



Green human resource management and green behavior: Mediating work engagement

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ABSTRACT

Today's eco-friendly practices have become a particular concern in the business environment. This study aimed to test and analyze how GHRM can affect green behavior mediated by work engagement. This study used quantitative research methods with a PLS-SEM-based causality approach. The sample in this study was 82 respondents at PT. Nikomas is resplendent. The results of this study partially show that GHRM had a significant influence on green behavior; GHRM has a positive and significant effect on work engagement; work engagement produces a positive and significant influence on green behavior, while work engagement can mediate positively and significantly in influencing GHRM on green behavior.

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1. INTRODUCTION

Corporate responsibility towards green behavior has become an important topic in today's society. Companies are increasingly held accountable for their environmental impact and expected to adopt sustainable practices (Epstein et al., 2018; Lee et al., 2018; Obeidat et al., 2020). This includes implementing green initiatives, such as reducing carbon emissions, saving energy and water, managing waste responsibly, and encouraging sustainable supply chain practices. Companies are also expected to communicate their green initiatives transparently to stakeholders and communities and collaborate with external partners and organizations to drive meaningful change toward a more sustainable future. By implementing green behavior, companies can reduce their negative impact on the environment and improve their brand reputation, attract socially conscious consumers, and gain a competitive advantage in the market. Adopting environmentally friendly practices is not only a moral obligation but also a strategic business decision that can bring long-term success and resilience in the face of climate change and shifting consumer preferences. In addition, companies must realize that corporate responsibility towards green behavior is not only about reducing environmental impact but also expanding its influence on their suppliers (Khoa & Nhung, 2020). Companies must actively work with suppliers to ensure they adhere to environmentally responsible practices, thus creating more sustainable and ethical supply chains.

Corporate responsibility towards green behavior includes a series of actions and strategies to improve environmental sustainability (Camilleri, 2017; Flammer, 2013). The company is responsible for minimizing its negative impact on the environment and actively contributing to its preservation and restoration. Companies must be aware of their role in ensuring a sustainable future and take proactive measures to reduce environmental impact. In today's global economy, corporate responsibility towards green behavior is more critical than ever. As companies continue

to realize the importance of ecological sustainability, they are integrating eco-friendly practices into their business strategies. This shift towards green behavior is evident in various industries, including manufacturing, technology, and consumer goods. In this context, this research will focus on the manufacturing industry because this industry dominates the production of waste and pollution (Jiang et al., 2019; Piyathanavong et al., 2019).

Green behavior theory suggests that companies can adopt eco-friendly practices and initiatives to reduce environmental negative impacts (Naz et al., 2023; Ojo et al., 2022). By incorporating sustainability principles into their business decisions, companies can ensure that they are making environmentally responsible choices. This can include implementing sustainable manufacturing processes, using renewable energy sources, reducing waste and emissions, and encouraging recycling and conservation within organizations. In addition to incorporating sustainability principles, companies can also supply environmentally friendly products or services that replace demand for non-green alternatives. In addition, companies can make an enduring commitment to environmental principles by continuously working to improve their sustainability efforts and practices. By doing this, the company contributes to ecological conservation, positions itself as socially responsible, and attracts environmentally conscious consumers. Several strategies can be used to implement green behavior in the company.

Green behavior can be applied in companies by conducting environmental assessments, setting specific goals, integrating sustainability into the company's mission, values, and culture, investing in environmentally friendly technologies, implementing recycling and waste management programs, encouraging employee participation and engagement, building partnerships with environmentally conscious suppliers and vendors, creating ecologically friendly procurement policies, and collaborating with stakeholders the importance of promoting sustainable practices. In addition, it is essential for companies to periodically measure and evaluate their environmental performance, identify areas for improvement, and communicate their eco-friendly initiatives to stakeholders. One crucial aspect in implementing green behavior in the company is green human resource management (GHRM) practices. GHRM has emerged as an essential business strategy for organizations looking to integrate environmental and sustainability management practices into their operations. This approach recognizes that employees play a crucial role in driving the initiative and green behavior in the organization. By incorporating green principles into HRM practices, organizations can create an environmental awareness culture and encourage sustainable employee behavior.

