

Green Human Resource Management on Organizational Performance: Study on Local Government

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Abstract

The organizational paradigm In the last few decades, for efforts to reduce the effects of global warming and preserve the environment has undergone significant changes. This research aims to conduct an exploration and empirical analysis of environmental performance (EP), green organizational culture (GOC), and green human resource management (GHRM) variables on organizational performance. The population of this research is all leaders of the Regional Government Organization (OPD) of Semarang City, totaling 150 agencies. The sampling technique used was purposive sampling, with a total sample of 121 respondents. This research approach is quantitative because the data used is in the form of numbers. Research data was obtained by giving closed questionnaires to respondents directly. Data analysis uses the Structural Equation Model (SEM) with AMOS version 26 software. The results of the research data analysis make it possible for all proposed research hypotheses to be accepted. Firstly, GHRM has a direct impact on GOC and EP. Both GOC and EP have a direct effect on OP. The three GHRMs have an indirect impact on OP through GOC and EP.

Keywords: Environmental Performance, Organizational Performance, Green Organizational.

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Introduction

The organizational paradigm In the last few decades for efforts to reduce the effects of global warming and preserve the environment has undergone significant changes. The seriousness of desires became the world's main concern, especially after the Sustainable Development Goals (SDGs) launched in 2015 (Herrera, 2019). Therefore, implementing environmentally friendly policies and protecting society is an obligation for both the government and private sectors (Herrera, 2019). Almost all sector organizations have adopted environmental protection measures, most organizational sectors, especially public service agencies, are also taking part in reducing the resulting operational impact on society (Ly, 2023). Organizations can use environmentally friendly strategies such as Green Human Resource Management (GHRM), the implementation of which can also have an impact on saving environmental resources (Aggarwal & Agarwala, 2023).

GHRM is a natural resource policy and practice to encourage support in implementing environmental policies in organizations. This includes reducing waste, pollution and sustainable use of natural resources to improve organizational performance (Hadjri et al., 2019). GHRM

programs in an organization usually involve introducing environmental-based thinking into sustainable human resource policies and practices (Khammadee & Ninaroon, 2022). This has been previously stated in research by Aggarwal & Agarwala, (2023); Fang et al., (2022); Hadjri et al., (2019) stated that environmentally conscious behavior in employees is very important for the success of GHRM. The GHRM concept can be the basis of an organizational culture that transforms an employee into an environmentally friendly employee.

Green organizational culture (GOC) can be a supporting factor for GHRM practices, where "pro-environmental organizational culture and climate" is a collection of values, symbols, and assumptions that reflect the agency's obligations or desires to be more environmentally friendly (Aggarwal & Agarwala, 2023). The GOC value is considered an excellent opportunity to increase an organization's competitive benefits because it is a prospective strategy combining organizational performance (OP) and revising processes with green concepts (Aggarwal & Agarwala, 2023).

Environmental performance (EP) has also become an important element of today's organizations, where the organization's goals are not merely profit but also implementing compliance and environmentally friendly practices in their organizations (Aggarwal & Agarwala, 2023). Through GHRM practices, organizations can improve their EP. This can reduce risks related to environmental regulations, minimize negative impacts on the ecosystem, and enhance the organization's reputation within the ecosystem (Zacher et al., 2023).

According to Shehabat, (2020), organizational performance (OP) is the overall result of organizational activities. Magd & Karyamsetty, (2020) explain that OP is a multidimensional construct consisting of many factors, where the definition can be differentiated based on the stakeholders who carry it out. Now that organizations can improve their performance by implementing environmentally friendly practices, these practices can also help businesses attract and retain the best talent (Ly, 2023). However, previous studies did not comprehensively accommodate the relationship between GHRM and OP. An organization's success is measured through its effective performance in achieving goals.

Semarang City is the capital of Central Java Province, which applies the concept of future city development based on Smart City. With the implementation of a smart city, the City of Semarang is innovating towards innovative online-based services to manage its resources effectively and orient towards sustainable development. Several implementations of the smart city program include digitalizing the internal personnel organization at the city government level, namely with a personnel information system called "SIMPATIK." The function of this system is to manage supporting an environmentally friendly culture with paperless personnel administration, setting employee performance targets and managing the additional employee income based on class, level of discipline and online work achievements. The pro-environmental policies and commitment to sustainability implemented by the mayor of Semarang Hendrar Prihadi to his subordinates, namely the state civil servants (ASN), regarding an environmentally friendly culture in the Semarang City Government, include requiring ASN at all levels of the Semarang City Government to use public transportation every Wednesday. This is done in the hope of reducing exhaust emissions from vehicles.

