

**INDUSTRIAL PSYCHOLOGY AS THE FOUNDATION OF ENVIRONMENTALLY FRIENDLY
BEHAVIOR: INTEGRATING SUSTAINABILITY VALUES INTO ORGANIZATIONAL WORK CULTURE**

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Abstract

This study examines the role of industrial psychology in shaping and enhancing environmentally friendly behavior in the workplace. This phenomenon has become increasingly important as demands for organizational sustainability rise and global pressure grows to reduce negative environmental impacts. Through a comprehensive literature study approach, this research identifies the relevant dimensions of industrial psychology, including leadership, organizational culture, job design, employee engagement, organizational justice, and reward systems. The findings indicate that industrial psychology makes a significant contribution to internalizing ecological values into everyday work behavior. Transformative leadership and green culture have been shown to encourage employees' identification with sustainability goals, while meaningful job design and ecological reward systems strengthen both intrinsic and extrinsic motivation. However, a gap was also found between formal policy and actual practice, which indicates that environmentally friendly behavior cannot be enforced solely through regulation, but must be cultivated through deep psychological processes. Therefore, this study emphasizes the importance of organizational consistency in aligning values, policies, and real practices so that ecological behavior can be sustained over the long term. These findings open opportunities for further research to test the effectiveness of related industrial psychology strategies across cultures and across industrial sectors.

Keywords: industrial psychology, environmentally friendly behavior, sustainability, green organizational culture, work engagement, green leadership, quality of work life.

Introduction

The growth of global awareness of environmental issues has brought significant changes to the way organizations and individuals respond to sustainability challenges. The concept of environmentally sustainable behavior (ESB), or environmentally friendly behavior, is now regarded as one of the key pillars in safeguarding economic, social, and ecological sustainability at the global level (Norton et al., 2015). Organizations are required not only to produce competitive products or services but also to internalize work practices that are aligned with the principles of sustainability. Environmentally friendly behavior in the workplace encompasses various aspects, such as energy conservation, waste management, carbon emission reduction, and employee participation in sustainability programs. As external pressure from consumers, governments, and international institutions intensifies, the paradigm shift toward sustainability in the workplace has become an inevitability. This shift is no longer a matter of voluntary corporate goodwill, but increasingly a condition for maintaining legitimacy, reputation, and long-term competitiveness in the global marketplace.

Furthermore, the dynamics of organizational and industrial psychology play an important role in shaping employee behavior, including their orientation toward sustainability. The Theory of Planned Behavior has been widely used to explain the determinants of environmentally friendly behavior, emphasizing the factors of attitude, subjective norms, and perceived control (Bamberg & Möser, 2007). However, in modern organizations, psychological factors such as employee

engagement, identification with organizational values, and transformational leadership have been shown to also influence how employees translate environmental awareness into concrete action. These factors help explain why employees who hold similar environmental attitudes may nevertheless differ considerably in the extent to which they actually practice environmentally friendly behavior at work. Therefore, understanding the role of industrial psychology in encouraging pro-environmental behavior in the workplace has become a strategic agenda, both theoretically and practically.

In addition, the increasing diversity of the workforce across generations adds to the complexity of this phenomenon. Millennials and Gen Z, who now dominate the labor market, tend to have higher ecological awareness than previous generations and demand that organizations be more socially and environmentally responsible (Ng & Burke, 2010). Their preferences for sustainability create additional pressure on organizations to formulate strategies capable of integrating environmental values into work culture. Organizations that fail to respond to these expectations may face difficulties in attracting, engaging, and retaining talented employees. In this situation, industrial psychology is not merely relevant but essential in bridging employee aspirations, organizational goals, and the need for a more sustainable planet.

