# Building Sustainable Human Resources Management Capability in Mineral and Coal Mining Industry through Self-Transcendence, Sustainability Literacy, Compliance Intention and Sustainability Leadership

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*Abstract:* - This study aims to portray and measure Self-Transcendence, Sustainability Literacy, Compliance Intentions, Sustainability Leadership and Sustainable HR Capability in mining companies in Indonesia. This research method uses quantitative methods of SEM. The sample sources of this study are public mineral and coal mining companies, State-Owned Enterprises (BUMN), and private mineral and coal mining public companies listed on the Indonesia Stock Exchange (IDX). This study suggests that the construct of self-transcendence has a significant positive effect on compliance intentions, self-transcendence has a positive and significant correlation with sustainability literacy, compliance intentions have a negative and significant correlation with sustainability literacy, compliance intentions have no significant positive effect on sustainability leadership, literacy sustainability has a significant positive effect on sustainability leadership, self-transcendence has a significant positive effect on sustainability leadership, self-transcendence does not have a significant positive effect on Sustainable HRM Capabilities, sustainability leadership has a significant positive effect on Sustainable HRM Capabilities, compliance intentions have no significant positive effect on Sustainable HRM Capabilities, and Sustainability literacy has a significant positive effect on Sustainable HRM Capability.

*Key-Words:* - sustainability literacy, compliance intention, sustainability leadership, sustainable HRM capability

## 1 Introduction

Mining of minerals and coal is needed to provide essential materials for the functioning of modern society and the economy. Mining also provides great economic opportunities for resource-rich countries [1]. According to the 2017 Ministry of Energy and Mineral Resources Secretariat General Performance Report, State Revenue from the mineral and coal mining sector in 2016 was Rp. 32.4 Trillion and reached Rp. 40.62 Trillion in 2017. Meanwhile, the value of investment in this sector in 2016 was 6.9 billion and US$ 6.1 billion during 2017. Mining's contribution to Indonesia's GDP (Gross Domestic Product) in value continues to increase from year to year. to the Indonesian year.

However, in addition to the economic benefits as described above, the mining process also creates challenges and risks for human welfare and the environment [2]. Mining activities carried out on a large scale can change the landscape, which in addition to destroying the soil also eliminates the vegetation on it. The ex-mining lands form giant wallows, the expanse of land due to tailings waste becomes arid and acidic [3].

Mining also has serious social consequences on the movement of people, public health and the environment in which they live (Munnik, 2010). A record 453 violent conflicts between mining companies and communities occurred worldwide in 2002–2013. From 1950 to 1990, mining is estimated to have displaced 2.6 million people in India [4].JATAM estimates

that around 70 percent of environmental damage in Indonesia is caused by mining operations. Coal mining, for example, is a major threat to the sustainability of forest resources because coal mining reserves in Indonesia are proven to be very large at around 4.4 billion tons and the estimated reserves for all ASEAN countries are around 27.7 billion tons from an estimated 35 billion tons. It is so large and most of it is located directly under tropical rain forest which is very rich in biodiversity [5].

Pedroso [6] formulated it into what he called the Triple Bottom Line (TBL) with the 3P (Profit-People-Plane) formula; namely long-term development that balances economic development, social and environmental sustainability. The universal importance of sustainable development has strengthened since the adoption of the 2030 Agenda for Sustainable Development and the 17 Global Sustainable Development Goals (SDGs) by 193 United Nations Member States in 2015. Developed and developing countries are becoming more concerned about the importance of environmental issues and sustainable development [7]. Policy and regulatory paradigms on the environment are also becoming more stringent around the world. This puts more pressure on businesses and industries to develop green management by adopting environmentally friendly practices and products [8,9].

They also need a sustainability strategy so that their global business is on the right track to meet the challenges of the global economy [10]. They also argue that conventional leadership is no longer effective for getting good business results, and this prompts them to change their executive development program [11]. Therefore, sustainability leadership is needed. However, sustainability leadership has received little attention in the field of leadership studies.

Meanwhile, according to Diamond and Irwin [12], to be able to create sustainability leadership, it can also be done through the process of sustainability literacy. Sustainability literacy is the knowledge, skills, and mindset that enable individuals to become highly committed to building a sustainable future [13].

