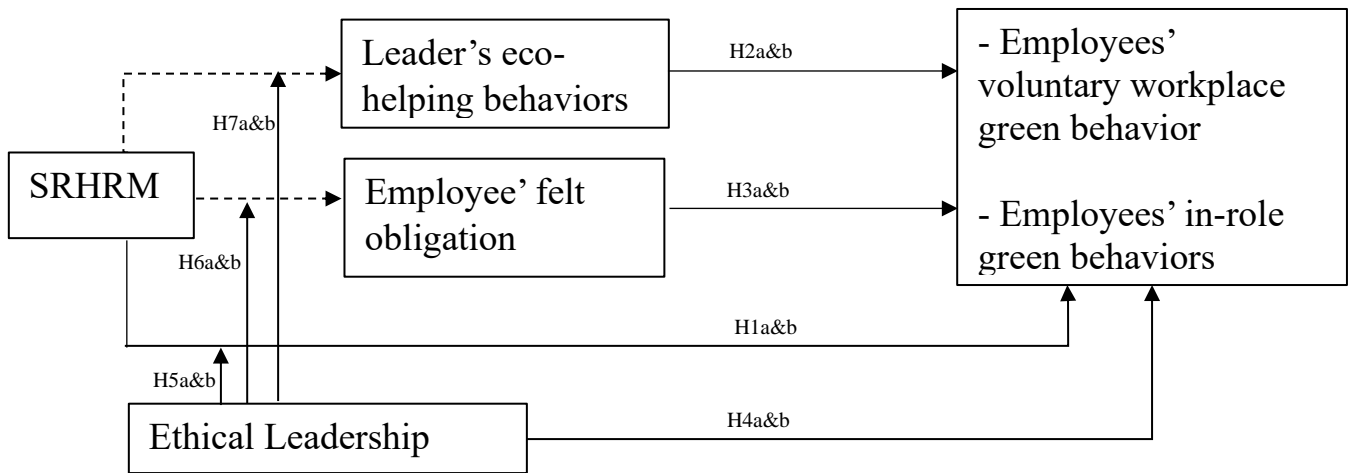


Figure 1: A conceptual framework

Source: author's

4. METHODOLOGY

4.1 Research method

Qualitative research: Researchers use qualitative methods to explore the meaning people or groups attribute to a particular social or human situation.

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 employees' voluntary workplace green behavior and in-role green behavior 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.

The data are collected from the airlines and 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., Luu, 2017), because individuals might realize the significance of environmental regulations and the green measures employed by the company. The author adapted and built a questionnaire with six variables and 32 items to ask these experts based on the previous authors' scales.

The next step would be 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. The following stages were used to

gather data: making the initial contact with a list of probable respondents, and contacting them to schedule the interviews. Then, after agreeing on the interview time and location, one-on-one interviews were conducted. As a result, they gave some feedback on which one was suitable for the aviation environment. After getting their comments and opinions, the author screened the responses. Then, a pilot test is applied to test the reliability of the scale.

4.2 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. After calculating, the minimum sample size of the study should be 236.

Besides, SEM requires at least 200 samples for analysis (Hoogland & Boomsma, 1998). This study has 397 respondents, so the research sample is statistically reliable and entering the parameters of reliability.

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 offered the ability to speak openly about their experiences, behaviors, and viewpoints, as well as the topic or event being examined (Saunders et al., 2019).

A variety of questions were posed to the interview subjects to completely examine the nature of implementation of SRHRM practices in aviation companies. The final round was mostly questions to validate and add more relevant information.

The author asked the participant about this concept of SRHRM. Then, participants read all six items of the SRHRM carefully to make sure that they could understand them clearly. 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 results show that all Cronbach's alpha values are greater than 0.7. All of Bartlett's tests were significant, and KMO values were > 0.5 , indicating that sufficient correlations exist (Hair et al., 2006). The outer loadings show the correlation between each item.

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. Data for this study was primarily gathered in Vietnam from four 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

This study identifies six constructs. The questionnaire was created to gather information and accomplish the planned goals of the research. The six factors examined in this study 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 measured by 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 1 to 6. The measurements were then used to create a semi-structured interview.