At the micro level, the implementation of environmentally friendly behavior in the workplace often encounters obstacles due to the gap between positive attitudes toward the environment and employees' actual actions. Levels of environmental awareness and personal lifestyle preferences are not always proportional to the concrete actions individuals take in limiting their daily use of plastic waste (Warin & Mardikaningsih, 2025). This phenomenon is known as the attitude-behavior gap, which shows that although employees recognize the importance of sustainability, they do not always practice it in their daily activities (Kollmuss & Agyeman, 2002). For example, many employees still tend to overlook simple efforts such as switching off electrical devices that are not in use or sorting waste consistently. Such habits, though seemingly trivial when viewed individually, accumulate across hundreds of employees into a substantial environmental burden for the organization. This condition indicates the need for psychological and organizational mechanisms capable of bridging the gap between awareness and practice.

Another, more specific phenomenon is the emergence of the concept of green organizational citizenship behavior (GOCB), namely a form of voluntary employee contribution in supporting environmental initiatives beyond their formal obligations (Daily et al., 2009). GOCB is often triggered by psychological factors such as intrinsic motivation, personal values, and the influence of environmentally conscious leadership. Unlike mandatory compliance, this voluntary form of participation reflects a genuine internalization of ecological values, which is why it tends to be more durable and self-sustaining over time. Thus, the role of industrial psychology becomes central in creating the psychosocial and structural conditions that facilitate the growth of this behavior in the workplace.

The main problem that emerges is the low consistency in the implementation of environmentally friendly behavior in the workplace, even as awareness and organizational policies related to sustainability become increasingly widespread. Many organizations focus on macro-level strategies such as environmental certification or carbon footprint reduction, but fail to internalize environmentally friendly behavior in employees' daily work practices (Ones & Dilchert, 2012). This creates a gap between the organization's sustainability image in the eyes of the public and the reality of employee behavior within it. If left unaddressed, this gap not only weakens the credibility of organizational sustainability claims but also exposes the organization to reputational risks and accusations of greenwashing.

Another problem is the weak support from psychological and managerial systems in encouraging employee involvement in environmental issues. Factors such as the lack of green leadership, the scarcity of rewards for pro-environmental behavior, and resistance to organizational change constitute serious obstacles (Robertson & Barling, 2013). Even when employees are personally

willing to act, the absence of visible managerial role models and recognition mechanisms leaves such willingness without a clear channel for expression. Without adequate industrial psychology interventions, employees' environmentally friendly behavior risks remaining merely a slogan without significant implementation.

The urgency of examining the role of industrial psychology in encouraging environmentally friendly behavior continues to increase alongside the complexity of the global climate crisis. Organizations make a significant contribution to carbon emissions and environmental degradation, so transforming employee behavior becomes a key factor in the success of sustainability strategies (Graves et al., 2013). Technological and structural solutions alone cannot deliver the intended outcomes unless they are accompanied by corresponding changes in the habits, motivations, and decisions of the people who operate within organizations. Furthermore, research in the field of industrial psychology can provide practical insights into which interventions are most effective in motivating employees to behave in environmentally friendly ways.

In addition, given the growing regulatory demands and public pressure regarding sustainability practices, organizations need to build strategies grounded in behavioral science. Industrial psychology, with its focus on human behavior at work, can make a unique contribution that improves environmental compliance and strengthens the organization's reputation and its appeal to the new-generation workforce (Kim et al., 2017). A behavioral science approach also allows organizations to move beyond assumptions and to design, test, and refine interventions on the basis of empirical evidence.

This study aims to analyze the role of industrial psychology in shaping and enhancing employees' environmentally friendly behavior, with a focus on the psychological factors underlying the success of interventions. Accordingly, this study seeks to clarify not only whether industrial psychology matters, but also through which mechanisms it translates sustainability values into everyday work behavior. Thus, this study is expected to make theoretical and practical contributions to integrating the dimensions of industrial psychology into organizational sustainability strategies.

Method

This study employs a literature review approach aimed at systematically examining various empirical and theoretical findings related to the role of industrial psychology in encouraging environmentally friendly behavior in the workplace. The literature study was chosen because it is able to synthesize previously conducted research, identify patterns, and reveal conceptual gaps that still need to be examined further (Snyder, 2019). In addition, this approach allows the study to consolidate fragmented findings scattered across disciplines into a coherent body of knowledge that can inform both theory and practice.