Previous studies related to the topic of sustainability leadership in the early phase looked more from the perspective of compliance and risk management. Although in the next phase several studies have examined the relationship between self-transcendence with leadership and leadership sustainability, the relationship between spirituality and leadership and leadership sustainability, the relationship between obedience and literacy with leadership sustainability, however, until now there has been no research that specifically examines the effect of transcendence towards Sustainable HRM Capabilities mediated by sustainability leadership. Therein lies the gap of the researches on this topic which is also the novelty of this research.

## 2 Literature Review
### 2.1 Self-Transcendence Affects Compliance Intentions

The values of self-transcendence consist in manifesting an active concern for others and a desire to work for the good of society. Self-transcendence is a journey of self-discovery, in which a person strives for greater perfection, a higher perspective, and moves beyond previous behavioral constraint concepts, which transcend the ego [14]. Individuals with high self-transcendence values perceive others as extensions of the self and, therefore, equate self-worship with concern for society. Thus, individuals with high self-transcendence values place greater importance on pro-environmental behavior, especially if it is proven to provide overall benefits to society. Transcendent individuals generally no longer seek personal gain, identify with something greater than mere personal interest, often engage in selfless service to others [15].

**H1**: Self-Transcendence Affects Compliance Intentions

### 2.2 Self-transcendence affects sustainability literacy

Jahn et al., [16] says that environmental skepticism is based on a value system that clearly contradicts all that is supported by the concept of sustainability Literacy, and herein

lies the decisive point: Sustainability literacy lies in large part in an open commitment to an ecological value orientation that is based on intrinsic values . Crompton & Kasser, [17] summarizes that there are differences between two broad classes of values: intrinsic and extrinsic values. Intrinsic values are described as self-transcendence values. Values are placed on a sense of community, affiliation to friends and family and self-development. He continues: 'Intrinsic value is related to concern for problems bigger than the self, and to appropriate behavior to help address these issues.

**H2**: Self-transcendence affects sustainability literacy

## 2.3 Influence of Ambidextrous Leadership (AL) on Firm Performance (FP) in telecommunication industry companies

Sustainability literacy is the understanding, skills, attitudes and attributes to take informed action for the benefit of oneself and others, now and into the long future (Hamilton and Spalding, 2012). Sustainability literacy begins with the view that current ways of producing and living human beings are inherently unsustainable with short-term and long-term implications for the economy and society [18]. Winter [18] argues that humans need to survive and thrive in challenging conditions and that they need the skills and attributes to demonstrate ecological intelligence and technological judgment while respecting that there is no one right way. In their research, Higham & Thomson asserts that schemes such as BREEAM (Building Research Establishment Environmental Assessment Method) play an important role in raising sustainability and performance profiles in the industry but through often prescriptive formats and debatable lists of activities, and are unable to develop professionals other than through Compliance [19].

**H3**: Compliance Intentions Affects Sustainability Literacy

## 2.4 Compliance Intentions Affects Sustainability Leadership

Sustainability leadership is a further and more mature development of compliance. When organizations launch a sustainability program, their journey will take them from a compliance focus to demonstrating sustainability leadership as a way to drive innovation and growth. The level of sustainability maturity of an organization that embeds sustainable practices in its operations will move along a continuum from compliance to obligation, then to efficiency and ultimately to leadership [20]. According to TPB, the greater the three determinants, the higher the intention. Self-efficacy in this case examines whether compliance and training programs help improve knowledge and skills that enable all employees to meet compliance. Self-efficacy is an activator for one's locus of control. This means individuals can act independently and speak for themselves because they feel competent over rules and compliance. Therefore, if employees feel that they are able to achieve compliance targets, they tend to be more compliant [21].

**H4**: Compliance Intentions Affects Sustainability Leadership

## 2.5 Sustainability Literacy Affects Sustainability Leadership

Sustainability leadership is a process that can be learned and is open to anyone [22]. Schwalb identified 5 core dimensions that are typical of a sustainability leader, namely: knowledge, skills, style, methods and mission-critical (visionary). What makes sustainability leaders unique is their struggle to always integrate concern for people, planet and profit (3P). Competencies that distinguish sustainability leaders from other leaders are systems thinking, positive psychological constructs, leadership roles and strategies related to competency dimensions [23]. In line with Galpin and Whittington, [24] defines sustainability literacy as: having the knowledge, understanding, skills, attitudes and attributes to take informed action for the benefit of oneself and others, now and into the long future .