Table 1 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
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Table 2 Items of Ethical Leadership

Items	Code	Source
“My leader listens to what employees have to say”.	EL1	Brown et al. (2005)
“My leader disciplines employees who violate ethical standards”	EL2	
“My leader conducts his/ her personal life in an ethical manner”.	EL3	
“My leader has the best interests of employees in mind”.	EL4	
“My leader makes fair and balanced decisions”.	EL5	
“My leader can be trusted”.	EL6	
“My leader discussed business ethics or values with employees”.	EL7	
“My leader sets an example of how to do things the right way in terms of ethics”.	EL8	
“My leader defines success not just by results but also by the way that they are obtained”.	EL9	
“When making decisions, my leader asks: what is the right thing to do?”	EL10	

Table 3 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 organisation’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 fulfil the minimum requirements of my job”	FOB7	

Table 4 Items of Leader’s eco-helping behavior

Items	Code	Source
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“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 5 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 6 Items of Employee’s in-role green behavior

Items	Code	Source
“Today, I adequately completed 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	

Source: author’s

The items of measures for variables (01 independent, 02 dependent, 02 mediator, and 01 moderator variables) were considered for scale reliability. And the questionnaire at this step has 33 items.

6.3 Data collection

The data came from a survey of Vietnamese aviation employees. This is separated into two parts. In the first part of the survey (Time 1 - T1), 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 1–6.

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 at least 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. Participants are made aware of their rights to be removed from the data collection procedure at any moment during the data collection process.

The 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. Writers establish 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 lessen any probable common technique bias (Podsakoff et al., 2012). Before delivering the questionnaires, the author contacts the heads of departments and explains the aims of the study. The field study will be held between February and April 2022. In the first phase (Time 1), data on collective SRHRM and ethical leadership was garnered from companies in aviation industry. The author sent to respondents 600 sheets and received 451 filled-out responses. After carefully reviewing the returned 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 397 complete responses.

In the second round (Time 2), conducted one month after Time 1, the leader's eco-helping behavior, the employee's in-role green behavior, and the employee's voluntary workplace green behavior were delivered to those who took part in the first round to gather information. Three hundred ninety-seven (397) employees and leaders ultimately returned validly. An appropriate sample size for this study, according to Hair et al. (2014), was 397. To avoid common method variance (CMV) bias that could be brought on by using visual data from a single source, the information for these two employee outcomes was gathered from various sources (Podsakoff et al., 2012).

6.4. Research results

6.4.1 Descriptive and demographic Analysis

Descriptive statistics aim to explain the characteristics of the sample. Statistics of frequency, percentage, mean, and standard deviation of variable were presented.

Control variables: gender, age, and work experience have all been found to be major factors in employees' attitudes and behaviors (Shen & Benson, 2016; Shen & Zhu, 2011; Shen & Zhang, 2017; Hu & Jiang, 2018; Newman et al., 2015), and therefore, these factors were selected as the control factors.

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, men typically retire at 60, whereas women often do so at 55. 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%).

The figures show the reliable results, with 397 qualified responses.

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). Data analysis was performed with Smart PLS software and the PROCESS package.

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 greater than the 0.7 criteria (Gotz et al., 2010), indicating an acceptable level of dependability. Second, every factor loading is higher 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 is the extent to which a construct combines to describe the diversity of its subcomponents. The statistical approach used to evaluate it is the average variance extracted (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).

6.4.3 Common Method Variance

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). 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 outer loadings of the items frequently vary from 0.71 to 0.916, substantially > the cutoff of 0.708. The average variance extracted (AVE) scores vary from 0.589 to 0.823, > threshold 0.5 (Hair et al., 2017; 2019). Additionally, the model's internal consistency is reliable when the composite reliability values are between 0.905 and 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

The following steps are part of the structural model evaluation process:

According to Hair et al. (2017; 2019), SRMR should be used to evaluate model fit at the Coefficient of Determination phase. A SRMR score of 0 would represent a perfect fit, although models can provide SRMR values as high as 0.048 (Henseler et al., 2015), which is less than 0.08 and suggests a good fit for the model.

NFI is the second fit metric included in Smart PLS (normed fit index). When a model's NFI score is greater than 0.90, it is considered to be well-fit. (Hair et al., 2017). Our PLS-SEM model, when compared to a naive linear regression model (LM), yields lower prediction errors for all endogenous construct items, as shown by the fact that all of the PLS-SEM root mean squared error (RMSE) values are lower than the RMSE

values of the LM. This indicates that our model has a strong capacity for prediction (Shmueli et al., 2019).