Subsequently, the analysis was conducted using the content analysis method, which enables the researcher to classify and evaluate the content of the literature based on major themes. This technique is useful for identifying psychological determinants such as intrinsic motivation, leadership, social norms, and organizational climate that contribute to environmentally friendly behavior (Krippendorff, 2018). The literature analysis was also directed at comparing results across studies from different cultures and industrial sectors, so as to obtain a comprehensive picture of the dynamics of environmental behavior in the workplace. In this regard, the researcher paid attention to consistent results as well as discrepancies that may indicate specific contexts influencing the effectiveness of industrial psychology interventions. By coding the literature thematically, the analysis ensures that each identified determinant is traced back to its source evidence rather than drawn from the researcher's own assumptions.

To maintain validity and reliability, this study used a source triangulation strategy, namely by examining literature from various relevant disciplines such as organizational psychology, human resource management, and environmental science. This interdisciplinary approach is consistent with the complex character of sustainability issues, which involve individual, organizational, and social aspects (Denyer & Tranfield, 2009). Cross-checking evidence from multiple fields further reduces the risk of bias that might arise from relying on a single disciplinary perspective. The results of the literature analysis are expected to produce a conceptual synthesis capable of answering the research questions, while also providing a strong theoretical foundation for further research and practical applications in the workplace.

Results and Discussion

Industrial psychology plays a fundamental role in understanding human behavior in the work environment, particularly in encouraging the formation of environmentally friendly behavior (pro-environmental behavior/PEB). Within the framework of industrial psychology, employees are viewed as individuals who are influenced by organizational systems, social norms, and complex psychological factors (Mardikaningsih, 2021). Environmentally friendly behavior in the workplace does not arise solely from individual ecological awareness, but is the result of a dynamic interaction between intrinsic factors, organizational culture, and structured managerial policies (Daily et al., 2009). Industrial psychology research shows that sustainability-based human resource management strategies, such as green human resource management (GHRM), contribute significantly to fostering work behavior that is aligned with the principles of sustainability (Renwick et al., 2013). The study by Mardikaningsih and Wardoyo (2025) further strengthens this view by showing that employee empowerment is one of the important psychological mechanisms that bridges the implementation of green human resource management (GHRM) with the emergence of voluntary pro-environmental behavior in the workplace. This demonstrates that the industrial psychology approach is not limited to aspects of productivity, but also encompasses the organization's commitment to the environment. Thus, industrial psychology can become a key instrument in designing intervention programs that stimulate ecological awareness, enhance social concern, and strengthen employee motivation to act in accordance with the principles of sustainability. Furthermore, the industrial psychology framework helps bridge the gap between corporate environmental policies and the implementation of concrete behavior by employees, so that the transition toward a green organization can proceed more effectively.

Individual motivation is one of the key variables in industrial psychology studies that influences employees' tendency to display environmentally friendly behavior. Mardikaningsih (2024) explains that GHRM practices are directed at supporting sustainable performance by integrating employee competence, motivation, and opportunities to contribute to environmental sustainability. Classical work motivation theories such as Self-Determination Theory (Deci & Ryan, 2000) can be applied to the principles of sustainability, in which intrinsic motivation, for example a sense of responsibility for the continuity of the planet, can be strengthened through a supportive work climate. Empirical research shows that when employees have high autonomy, competence, and social relatedness, they tend to display more consistent pro-environmental behavior (Graves et al., 2013). Industrial psychology serves as a framework that provides methods for measuring and enhancing work motivation through job design strategies, feedback provision, and reward systems. By utilizing psychometric instruments, companies can identify employees' levels of ecological motivation and design appropriate interventions. This proves that industrial psychology is able to integrate psychological variables into concrete sustainability management strategies. More importantly, an understanding of motivation enables organizations to balance profit orientation and environmental responsibility, so that environmentally friendly behavior is not perceived as an additional burden, but as an integral part of employees' professional identity.