**H5**: Sustainability Literacy Affects Sustainability Leadership

## 2.6 Self-Transcendence affects Sustainability Leadership

Research by Shriberg confirms that leaders involved in supporting green initiatives, or implementing sustainability projects in an institutional setting, have holistic characteristics. Leaders who work in companies that support environmentally friendly initiatives, uphold the values of transcendence in accordance with the values of virtue and universalism [25]. This type of leader is also highly motivated to support and promote the well-being and well-being of others and nature. These leaders are very open to change. Likewise, leaders involved in institutional settings, focused on making change in the area of sustainability, have the ability to learn quickly in dynamic situations; have the capacity to lead people to change and create a safe environment [26].

**H6**: Self-Transcendence affects Sustainability Leadership

## 2.7 Self Transcendence Affects Sustainable HR Capability

This is the meeting point of the relationship between self-transcendence and sustainable HR capabilities, as part of sustainability (Author). At a more operational level, an HR manager's decisions depend on the environmental situation they face. Generally, situations affect attitudes, decisions, and behaviors with strengths or weaknesses [27]. Situations are also related to environmental goals and behavior. On the psychological features, the environmental situation around HR managers forms a green decision; facilitate or limit green behavior. Environmental situations can present economic opportunities or threats [28] and involve strong or weak stakeholder demands arising from multiple stakeholders and their competing demands [29].

**H7**: Self Transcendence Affects Sustainable HR Capability

## 2.8 Sustainability Leadership Affects Sustainable HRM Capabilities

Managers in organizations also need to understand the relationship between the environment and organizational resources [30]. Even in the absence of sustainability leadership and executive team support, HRM still has to develop sustainability in the HR function. Many of the core HR processes in any organization can be carried out through a sustainable lens and bring benefits such as cost savings, business development, employee engagement and local community empowerment. As sustainable HRM brings benefits to the organization, HRM as a function will be seen as providing sustainable employee programs that contribute to the achievement of business goals [31].

H8: Sustainability Leadership Affects Sustainable HRM Capabilities

## 2.9. Compliance Intentions Affects Sustainable HR Capability

Dubois and Dubois [32] add that when environmental sustainability policies, processes and practices are fully embedded in the organization, this includes the thoughts and behavior of employees who then choose to take action beyond compliance with new rules and norms to participate in work-related innovation innovations in the work processes, organization, and design of products and services. SHRM has undergone an extension of the boundaries of HRM and green management. Lioui and Sharma, [33] states that the management of corporate interactions has an impact on the environment, and must go beyond compliance with regulations and include aspects of pollution prevention, product control and corporate social responsibility.

**H9**: Compliance Intentions Affects Sustainable HR Capability

## 2.10. Sustainability Literacy Affects Sustainable HRM Capabilities

Competencies that distinguish sustainability leaders from other leaders are systems thinking, positive psychological constructs, leadership roles and strategies related to competency dimensions [23]. Haney research also confirms that knowledge in business and economics and markets, human behavior, decision-making processes, and people's lives is seen as fundamental to sustainability leaders. Other

capacities, such as concern for poverty, overpopulation, injustice, ecological economics and specialized knowledge of sustainability are also needed by sustainability leaders [34].

**H10**: Sustainability Literacy Affects Sustainable HRM Capabilities

# 3 Methods

The sample sources of this study are public mineral and coal mining companies, State-Owned Enterprises (BUMN), and private mineral and coal mining public companies listed on the Indonesia Stock Exchange (IDX). While the data presented in https://www.mind.id/ states that there are 4 (four) State-owned mining and mineral companies (BUMN) of which 3 (three) are listed on the Indonesia Stock Exchange and 1 (one) listed on the New York Stock Exchange. Thus, state-owned and private mineral and coal mining companies listed on the Indonesia Stock Exchange (IDX) in Indonesia total 37 companies. In this study as many as 25 companies or 67% of the number of companies examined employees.