Green HRM encompasses a wide range of practices, such as environmentally friendly recruitment and selection, ecologically friendly training and development, and eco-friendly rewards, all aimed at fostering sustainable behavior among employees (Rawashdeh, 2018). One of the main ways in which Green HRM influences green behavior is through environmentally friendly recruitment and selection practices (Chaudhary, 2020; Dumont et al., 2017). Organizations prioritizing sustainability and environmental values during the recruitment and selection process are more likely to attract individuals who are already environmentally conscious or willing to learn and adopt green behaviors. This can be achieved by including questions about sustainability and attitudes towards the environment during the interview process and assessing the candidate's previous experience and knowledge of eco-friendly practices. In addition, companies can pay attention to work engagement in maintaining and implementing green behavior practices.

GHRM practices aim to integrate environmental concerns into HRM processes and encourage employees to engage in green behavior. Research in the field of green HRM shows that implementing environmentally friendly practices is beneficial for the environment and has a positive impact on employee behavior (Ababneh, 2021; Aboramadan, 2022). Mediating work involvement in encouraging green behavior has become a significant study area. When employees engage with their work and feel a sense of purpose in their role in an environmentally conscious organization, they exhibit green behavior inside and outside the workplace.

Further exploration of the relationship between green HRM and work engagement as a mediator of green behavior can provide valuable insights for organizations aiming to promote sustainable practices and environmental responsibility. However, more research is needed to link these three variables. Therefore, this research intends to fill the literature gap so that the

discussion regarding green HRM in its efforts to improve employee performance can be enriched. In addition, understanding how work engagement affects green behavior can help develop more effective strategies to increase environmental awareness and action in the workforce. GHRM practices are proven to have a significant influence on the level of employee work engagement, which in turn affects their green behavior (Ababneh, 2021). By integrating sustainability goals and initiatives into HR processes such as recruitment, training, performance management, and reward systems, organizations can create a work environment that encourages employee engagement and green behavior (Mazzei, 2018). Organizations should prioritize the implementation of environmentally friendly HR practices because these practices have the potential to have a positive impact on employee engagement and green behavior (Renwick et al., 2013). Therefore, the purpose of this study is to explore how Green HRM can influence green behavior mediated by work engagement.

2. RESEARCH METHOD

This study used quantitative research methods with a PLS-SEM-based causality approach. The reasons for using PLS-SEM include that it can be done with a small sample size, does not require normally distributed data, can be used with variables of complexity, can be used for theory development/testing and exploratory research, can be used in predictive studies, is widely used by various types of research, especially in management science research and can test the effects of mediation and moderation (Chaidir et al., 2023; Magno et al., 2022; Wahyudi et al., 2022). This research was conducted at PT. Nikomas Gemilang Tbk, with a total sample of 82 people. The data collection method uses a questionnaire directly distributed to respondents using a 7-point Likert scale (1 = Strongly Disagree – 7 = Strongly Agree). The variables and measures were adopted from previous studies; Green HRM (GHRM) was adopted from Niazi et al. (2024) and Dumont et al. (2017) with a total of 6 items, then Green Behavior (GB) was adapted from the research Fawehinmi et al. (2020) with 5 statement items, and Work Engagement (WE) was adapted from Gim et al. (2022) with 8 statement items. The analysis tool used is SmartPLS version 3, where the test is to test the outer model and inner model.