Based on the phenomena above, it shows that the Semarang City Government has implemented GHRM indirectly, as seen from service innovation programs for the community, the implementation of digital systems in their internal staff, and the implementation of environmentally friendly cultural policies for their employees. GHRM will impact employees to have pro-environmental behavior, and employees will indirectly promote and increase commitment and improve employee performance and their organization's performance. This research has several objectives, including testing the effect of GHRM on OP. Second, we also tested the effect of GHRM on GOC and EP. Third, we tested the influence of GOC and EP on OP. Fourth, we tested the mediating role of GOC and EP in the influence of GHRM on OP.

Literature Review

GHRM against OP

Intensive attention to natural sustainability has caused many organizations to adopt environmentally friendly policies to become green and competitive organizations (Weng et al., 2015). GHRM is a human resource policy and practice to support the implementation of environmental policies in an organization. Activities in GHRM include reducing waste, pollution and sustainable use of natural resources to improve organizational performance (Lashari et al., 2022). This is important to do in the urgency of overcoming the impact of environmental damage and encouraging employees to behave greenly. Apart from natural factors, the implementation of GHRM in various studies is considered capable of improving other factors related to OP (Khammadee & Ninaroon, 2022), according to Dessouky & Alquaiti, (2020), who link it to increased employee job satisfaction, organizational commitment, and turnover intention. Ahmad et al., (2023) found that GHRM influenced OP. Based on the aforementioned findings, the researcher posited the first hypothesis, specifically:

H1: The GHRM on OP is favorable and statistically significant.

GHRM against GOC

GOC is relatively not widely discussed regarding sustainability principles, making it have many different definitions (Aggarwal & Agarwala, 2021). Hadjri et al., (2019) explained that the values, beliefs, ethos, and assumptions that direct a person as part of the organizational culture regarding actions and behavior in various circumstances can be interpreted as organizational culture. The meaning of GOC is defined by Liu & Lin, (2020), who define it as a company culture that encourages green strategy adoption, social and environmental welfare initiatives, and environmental awareness. Therefore, GOC can be interpreted as employees' values in implementing and acting following the sustainability and environmental maintenance principles within the organization (Hadjri et al., 2019). GOC has become a quite considered topic along with the increasing environmental concern.

Liu & Lin, (2020) also relate how GOC influences the behavior of organizational members, when producers are under greater obligation to follow organizational principles and pay attention to the environment where there is a strong green culture. Current research has not discussed the influence of GHRM on GOC directly. As we know, GHRM covers various activities, including human resource planning, recruitment, and selection for work safety. When looking at these

activities, Liu & Lin, (2020) stated that GHRM has a critical role in directing a positive environmental culture. Khammadee & Ninaroon, (2022) concluded that green recruitment makes job applicants prioritize organizations with a good environmental reputation and participate in green businesses when given the opportunity. This is the basis for the second researcher's hypothesis, namely:

H2: GHRM has a positive and significant effect on GOC

GHRM against EP

EP is an important aspect of organizational success in today's environmentally conscious world (Aggarwal & Agarwala, 2023). EP relates to organizational initiatives to meet and exceed social expectations regarding the environment and existing regulations (Khammadee & Ninaroon, 2022). Organizations are increasingly expected to go beyond compliance with environmental regulations and actively contribute to sustainable practices. A few studies have investigated the influence of GHRM practices on EP. For instance, Khammadee & Ninaroon (2022) discovered a favorable correlation between higher EP and GHRM activities including environmental training and employee engagement. Likewise, Hadjri et al., (2019) revealed that GHRM practices positively impact EP by fostering employee environmental awareness and behavior. GHRM practices are needed at all levels of the organization to increase employee involvement in environmental-based activities.

Therefore, the role of GHRM practices in improving EP is worth paying attention to. GHRM refers to integrating environmental sustainability principles into HRM practices, ensuring that employees are actively involved in environmentally focused activities (Aggarwal & Agarwala, 2023). This includes providing environmental training, promoting employee environmental commitment, and encouraging green process innovation. When GHRM practices are implemented at all levels of an organization, employees become more involved in environmental sustainability initiatives, leading to increased EP (Xu et al., 2022). This serves as the foundation for the third hypothesis put out by the researcher, which is :

H3: GHRM has a favorable and noteworthy impact on EP.