Leadership in organizations is also a focus of industrial psychology studies in shaping environmentally friendly behavior in the workplace. The concepts of transformational leadership and ethical leadership have been shown to play a role in influencing employee behavior, including behavior related to sustainability (Robertson & Barling, 2013). Leaders who emphasize an environmental vision, demonstrate role modeling, and provide emotional support are able to foster a work climate that is conducive to the implementation of environmentally friendly behavior. The support and trust given by leaders also increase team members' motivation to develop their abilities and generate new ideas that are beneficial to the organization (Darmawan, 2024). Industrial psychology highlights how leadership styles direct work behavior and shape organizational social norms. Thus, leadership becomes a catalyst in the process of employees' internalization of ecological values. Research shows that employees who work under environmentally concerned leadership have higher levels of participation in energy efficiency programs, waste reduction, and other environmentally friendly practices (Afsar et al., 2016). The role of industrial psychology is to provide a conceptual framework for evaluating leadership styles and to provide relevant training so that leaders are able to encourage green behavior. Systematically, this helps companies create an organizational culture that views sustainability as a core value, not merely as an administrative obligation. Therefore, it can be affirmed that environmentally oriented leadership, as outlined in industrial psychology studies, is one of the most decisive factors in shaping environmentally friendly behavior in the workplace.

Organizational culture is a crucial element studied in industrial psychology and is one of the strongest determinants of employee behavior. Based on the concept of environmentally friendly behavior, green organizational culture has been shown to be a primary driver of the formation of work norms that are aligned with sustainability (Paillé et al., 2014). Industrial psychology emphasizes the importance of value internalization in shaping behavior, whereby employees will practice environmentally friendly behavior more consistently if they regard these values as part of the organization's identity. When an environmentally friendly culture is already strong, workers tend to view resource conservation as part of professionalism, not merely compliance with administrative rules (Essa & Mardikaningsih, 2024). A work culture that supports sustainability is manifested not only through written rules, but also through symbols, stories, managerial practices, and recruitment policies that emphasize value fit (Jackson et al., 2011). Through the industrial psychology approach, organizations can diagnose the extent to which sustainability values have taken root in the work culture, as well as identify gaps between formal policies and employees' actual behavior. If organizational culture is inconsistent, environmentally friendly behavior is often only superficial and temporary. Therefore, industrial psychology provides an analytical framework to ensure that ecological values are truly internalized, not merely discussed. Research shows that organizations with a strong green culture are more successful in reducing energy consumption, improving recycling practices, and creating environmentally friendly innovations because employees feel a collective responsibility for their work environment (Lo et al., 2012). This shows that industrial psychology functions as a discipline that bridges the structural aspects of the organization with individual behavior within the framework of sustainability.

In addition to organizational culture, job design is also a primary focus of industrial psychology studies that significantly influences environmentally friendly behavior. Research shows that jobs designed with a high level of autonomy, employee involvement, and clear meaningfulness can increase individuals' tendency to display pro-environmental behavior (Tang et al., 2018). Industrial psychology views job design not only as a means of improving efficiency, but also as a medium for instilling ecological values. For example, when employees' tasks are directly linked to sustainability goals, such as reducing production waste or conserving energy use, they will be more motivated to adopt environmentally friendly behavior. In addition, job crafting practices that give employees room to modify their roles have been shown to increase commitment to environmental issues (Wrzesniewski & Dutton, 2001). Thus, industrial psychology provides a framework for designing jobs that are not only productive, but also aligned with the

organization's sustainability goals. Companies that apply this principle have been shown to be more adaptive in facing sustainability demands because employees feel that their work has a broader meaning than merely meeting production targets (Bissing-Olson et al., 2013). Overall, the role of industrial psychology in job design is to provide a practical mechanism to ensure that sustainability values are integrated into employees' daily activities, so that environmentally friendly behavior does not appear incidentally, but is structured into the organization's workflow.