The data shows that the influence of Self-Transcendence, Sustainability Literacy, Compliance Intentions, Sustainability Leadership and Sustainable HR Capability on mining companies in Indonesia. The instrument used to collect data is a questionnaire identified using a Likert scale, where the alternative answers given consist of 5 choices, namely SS = strongly agree (5 points), S = agree (4 points), RR = doubtful (3 points) , TS = disagree (2 points), STS = strongly disagree (1 point).

# 4 Analysis and Discussion

The sample of men who were sampled were 380 (93%) respondents and 27 (7%) women respondents. respondents based on rank indicate that Assistant Managers are 149 (37%) respondents, Managers are 171 (42%) respondents, General Managers are 56 (14%) respondents, Vice Presidents are 16 (4%) respondents, Director are 12 (3%) ) respondents and President Director as many as 3 (1%) respondents. Respondents Based on Island Mining Locations showed that mining locations were Papua and Maluku as many as 30 (7.43%) respondents, Sulawesi as many as 72 (17.75%) respondents, Kalimantan as many as 225 (55.40%)

respondents, Nusa Tenggara as many as 14 (3 .36%), Java as many as 11 (2.64%) respondents and Sumatra as many as 55 (13.43%) respondents.

## 4.1. Composite Reliability Test

Table 1. Validity and reliability statistics.

| Construct | Number of items | Cronbach's alpha | Composite reliability | AVE |
|---|---|---|---|---|
| Sustainable HRM Capabilities | 6 | 0,887 | 0,914 | 0,639 |
| Sustainability Leadership | 9 | 0,914 | 0,929 | 0,594 |
| Sustainability Literacy | 4 | 0,827 | 0,885 | 0,658 |
| Compliance Intention | 4 | 0,814 | 0,878 | 0,644 |
| Self-Transcendence | 9 | 0,848 | 0,885 | 0,525 |

Based on table 1, it can be concluded that all constructs meet the reliability criteria. This is indicated by the value of Cronbach's Alpha and composite reliability above 0.70. This means that each question item in the questionnaire used can be interpreted well by the respondent. From the data processing, it was found that the value of the outer model or the correlation between the construct and the variable has met convergent validity because it has a loading factor and AVE value above 0.50.

## 4.2. Discriminant Validity Test

The Fornell-Larcker criterion is the second approach to assessing discriminant validity. It compares the square root of the AVE value with the correlation of the latent variables (Ab Hamid et al., 2017). In particular, the square root of each AVE construct must be greater than the highest correlation with the other constructs. An alternative approach to evaluating the results of the Fornell-Larcker criterion is to determine whether the AVE is greater than the squared correlation with other constructs. The logic of the Fornell-Larcker method is based on the idea that the constructs share more variance with the related indicators than with other constructs.

*Table 2. Discriminant Validity Test*

| | Sustainable HRM Capabilities | Sustainability Leadership | Sustainability Literacy | Compliance Intention | Self Transcendence |
|---|---|---|---|---|---|
| Sustainable HRM Capabilities | 0.800 | | | | |
| Sustainability Leadership | 0.787 | 0.771 | | | |
| Sustainability Literacy | 0.717 | 0.814 | 0.811 | | |
| Compliance Intention | 0.221 | 0.318 | 0.206 | 0.802 | |
| Self Transcendence | 0.606 | 0.756 | 0.599 | 0.495 | 0.724 |

In the Fornell-Larcker Criteria table 2, it can be seen that the AVE value of the Sustainability Literacy correlation variable is 0.885. This value is greater than the correlation value of the Compliance Intention variable with Sustainable HRM Capabilities and other variables. This also applies to other variables, the AVE value on the variable itself shows a higher number than the correlation between variables. Thus the discriminant validity requirement with AVE has been fulfilled.

## 4.3. Hypothesis test

In measuring the significance of the support for the hypothesis, the path coefficient value or inner model can be used, comparing the T-table and T-statistic values. If the T-statistic is higher than the T-table value, it means that the hypothesis is supported or accepted. In this study, for the 95 percent confidence level (alpha 95 percent), the T-table value for the one-tailed hypothesis is >1.96488 [35]. Table 3. provides the estimated output for testing the structural model.