GOC against OP

Organizational performance (OP) has many definitions and measures that align with dynamic organizational goals and changes (Shehabat, 2020). Recent studies have found performance trends that discuss broader issues, including the influence of GOC on OP, most of which show a positive relationship between the two variables (Aggarwal & Agarwala, 2023). Today, almost all industries and organizations are bound to comply with pro-environment rules. The implementation of GOC can have a positive impact on OP. According to a recent study conducted by Imran & Jingzu (2022), it has been shown that the GOC is significantly impacted by several factors, including leadership, message credibility, engagement, and the enhancement of staff commitment. Consequently, this phenomenon results in increased levels of productivity and enhanced overall performance. Organizations can attract environmentally conscious customers and gain a competitive advantage by prioritizing environmental values and incorporating them into their operations with GOC.

Additionally, GOC encourages innovation and creativity in organizations. The encouragement of workers to engage in creative thinking on the identification of environmentally sustainable solutions and the enhancement of sustainability practices has the potential to foster the emergence of novel goods, processes, and technology (Alipour et al., 2022). This is the basis for the researcher's fourth hypothesis, namely:

H4: GOC significantly and favorably affects OP.

EP against OP

EP may be described as the practice used by companies to include biodegradable elements in their goods, hence mitigating pollution and waste generation at the origin. Additionally, EP entails minimizing the usage of environmentally detrimental materials, enhancing energy efficiency, and implementing other measures aimed at safeguarding the environment (Khammadee & Ninaroon, 2022). Meanwhile, Imran et al., (2021) said that EP impacts an organization's reputation and is the basis for competitive advantage. Previous studies show that integrating environmental values into a company's strategic planning process will increase EP and impact increasing OP (Anwar et al., 2020). Stakeholders must realize the importance of investing in green practices to increase OP (Naciti, 2019). Khammadee & Ninaroon's study (2022) measured the impact of EP on OP and found positive results. This is the basis for the researcher's fifth, sixth and seventh hypotheses, namely:

H5: EP has a positive and significant effect on OP

H6: GOC mediates the positive influence of GHRM on OP

H7: EP mediates the positive influence of GHRM on OP

Method

The study was carried out under the administrative jurisdiction of the Semarang city government over the period of June to September 2023. The study sample consisted of 150 leaders from various regional government organizations (OPDs) in the city of Semarang. The sample for this research was 121 Semarang City government OPD leaders. The sample was obtained using a purposive sampling technique. Research data was obtained by distributing closed questionnaires to respondents. The questionnaire used a Likert scale of 1-7, starting from strongly disagree (1) to strongly agree (7). The research technique used is quantitative techniques. Data analysis uses structural equation model (SEM) analysis using AMOS version 26 software.

The characteristics of research respondents were generated from descriptive analysis. The characteristics of the respondents in this study were carried out to show the actual situation of the respondents in this study. The characteristics of respondents in this study were seen from the variables gender, age, education and position. Table 1 displays the attributes of the participants.

Table 1. Characteristics of Respondents

Classification	Characteristics	Total	Total Percentage
Gender	Man	80	66.1

	Woman	41	33,9
Age	20-30	0	0
	31-40	36	29.7
	41-50	70	57.9
	51-60	25	20.66
Education	Bachelor	0	0
	Masters	86	71.07
	Doctor	35	28.92
Position	Head of Organization	100	82.6
	Deputy Head of Organization	21	17.3

Source: Primary data processed in 2023.

Results

Validity and Reliability Test

The validity test assesses the extent to which a questionnaire has validity. According to Afthanorhan et al. (2020), the validity of a questionnaire is determined by its ability to accurately assess the intended constructs via the questions included in the questionnaire. The concept validity may be assessed by examining the loading factor value. An indicator is said to be valid if the resulting loading factor is more than > 0.7 . In this study, all the indicators produced have met the validity test with a loading factor value of > 0.7 . The validity test can be seen in Table 3. The reliability test in this research is to see whether the measuring instrument used in the questionnaire for each variable gives the same results if the measurement is carried out again with the same object. Reliability tests usually show the robustness of the measuring instruments used in research. The reliability test can be seen with the Corbach alpha, composite reliability (CR) and average variance extracted (AVE) values. The variable size is considered to pass the reliability test if it satisfies the following criteria: a Cronbach alpha value more than 0.7, composite reliability greater than 0.7, and average variance extracted value greater than 0.5. In this study, all variables used have met the reliability test. Reliability test values can be seen in Table 3:

Table 3. Reliability and Validity Test

Variable	Indicator	Loading Factor	Mean	Std. Deviation	Cronbach Alpha	CR	AVE
GHRM	X1	0.639	5.72	0.873	0.938	0.947	0.750
	X2	0.917	5.72	0.871			
	X3	0.897	5.71	0.912			
	X4	0.880	5.64	0.851			
	X5	0.867	5.58	0.830			
	X6	0.890	5.71	0.856			
GOC	X7	0.752	5.79	0.861	0.937	0.959	0.795
	X8	0.884	5.65	0.932			
	X9	0.864	5.74	0.828			
	X10	0.915	5.62	0.945			

	X11	0.842	5.84	0.900			
	X12	0.841	5.70	0.877			
EP	X13	0.898	5.72	0.873	0.914	0.948	0.822
	X14	0.899	5.75	0.937			
	X15	0.865	5.70	0.886			
	X16	0.761	5.78	0.928			
OP	X17	0.880	5.65	0.878	0.939	0.943	0.804
	X18	0.883	5.73	0.915			
	X19	0.880	5.72	0.892			
	X20	0.891	5.72	0.901			

Source: AMOS version 26.

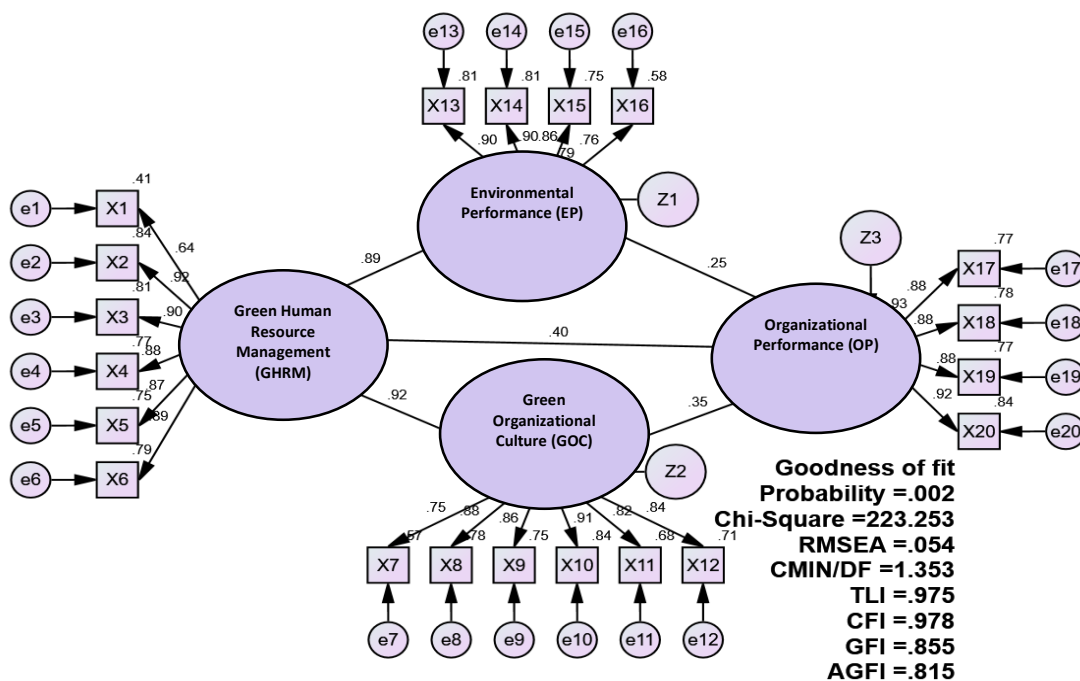


Figure 1. Structural Model

Model Goodness Test

The structural model in this research can be seen in Figure 1, and the resulting structural model has met the model goodness test. The model goodness test can be seen from the Probability, Chi-Square, RMSEA, CMIN/DF, TLI, CFI, GFI and AGFI values, where each model goodness has a criterion value that must be met (cut-off value) (Purwanto et al., 2021).