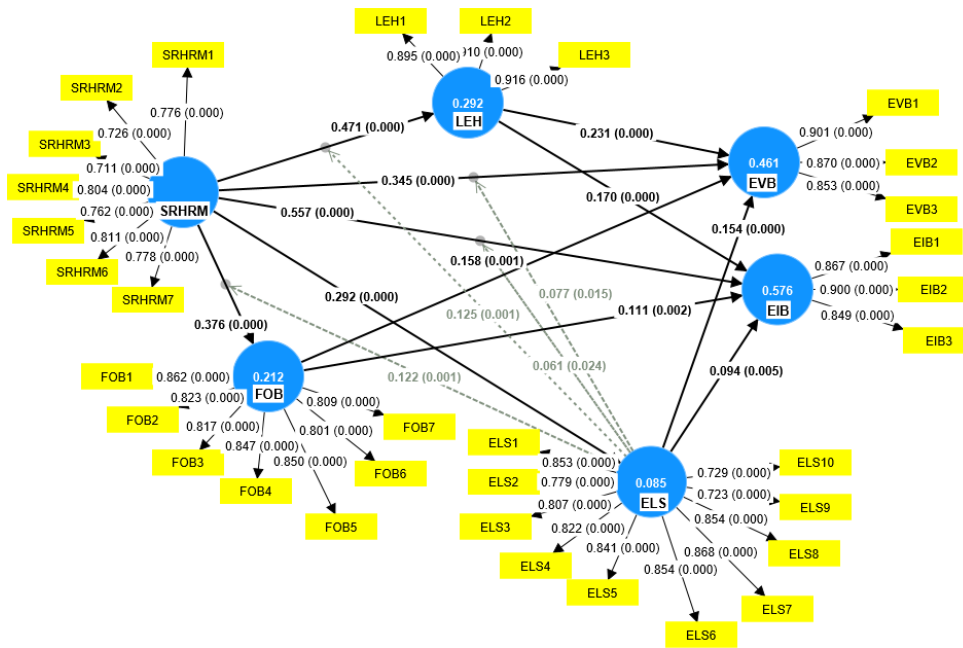


Figure 2: Bootstrapping Model

Source: author's

The statistical consequence was examined using the 5% threshold of significance ($p < 0.05$). The findings indicate that there is a strong correlation between SRHRM and EIB, with a p-value of 0.005 ($p\text{-value} < 0.05$), a t-statistic of 12.918 (higher than 1.96), and a beta value (b) (original sample) of 0.557. This suggests that the alternative theory, according to which SRHRM is positively correlated with EIB, is accepted.

At a 5% level of significance, the connection between SRHRM and EVB was likewise shown to be significant, with t-statistics value = 7.259 (higher than 1.96) and beta value = 0.345. As a result, the alternative hypothesis is accepted, showing a positive relationship between SRHRM and EVB ($p\text{-value} = 0.000$). With a t-statistic of 6.199 (greater than 1.96) and a beta value of 0.292, the connection between SRHRM and ELS was also identified as statistically significant at a level of significance of 5%. As a result, the alternative explanation, according to which SRHRM is positively correlated with ELS, is accepted. The association between ELS and EIB was also evaluated, and a p-value of 0.005 indicated that it was significant, which is also under 0.05; the values for the t-statistics and beta, on the other hand, were 2.585 and 0.226, respectively. ELS therefore has a favorable relationship with EIB. When the association between SRHRM and EIB was evaluated, a p-value of 0.005 indicated that it was significant. Hence, SRHRM is positively related to EIB through ELS. Similarly, SRHRM is positively related to EVB through ELS as well.

The link between SRHRM and FOB is found to be insignificant, with a p-value of 0.000. The values for the t-statistic and beta are 8.814 and 0.376, respectively. It means that SRHRM is positively related to FOB. And the connection between FOB and EIB was analyzed and explored to be insignificant, with a p-value equal to 0.02, which falls below the threshold point of 0.05. The values for t-statistic and beta were

2.917 and 0.111, respectively. Therefore, it shows that FOB is positively related to EIB. SRHRM is positively linked to EIB through FOB. Similarly, SRHRM is positively linked to EVB through FOB.

The p-value of the link between SRHRM and LEH is $0.000 < 0.05$. The values for the t-statistic and beta equal 10.833 and 0.471, respectively. Hence, it shows that SRHRM is positively linked to LEH. Similarly, the relationship between LEH and EIB has a p-value of 0.000. t-statistics value = 3.784 and beta value = 0.170. So, it describes that LEH is positively related to EIB. Hence, SRHRM has a positive impact on EIB through LEH. Similarly, the connection between LEH and EVB was analyzed and explored to be insignificant with a p-value of 0.000; values for t-statistics and beta were attained as 3.394 and 0.231, respectively. Hence, SRHRM has positive impacts on EVB through LEH.