Table 3. Result For Inner Weights

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|---|
| Self Transcendence -> Compliance Intention (H1) | 0,495 | 0,498 | 0,065 | 7,572 | 0,000 |
| Self Transcendence -> Sustainability Literacy (H2) | 0,659 | 0,660 | 0,044 | 14,870 | 0,000 |
| Compliance Intention -> Sustainability Literacy (H3) | -0,120 | -0,120 | 0,047 | 2,542 | 0,011 |
| Compliance Intention -> Sustainability Leadership (H4) | -0,007 | -0,007 | 0,032 | 0,213 | 0,831 |
| Sustainability Literacy -> Sustainability Leadership (H5) | 0,563 | 0,559 | 0,049 | 11,593 | 0,000 |
| Self Transcendence -> Sustainability Leadership (H6) | 0,422 | 0,426 | 0,049 | 8,625 | 0,000 |
| Self Transcendence -> Sustainable HRM Capabilities (H7) | 0,056 | 0,055 | 0,057 | 0,973 | 0,331 |
| Sustainability Leadership -> Sustainable HRM Capabilities (H8) | 0,573 | 0,578 | 0,073 | 7,899 | 0,000 |
| Compliance Intention -> Sustainable HRM Capabilities (H9) | -0,035 | -0,033 | 0,037 | 0,960 | 0,337 |
| Sustainability Literacy -> Sustainable HRM Capabilities (H10) | 0,225 | 0,220 | 0,058 | 3,845 | 0,000 |

Source: Data processing with PLS, 2022

From table 3, it can be described the results of hypothesis testing (figure 1)
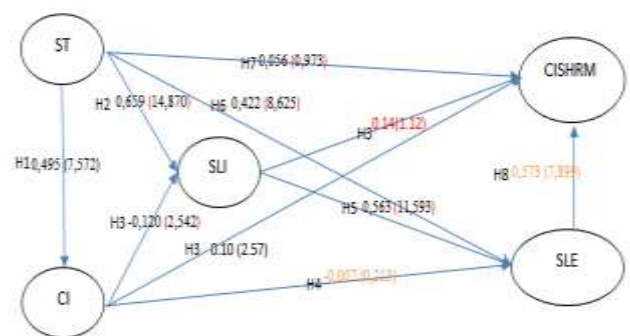
Source: SmartPLS 3.0 statistical output, processed, 2022.

# 5 Discussion

## 1) Self-transcendence affects obedience intentions

Based on the results of statistical calculations, it can be concluded that the self-transcendence construct has a significant positive effect on compliance intentions directly. This can be seen from the t-statistic value which is greater than 1.96 which is 7.572. Thus, the hypothesis H1 in this study is accepted. This means that in mining companies in Indonesia, the leaders have aspects of self-transcendence in the form of universal noble values, which make them have compliance in maintaining their business. The higher the level of transcendence of a leader, the higher the intention and willingness to obey and obey the rules. This is in accordance with the view of Kluver and Wicks,. [36] which states that self-transcendence promotes values that motivate people to be selfless and seek benefits to be distributed in general among relatives, other people and society in general. Regarding openness to change, Kluver and Wicks,. [36] postulate that self-transcendence is positively related to intention to comply with policy.

## 2) Self Transcendence affects Sustainability Literacy

Testing the relationship between self-transcendence variables and sustainability literacy shows a path coefficient value of 0.659 with a t-value of 14,870. It can be concluded that the construct of self-transcendence is positively and significantly correlated with sustainability literacy directly. Thus, the hypothesis H2 in this study is accepted. This means that it has been confirmed that in mining companies in Indonesia, the leaders have aspects of self-transcendence in the form of awareness of universal noble values, which encourage them to have sustainability literacy which can be demonstrated by understanding the ecological system and the universe, understanding the interrelationships and patterns of relationships of all things, shaping local-global scale perspectives and dialectics, modeling sustainable behavior and practices and demonstrating openness to new ideas and diverse perspectives and societies [13].. This is in line with research by Nordlund and Garvill [37] which states that self-transcendence value orientations tend to be positively correlated with each other which says that individuals with high self-transcendence values perceive others as extensions of themselves and, therefore, equate self-concern with concern for society.