The strengthening of environmentally friendly behavior in organizations is also strongly influenced by reward and incentive systems, which are one of the main focuses of industrial psychology. According to Mardikaningsih and Wandoyo (2025), the mechanism of strengthening organizational culture through performance appraisal systems works through several psychological and social pathways. When environmentally friendly behavior is consistently included in performance evaluations, employees receive a signal that sustainability is a value that is truly appreciated by the organization. The principle of behavioral reinforcement developed by Skinner and applied in the scope of HR management proves that behavior reinforced with rewards tends to be repeated consistently (Luthans & Stajkovic, 1999). Within the framework of environmentally friendly behavior, research shows that employees who receive incentives in the form of recognition, symbolic awards, or financial compensation are more encouraged to undertake pro-environmental actions in the workplace (Norton et al., 2015). Mardikaningsih and Essa (2025) explain that human resource management can support sustainability through the development of green competencies, the formation of a sustainability-oriented work culture, and the provision of incentives that encourage innovation. Industrial psychology helps design reward systems that emphasize not only traditional performance such as productivity or efficiency, but also contributions to sustainability. Rewards given can be individual or collective, both of which have been shown to have a significant impact on employee involvement in green behavior. With the industrial psychology approach, companies can measure the effectiveness of reward schemes and adjust them to employees' motivational needs, so that the incentive system truly supports the internalization of environmentally friendly behavior. Without a relevant reward system, efforts to cultivate ecological behavior often end up as merely normative discourse without real implementation. Therefore, industrial psychology plays a central role in connecting behavioral reinforcement theory with organizational sustainability strategies.

Transformational leadership is one of the important aspects of industrial psychology that has been shown to have a significant influence on environmentally friendly behavior in the workplace. Leaders who are able to inspire, provide a sustainability vision, and encourage employees to go beyond their personal interests often become the main driver of the emergence of pro-environmental behavior (Robertson & Barling, 2013). Transformational leadership that prioritizes motivation as well as attention to employees' emotional and physical needs can contribute to the creation of a conducive work atmosphere (Darmawan, et al., 2022). Industrial psychology highlights that a transformative leadership style motivates employees not only through formal instructions, but also through behavioral role modeling. For example, a leader who is consistent in using energy efficiently or active in recycling programs will exert a strong normative influence on their employees. In addition, values-based leadership strengthens employees' trust that environmentally friendly behavior is an integral part of the overall success of the organization (Afsar et al., 2016). In industrial psychology, this leadership approach is viewed as a strategy for internalizing sustainability values through motivational processes and social identification. Thus, transformational leadership not only improves individual performance, but also expands the scope of impact by fostering an environmentally oriented organizational culture. This shows that industrial psychology plays a role in designing leadership interventions that are aligned with ecological needs, while also systematically strengthening environmentally friendly behavior in the workplace.

Employee engagement in environmental issues is also an important concern in industrial psychology studies. Engagement is defined as employees' emotional and cognitive connection to their work, which subsequently influences daily work behavior (Kahn, 1990). Recent research shows that employees with a high level of engagement are more likely to undertake pro-environmental actions voluntarily, even beyond the formal obligations of the job (Dumont et al., 2017). Such organizational support can serve as a psychological foundation that helps direct employee engagement toward participation in various environmentally friendly initiatives and behaviors (Darmawan, 2022). Industrial psychology facilitates an understanding of the psychological factors that enhance engagement, such as organizational support, a positive work climate, and opportunities for self-development. In the environmental context, this engagement can be directed to encourage green innovation, reduce operational waste, or optimize the efficient use of resources. In addition, industrial psychology emphasizes the importance of strengthening meaningful work, which correlates with an increase in employees' willingness to support sustainability initiatives (Rosso et al., 2010). By integrating strategies to enhance engagement, industrial psychology helps organizations create conditions in which environmentally friendly behavior is not merely a managerial command, but part of employees' identity and professional pride. In other words, employee engagement becomes one of the psychological mechanisms that strengthens the continuity between individual goals and organizational goals in the ecological aspect.