The interaction relationship between ELSx SRHRM and EIB was analyzed and was significant according to the p-value of 0.024, which falls below the threshold point of 0.05; values for beta and t-statistics were obtained as 0.061 and 1.970, respectively. Therefore, it shows that ELS x SRHRM is positively linked to EIB. Similarly, the p-value of interaction relationship between ELSx SRHRM and EVB was 0.015, which is less than 0.05; values for t-statistics and beta were accessed as 2.171 and 0.077, respectively. Thus, it shows that ELS x SRHRM positively impacts EVB.

The interaction relationship between ELS x SRHRM and FOB was analyzed, and the p-value was determined to be significant at $0.001 < 0.05$. T-statistics and beta values were 3.191 and 0.122, respectively. Therefore, it indicates that inclusive ELS x SRHRM are positively related to FOB. And FOB is positively linked 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 was analyzed, and the results were significant with a p-value of 0.001, and the t-statistics and beta value were 3.290 and 0.125, respectively. Therefore, it shows that inclusive ELS x SRHRM are positively linked to LEH. And LEH is positively linked to EIB and EVB. Thus, ELS x SRHRM has positive impacts on EIB through LEH and also impacts EVB through LEH.

The third step in the structural model assessment, the determination coefficient, uses an R^2 value to assess the model's capacity for prediction. Cohen (2016) distinguished between a model's small, moderate, and high forecast accuracy as R^2 values of 0.02, 0.13, and 0.26, respectively. 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 ELS's R^2 score (0.085) was low, indicating a respectable level of scientific validity. Next, to evaluate Q^2 's out-of-sample predictive capability further, we employed PLS predict in SmartPLS 4. For endogenous variables, the range of Q^2 was 0.080–0.503, which was satisfactory because it was larger than 0 (Hair et al., 2017). Consequently, the predictive power of model was adequate (Shmueli et al., 2019).

In the fourth phase, the f^2 effect size is computed to evaluate the relative influence of a forecast variable on a dependent latent (Hair et al., 2021). The exogenous latent variables' values of 0.02, 0.15, and 0.35, which correspond to minor, moderate, and

high impacts (Cohen, 2016; Hair et al., 2021), allow for the analysis of the importance of various constructs in explaining particular endogenous constructs (Hair et al., 2017). The f^2 of path SRHRM \rightarrow EIB is 0.505; SRHRM \rightarrow EIB: 0.153; SRHRM \rightarrow FOB: 0.163; SRHRM \rightarrow LEH: 0.285 while the rest of paths have the small results.

6.5 Hypothesis testing

6.5.1 Direct Hypotheses Testing

Results 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*).

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 demonstrates the relationship between SRHRM and LEH ($b = 0.471$, $p < 0.001$), and LEH is positively presented to EVB ($b = 0.231$, $p < 0.001$). Table 19 reveals that the indirect effect of SRHRM on EVB via the mediation of leaders' eco-helping behavior (LEH) is significant ($b = 0.109$, $p = 0.000 < 0.001$), the 95% confidence intervals (CIs) for the product distribution of the coefficients approach are [0.060 - 0.160]. Thus, SRHRM indirectly affects employees' voluntary workplace green behavior (EVB) through the mediation of the leader's eco-helping behavior (LEH). Thus, hypothesis 2a (*the leader's eco-helping behavior positively mediates the influence of SRHRM on EVB*) is confirmed.

Results demonstrate a positive relationship between SRHRM and LEH ($b = 0.471$, $p < 0.001$) and a good relationship between LEH and EIB ($b = 0.170$, $p < 0.001$). Additionally significant is the indirect impact of SRHRM on EIB via LEH ($b = 0.080$, $p = 0.001$; 95% CI [0.044, 0.120]). Thus, SRHRM indirectly affects EIB through the mediation of the leader's eco-helping behavior. Thus, hypothesis 2b (*the leader's eco-helping behavior 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 equal $0.000 < 0.001$. These paths are statistically significant for applying SRHRM policies on motivating employees' voluntary workplace green behavior and in-role green behavior under the leader's eco-helping behaviors. under the leader's eco-helping behaviors.