## 3) Compliance Intentions Affect Sustainability Literacy

Based on the results of statistical calculations, it can be concluded that the compliance intention construct is negatively and significantly correlated with sustainability literacy directly. This can be seen from the path coefficient value of -0.120 and the t-statistic value greater than 1.96 which is 2.542. Thus, the hypothesis H3 in this study is accepted. This indicates that if the sustainability literacy of a leader is adequate, then the development of further literacy is no longer an encouragement from within, but rather because of the knowledge and attitudes that have developed into a culture. This is supported by Higham and Thomson, [19] sustainability literacy as a target-driven concept related to the need to ensure compliance with government policies, which can improve projects, communities and the environment[18]. Environmentally responsible behavior has been conceptualized in a number of ways, some of which are not unique in the environmental field. One approach focuses on the nature of individual and collective responses to conditions in a way: proactive (eg, citizen action); interactive (eg, citizen participation and community service); or reactive (eg, coping and compliance behaviors) [38]

## 4) Compliance Intentions Affect Sustainability Leadership

Based on the results of statistical calculations, it can be concluded that the compliance intention construct does not have a significant positive effect on sustainability leadership directly. This can be seen from the path coefficient value of -0.007 and the t-statistic value which is less than

1.96 which is 0.213. Thus, hypothesis H4 in this study was rejected. This contradicts the opinion of Shriberg, [20] which states that sustainability leadership is a further and more mature development of compliance. When organizations launch a sustainability program, their journey will take them from a compliance focus to demonstrating sustainability leadership as a way to drive innovation and growth. The sustainability maturity level of an organization that embeds sustainable practices in its operations will move along a continuum from compliance to obligation, then to efficiency and ultimately to leadership.

**5) Sustainability Literacy affects Sustainability Leadership**

Based on the results of statistical calculations, it can be concluded that the sustainability literacy construct has a significant positive effect on sustainability leadership directly. This can be seen from the t-statistic value which is greater than 1.96, which is 11.593. Thus, the hypothesis H5 in this study is accepted. This confirms that a sustainability leader requires knowledge of sustainability, and his knowledge of sustainability shapes his sustainability leadership model. The better the sustainability literacy of a leader, the better and more effective the sustainability leadership will be. This is supported by the view of [25] which states that leadership development is also a key element of continuing education. Given the complex challenges faced, sustainability has become an integral aspect of leadership. Leadership development can be based on sustainability education, which involves a shift to a holistic, systemic, connected and ecological way of thinking and learning and focused on transformational rather than transmissive learning processes [23].

**6) Self-Transcendence affects Sustainability Leadership**

Based on the results of statistical calculations, it can be concluded that the self-transcendence construct has a significant positive effect on sustainability leadership directly. This can be seen from the path coefficient of 0.422 and the t-statistic value which is greater than 1.96 which is 8.625. Thus, hypothesis H6 in this

study is accepted. This means that in mining companies in Indonesia, the leaders have aspects of self-transcendence in the form of holistic-universal noble values, which shape their sustainability leadership. The higher the level of transcendence of a leader, then the sustainability leadership will be better and more effective. This is in accordance with the view of Fehr, [25] which states that spirituality is related to theological belief systems, ritual prayers, ceremonies and ceremonies, and related formal practices and ideas. Typically, spirituality is practiced in institutions that have been formed and developed over time around the spiritual experiences of one or more individual leaders that also provide a leadership context based on their inherent beliefs and practices. However, spirituality is not just about developing a personal relationship with the divine. It is also fundamental to the most widely accepted definition of workplace spirituality, namely "A framework of organizational values evidenced in a culture that promotes employees' experience of transcendence through the work process, facilitating their sense of connection in a way that conveys feelings of compassion and joy. "

**7) Self Transcendence Affects Sustainable HRM Capabilities**

Based on the results of statistical calculations, it can be concluded that the self-transcendence construct does not have a significant positive effect on the Capabilities of Sustainable HRM directly. This can be seen from the path coefficient value of 0.056 and the t-statistic which is less than 1.96 which is 0.973. Thus, hypothesis H7 in this study was rejected. This illustrates that although in mineral and coal mining companies in Indonesia the leaders have aspects of transcendence, they do not have a direct effect on CISHRM. In this case, CISHRM is more directly influenced by Sustainability Literacy and Sustainability Leadership. Self-transcendence as an abstract condition cannot directly affect the concrete conditions of CISHRM. Self-transcendence needs to be manifested first through the abstract aspects of Sustainability Literacy [1], Compliance Intentions and Sustainability

Leadership, then Sustainability Literacy and Sustainability Leadership form CISHRM.