Employee training and development is also a primary domain of industrial psychology that plays a role in enhancing awareness and skills related to environmentally friendly behavior. Through systematically designed training programs, employees can acquire practical knowledge on how to reduce energy consumption, manage waste, and participate in sustainability programs (Graves et al., 2013). By integrating sustainability aspects into training, organizations can create conditions that are more supportive for employees to apply pro-environmental behavior in their daily work activities (Oluwatoyin & Mardikaningsih, 2024). Industrial psychology emphasizes that effective training does not merely deliver information, but also facilitates changes in attitudes and behavior through simulations, experiential learning, and positive reinforcement. In addition, a continuous learning approach ensures that employees remain adaptive to the ever-changing development of environmental issues. Research shows that organizations that provide ongoing training in the field of sustainability have a higher level of environmental compliance and are more successful in building a long-term green culture (Renwick et al., 2013). Thus, industrial psychology helps ensure that human resource development programs focus not only on improving technical skills, but also on ecological competencies that support organizational sustainability. Without targeted training, employees' environmentally friendly behavior tends to be sporadic and dependent on individual awareness, rather than on a consistent organizational system.

Another important dimension considered in industrial psychology is organizational justice, which has been shown to have a major influence on employee behavior, including pro-environmental behavior. Justice theory emphasizes that when employees feel treated fairly by the organization, whether in terms of resource distribution, procedures, or interpersonal interaction, they are more likely to display positive behavior that goes beyond the formal job description (Colquitt et al., 2001). In the environmental context, perceptions of organizational justice can encourage employees to be more active in supporting sustainability initiatives, because they see consistency between the values promoted by the organization and the treatment of individuals (Ruepert et al., 2016). Industrial psychology emphasizes that perceptions of justice create a climate of trust, which becomes the basis for the emergence of voluntary behavior, including environmentally friendly behavior. When workers feel valued, listened to, and empowered, they will feel more attached and committed to the organization (Hariyani, 2023). Conversely, when employees feel treated unfairly, they tend to resist sustainability programs or carry them out merely to fulfill formal obligations. Thus, industrial psychology provides insight into how fair policy design can strengthen employee participation

in environmental programs, thereby creating alignment between organizational goals and individual behavior.

Finally, the role of industrial psychology in shaping environmentally friendly behavior is also evident in the organization's ability to manage employees' social identity. Social identity theory explains that individuals tend to align their behavior with groups that are considered important to their self-identity (Tajfel & Turner, 1986). Within the organizational framework, when a company promotes an identity as a green organization, employees will be more encouraged to internalize pro-environmental behavior as part of their professional identity (Norton et al., 2014). Industrial psychology provides mechanisms for shaping organizational identity through internal communication, symbols, and managerial practices that are consistent with sustainability values. This green organizational identity increases employees' pride in their workplace, and creates a sense of moral responsibility to protect the environment. Research shows that employees' identification with the organization's green identity is directly related to increased participation in environmental programs, green innovation, and commitment to long-term sustainability (Bartel et al., 2012). Thus, industrial psychology plays a strategic role in connecting social identity with environmentally friendly behavior, making sustainability not merely an organizational policy, but part of a strong collective identity.

Conclusion

This study affirms that industrial psychology makes a significant contribution to shaping and enhancing environmentally friendly behavior in the workplace. This approach functions as a bridge between the individual, structural, and cultural factors operating within organizations. Industrial psychology is able to explain how transformational leadership, organizational justice, green culture, job design, and reward systems can encourage employees to internalize sustainability values. Various psychological interventions, ranging from enhancing work engagement to creating a green psychological climate, have been shown to strengthen the consistency of ecological behavior in the workplace. Thus, it can be concluded that industrial psychology is not merely a managerial instrument, but also a discipline that provides a scientific framework for building sustainable organizations.

Nevertheless, this study also shows that the greatest challenge lies in the gap between organizational discourse and actual practice in the field. Many organizations have adopted environmental policies, but have not fully succeeded in cultivating individual commitment at the employee level. Therefore, the main recommendation for organizations is to strengthen consistency between the values that are declared and the actions that are implemented through sustained industrial psychology strategies. Practices such as sustainability value-based recruitment, green leadership development, meaningful job design, and relevant incentive systems need to be integrated appropriately. In addition, researchers are encouraged to continue expanding empirical studies, particularly across cultures and across industries, so that the industrial psychology approach to encouraging environmentally friendly behavior becomes increasingly contextual, applicable, and tangibly impactful in the transformation of organizations toward sustainability.

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