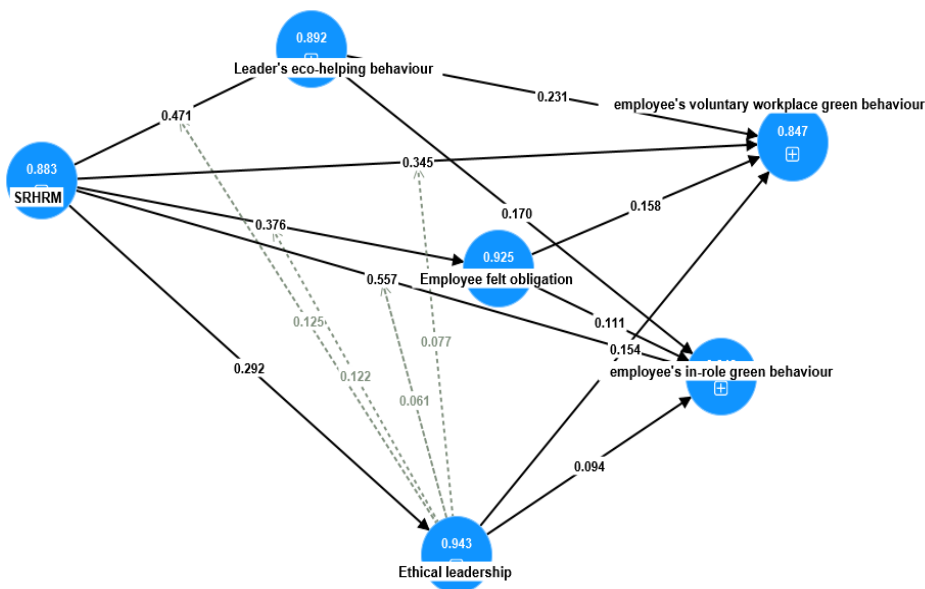


Figure 3 Summary of hypotheses and model results

Source: author's

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 linked 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. Moreover, the 5,000 bootstrap samples reveal that the distribution of the product of coefficients using the 95% confidence intervals (CIs) was [0.025–0.074]. Hypothesis H5a is confirmed.

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% confidence interval of [0.017–0.055].

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 ($b = 0.019$, $p < 0.05$), indicating the beneficial and considerable moderating effect of ELS on SRHRM and EVB through FOB connection ($b = 0.019$, $p < 0.05$).

It is also shown that (ELS* SRHRM) is positively linked 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 connected 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]).

The author next does straightforward slope tests and presents the statistically significant association in accordance with Aiken and West's (1991) advice to further explain the mitigated effect of ELS. Thus, hypotheses 6a and 7a are supported.

Towards employees' in-role green behavior

In the same way, 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.

The nature of the interactions supports our hypothesis that the association between SRHRM and EIB is stronger when ELS is higher than when it is lower. Thus, hypotheses 6b and 7b are supported.

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 major goal of the thesis. This research aims to expand and apply the current SRHRM's knowledge base to green management literature and employee's green behavior, particularly in aviation sector. The study's second objective is to further our understanding of the societal, attitudinal, and environmental aspects that affect employee behavior. Three 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 on the case study aircraft firms. 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. The generated measures and hypotheses are formally tested on employee behavioral characteristics in the second phase, which is a quantitative technique. 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.

This study adds to SRHRM literature by presenting new explanatory mechanisms between ethical leadership and employees' green actions, particularly in the aviation industry.

8. CONTRIBUTIONS TO THE STUDY

8.1 Theoretical Implications

First, the study is crucial for gaining a deeper awareness of employees' in-role green behavior and employees' voluntary workplace green behavior 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, there has 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 leader's eco-helping behavior and employee's felt obligation 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 two relevant mediators 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 EIB, and EVB. 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 EIB,

and EVB (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 EIB and EVB (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. In brief, when attempting to encourage 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 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 because of the adoption 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. 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.

Third, this research concentrates on the role of mediation in a leader's eco-helping behavior between SRHRM and an EIB, and EVB. Future studies can look into

how SRHRM affects employees' in-role green behavior and employees' voluntary workplace green behavior to improve other mechanisms of EIB and EVB.

Fourth, given that social exchange theory, SRHRM, EIB, and EVB are dynamic and subject to alteration under particular circumstances, So, 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.

9.2 Conclusion

This thesis investigates the relationships between SRHRM and employees' green behavior in the aviation industry.

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 project aims to close these 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 literature study and consultation with key theories used to explain SRHRM policies and their relationships to raising awareness of employees' green behavior in the workplace.

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11. 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.
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- [2] **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*.

- [3] **Thi Lan Phuong Nguyen**, Thi Thu Huong Nguyen, Aleksandr Ključnikov, Tran Hoang Tuan, Nhat Tan Pham (2023). 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 rounds)
- [4] **Nguyen Thi Lan Phuong**, Aleksandr Ključnikov, Nhat Tan Pham, Nguyen T.T.H (2022). 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**, Nguyen T.T.H, Nguyen T.V.H. (2023)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
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and Ethical Leadership Towards Employee Green Behaviors in the
Aviation Industry**

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

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