### 8) Sustainability Leadership Affects Sustainable HRM Capabilities

Based on the results of statistical calculations, it can be concluded that the sustainability leadership construct has a significant positive effect on the Capabilities of Sustainable HRM directly. This can be seen from the t-statistic value which is greater than 1.96, which is 7.899. Thus, the hypothesis H8 in this study is accepted. This is supported by the results of research by Goodman, [27] which states that the construction of sustainable leadership has evolved from the traditional perspective of shared responsibility, namely avoiding resource depletion to being careful not to cause damage from the point of view of human survival, economic, social and environmental. Sustainability leadership is a concept that is closely related to the topic of human resource development [28]. Organizations can go forward and create businesses in highly adaptive ways by focusing on their human resources; take into account their growth, development and well-being; and protecting the relationship between leaders and followers [22].

### 9) Compliance Intentions Affects Sustainable HRM Capabilities

Based on the results of statistical calculations, it can be concluded that the compliance intention construct does not have a significant positive effect on the Capabilities of Sustainable HRM directly. This can be seen from the t-statistic value which is less than 1.96, which is 0.960. Thus, the hypothesis H9 in this study was rejected. This contradicts the findings of Dixon-Fowler et al[39] which states that and that corporations are now increasingly focused on the extent to which companies are managed in compliance with sustainability [39]. on labor regulations is an important starting point for sustainable HRM. Well-known and widely applicable sustainability frameworks, such as the Global Reporting Initiative (GRI) framework or the United Nations Global Compact, also include information that labor practices must comply with legal requirements However, for sustainability in human management, it is not enough just to comply with laws and regulations. Lioui [33] states to implement sustainability in HRM and to reap the benefits, a broader approach that goes beyond labor regulations is needed, as "compliance with institutional requirements no k always indicates that a particular organization is sustainable".

### 10) Sustainability Literacy Affects the Capabilities of Sustainable HRM

Based on the results of statistical calculations, it can be concluded that the sustainability literacy construct has a significant positive effect on the Capabilities of Sustainable HRM directly. This can be seen from the t-statistic value which is greater than 1.96, which is 3.845. Thus, the hypothesis H10 in this study is accepted. This is in accordance with the views of Lioui [33] who argue that in designing sustainable HRM there are three dimensions, namely, equality, welfare, and employee development. The characteristics of sustainable HRM are intended to address the dearth of knowledge on how to make constructs more explicit and differentiate them from others. Concern for the environment can be manifested in employee training and development. This is mostly related to an increase in the level of "environmental literacy" [23] which emphasizes providing each employee with appropriate knowledge and skills about environmental issues. Education and training are key in terms of driving change and achieving sustainable development [34]. In terms of professional development, it is recognized that it is necessary to be able to face the challenges of sustainability to enable progress [27].

## 6 Conclusion

Based on the analysis and discussion above, it can be concluded that the construct of self-transcendence has a significant positive effect on compliance intentions, self-transcendence has a positive and significant correlation with sustainability literacy, compliance intentions have a negative and significant correlation with

sustainability literacy, compliance intentions have no significant positive effect on sustainability leadership, literacy sustainability has a significant positive effect on sustainability leadership, self-transcendence has a significant positive effect on sustainability leadership, self-transcendence does not have a significant positive effect on Sustainable HRM Capabilities, sustainability leadership has a significant positive effect on Sustainable HRM Capabilities, compliance intentions have no significant positive effect on Sustainable HRM Capabilities, and Sustainability literacy has a significant positive effect on Sustainable HRM Capability.

This research proves the theoretical framework of sustainability leadership, this is because conventional leadership is no longer effective for getting good and sustainable business results (Farkas, 2015). Therefore, sustainability leadership is needed. During his research, Maslow noted that individuals who have experienced self-transcendence have a high motivation to serve and support others including co-workers. Therefore, aspects of self-transcendence can be utilized to develop sustainability leadership.

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