Hypothesis testing

The results of hypothesis testing in this study show that all proposed hypotheses are accepted. Hypothesis testing looks at the probability (P) value with a significance level of less than 0.05

(Dash & Paul, 2021). Hypothesis 1 (H1) states that GHRM has a positive and significant effect on OP and is accepted with a P value of 0.009. Hypothesis 2 (H2) states that GHRM positively and significantly affects GOC and is accepted with a P value of 0.00. The relationship between GHRM and EP is shown to be statistically significant and positively correlated, as indicated by a P value of 0.00, so Hypothesis 3 (H3) is accepted. GOC is proven to have a positive and significant effect on OP with a P value of 0.02, so Hypothesis 4 (H4) is accepted. The empirical evidence suggests that there is a statistically significant positive relationship between the EP and the OP, as shown by a P value of 0.09, so Hypothesis (H5) is accepted. The complete results of the research hypothesis test can be seen in Table 4.

Table 4. Hypothesis testing

Hypothesis		β	P	Result
H1	GHRM \rightarrow OP	0.399	.009	Accepted
H2	GHRM \rightarrow GOC	0.915	***	Accepted
H3	GHRM \rightarrow EP	0.889	***	Accepted
H4	GOC \rightarrow OP	0.354	.002	Accepted
H5	EP \rightarrow OP	0.253	.009	Accepted

Source: AMOS version 26.

Mediation Test

The Mediation Test was carried out using the Sobel Test. The Sobel test is used to assess the potential mediating effect of a variable on the relationship between the independent variable and the dependent variable. A variable is declared capable of mediating the influence of the independent and dependent variables if the significance value of the Sobel Test results produced is less than 0.05. The Sobel test of mediation of the EP variable on GHRM on OP produces a significance value of 0.00 (<0.05), meaning that EP can mediate GHRM on OP with a partial mediation effect. The GOC mediation test on GHRM on OP produced a significance value of 0.00 (<0.05), meaning GOC could mediate GHRM on OP with a partial mediation effect. The results of the mediation test can be seen in Table 5.

Table 5. Mediation Test

	Hypothesis	P	Result	Mediation Effects
H6	GHRM \rightarrow ENP \rightarrow OP	0.00	Accepted	Partial Mediation
H7	GHRM \rightarrow GOC \rightarrow OP	0.00	Accepted	Partial Mediation

Source: AMOS version 26.

Discussion

The findings from the data analysis indicate that the impact of GHRM on OP is represented by a Beta coefficient of 0.399, which is statistically significant at a level of 0.009. These results support research by Astuti et al., (2023) which proves the influence of GHRM on OP. GHRM practices to encourage employees to behave and behave in an environmentally friendly manner have been proven to increase overall OP. GHRM policy to direct employees to behave to reduce waste pollution and sustainable use of natural resources will improve organizational performance. In implementing GHRM in Regional Apparatus Organization agencies in the Semarang City Government, these results show that policies such as reducing paper waste by

implementing paperless and digitalization will encourage increased organizational performance with resource efficiency. The more effective the implementation of GHRM in Semarang City Government OPD agencies will increase the OP of each agency.

The findings from the hypothesis testing indicate that the Beta coefficient for the impact of GHRM on GOC is 0.915, which is statistically significant at a level of 0.000. The results of this research align with the study of Hadjri et al., (2019), which states that GOC can develop with the existence of a GHRM policy by organizational leaders. GOC can be interpreted as employees' values in implementing and acting following the sustainability and environmental maintenance principles within the organization. The GOC influences the awareness built within employees to behave environmentally friendly within an organization. At the same time, the green GOC itself is born from policies determined by the organization's leadership, one of which is implementing GHRM. In practice, implementing GHRM in Regional Apparatus Organization agencies in the Semarang City Government can build an organizational culture that encourages State Civil Servants to behave in an environmentally friendly manner. If OPD agencies in the Semarang City Government can implement GHRM effectively, it will increase the possibility of creating a conducive green organizational culture in each institution.

Based on the results of the data analysis, it is known that the Beta value and significance (P value) are 0.889 and 0.000, respectively. This is evidence of the positive and significant influence of GHRM on EP. This complements the research results of Aggarwal & Agarwala, (2023); Fang et al., (2022); Hadjri et al., (2019); Xu et al., (2022) found that GHRM influences various organizational outcomes, one of which EP. In essence, GHRM integrates environmental sustainability principles into HRM practices to ensure that employees are actively involved in activities that focus on preserving the environment. When GHRM practices are implemented at all levels of an organization, employees become more involved in environmental sustainability initiatives. Individual employee behavior oriented towards environmental preservation contributes to increased organizational environmental performance. These results prove that GHRM practices in Regional Apparatus Organization agencies in the Semarang City Government will boost the EP of each organization within the Semarang City Government.

The data analysis results show a positive and significant influence of GOC on OP, with a Beta value of 0.354 and a significance value of 0.002. The results of this research strengthen research Aggarwal & Agarwala, (2023), where GOC has a positive effect on improving OP. GOC is defined as the behavior of most organization members to act according to the same beliefs by prioritizing environmental values. With the formation of an environmentally oriented organizational culture within the organization, employees are encouraged to carry out work activities efficiently and save energy to help the organization improve its performance. Additionally, a green organizational culture encourages employee innovation and creativity to think creatively about finding environmentally friendly solutions and improving sustainability practices. Furthermore, this phenomenon has the potential to foster the emergence of novel goods, processes, and technology. The GOC created within the Semarang City Government OPD agencies will help improve each agency's performance. There is a 0.009 significance level and a beta value of 0.253 for the impact of EP on OP. These results align with this research in line with Khammadee & Ninaroon, (2022), which found that integrating environmental values into the company's strategic planning process will improve EP. EP is a factor that influences improving

OG because it concerns the organization's reputation in the eyes of society. After all, society will assess the organization as one that cares about environmental issues.

GOC is proven to have a mediating role in the relationship between GHRM and OP. This can be seen from the results of the Sobel Test, which has a significance value of 0.00 and a partial mediation effect. These results add evidence and complement previous research by Aggarwal & Agarwala, (2023) regarding the mediating development played by GOC in the influence of GHRM on OP. GHRM implemented by an organization will improve organizational OP by forming a GOC first. The GHRM policy issued by the organization will naturally build an organizational culture among its members to behave in an environmentally friendly manner. The formation of a GOC in the organization encourages employees to work efficiently and creates innovation and creativity to find environmentally friendly solutions and improve sustainability practices. This may result in the creation of novel goods, procedures, and technological advancements that will obliquely enhance OP. This is based on the results of the Sobel Test, which shows a significance value of 0.00 with a partial mediation effect. These results are evidence that EP has a mediating effect on the influence of GHRM on increasing OP. This is in line with the research results of Khammadee & Ninaroon, (2022), which state that EP has a mediating role in influencing OP. EP is the process by which a business uses biodegradable materials in its goods, minimizes waste and pollution at the source, cuts down on environmentally hazardous chemicals, boosts energy efficiency, and so on (Hadjri et al., 2019). GHRM that is carried out well by organizational members will support organizations to care about the environment by reducing pollution and waste, using environmentally friendly materials and energy efficiency. As a result, organizational performance will increase along with the increase in environmental performance produced by the organization thanks to the implementation of GHRM.

Conclusion

The results of the data analysis provide empirical evidence for all hypotheses and answer all research objectives. First, there is a direct influence of GHRM on OP. Second, GHRM has a direct influence on GOC and EP. Third, GOC and EP have a direct influence on OP. Finally, there is the role of GOC and EP in mediating the influence of GHRM on OP. These results have theoretical and practical implications. The research findings have the potential to contribute to the existing body of knowledge on human resource management, particularly in relation to the hitherto unexplored issue of GHRM, particularly in the context of Indonesian public organizations. The findings of this research complement previous studies that reviewed the impact of GHRM implementation, where GHRM practices in Regional Apparatus Organization agencies were proven to have contributed to increasing OP. From a practice perspective, these results guide managers of public sector organizations to adopt GHRM practices in their organizations that can be beneficial for improving overall OP. Implementing GHRM in Regional Apparatus Organization agencies will trigger the formation of GOC and environmental performance, which can indirectly boost organizational performance. This GHRM implementation policy can also make the public aware that Regional Apparatus Organization agencies care about environmental conservation issues. This research has several limitations. First, not all Regional Apparatus Organizations implement GHRM practices well, allowing bias to occur in filling out questionnaires that measure GHRM variables. Second, organizational

performance in this research is only measured based on the perceptions of organizational leaders who fill out the questionnaire given. Future researchers must ensure that the research sample selection comes from organizations implementing the GHRM program well to obtain deeper insights. Furthermore, to strengthen the data that will be used for hypothesis testing, especially on organizational performance variables, more valid measurements are needed to determine actual OP.

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