Table 1. Variable and item

Variable	Item
<i>Green Behavior (GB)</i> (Dumont et al., 2017; Niazi et al., 2024)	- GB1: "I make sure that air-conditioning is switched off when not in the office"
	- GB2: "I print and photocopy double-sided"
	- GB2: "I switch off my computer/notebook when I leave my office for a considerable period"
	- GB4: "I switch off the lights when I leave my office for a considerable period of time, and there is no one else"
	- GB5: "I recycle plastics"
<i>Green HRM (GHRM)</i> (Fawehinmi et al., 2020)	- GHRM1: "Our firm recruits and attracts employees who have green awareness"
	- GHRM2: "My company provides employees with green training to develop employees' knowledge and skills required for green management"
	- GHRM3: "My company provides employees with green training to promote green values"
	- GHRM4: "My company considers employees' workplace green behavior in performance appraisals"
	- GHRM5: "My company relates employees' workplace green behaviors to rewards and compensation"
	- GHRM6: "Our company has a clear developmental vision to guide the employees' actions in environment management"
<i>Work Engagement (WE)</i> (Gim et al., 2022)	- WE1: "At my work, I feel bursting with energy"
	- WE2: "At my job, I feel strong and vigorous"
	- WE3: "I am enthusiastic about my job"
	- WE4: "My job inspires me"
	- WE5: "I feel happy when I am working intensely"
	- WE6: "I am proud of the work that I do"
	- WE7: "I am immersed in my work"
	- WE8: "I get carried away when I am working"

3. RESULTS AND DISCUSSIONS

Before testing the hypothesis, the researcher must test its validity and reliability. Validity testing is carried out by looking at cross-loading or discriminant validity testing. Discriminant validity testing can be good if the cross-loading value shows a higher indicator value of each construct compared to indicators in other constructs (Hair et al., 2022). The validity of discrimination means that two conceptually distinct concepts must demonstrate adequate distinction. Meanwhile, reliability testing can be seen in Cronbach's Alpha and Composite Reliability, where each variable value must have a value above 0.7, and the AVE value must be more than 0.5 (Hair et al., 2022). Table 2 shows validity and reliability testing.

Table 2. Validity and reliability test

Variable/Indicator	Cross Loadings			Cronbach's Alpha	Composite Reliability	AVE
	GB	GHRM	WE			
<i>Green Behavior (GB)</i>				0,836	0,883	0,603
GB1	0,719	0,497	0,481			
GB2	0,748	0,523	0,548			
GB3	0,781	0,717	0,653			
GB4	0,815	0,538	0,575			
GB5	0,815	0,494	0,600			
<i>Green HRM (GHRM)</i>				0,871	0,903	0,609
GHRM1	0,525	0,733	0,455			
GHRM2	0,561	0,826	0,652			
GHRM3	0,486	0,775	0,599			
GHRM4	0,617	0,803	0,596			
GHRM5	0,635	0,822	0,610			
GHRM6	0,554	0,718	0,624			
<i>Work Engagement (WE)</i>				0,906	0,924	0,603
WE1	0,558	0,430	0,750			
WE2	0,645	0,607	0,823			
WE3	0,506	0,617	0,780			
WE4	0,622	0,715	0,789			
WE5	0,580	0,624	0,722			
WE6	0,557	0,441	0,749			
WE7	0,629	0,609	0,819			
WE8	0,496	0,616	0,775			

Table 2 shows that all indicators of the variables studied have met the requirements for sufficient validity because the indicator value is higher than the indicator in each construct compared to indicators in other constructs. In addition, the value has also met the validity requirements where all indicators have a value of 0.708, as recommended Hair et al. (2022). Furthermore, reliability testing has also met the required values, which range from 0.836-0.906 (Cronbach's alpha) and 0.883-0.924 (Composite Reliability), as well as AVE has obtained the required values, where the values obtained in the test range from 0.603-0.609 (>0.50). Furthermore, Table 3 shows the Fornell-Larcker criterion test, which requires that it can be said to be good if the root of the AVE in the construct is higher than the correlation of the construct with other latent variables.

Table 3. Fornell-larcker criterion test

	Green Behavior	Green HRM	Work Engagement
Green Behavior (GB)	0,777		
Green HRM (GHRM)	0,724	0,780	
Work Engagement (WE)	0,743	0,760	0,777

Table 3 shows the Fornell-Larcker test, by the recommendations of Hair et al. (2022) which states that if the AVE root in the construct is higher than the correlation of the construct with other latent variables, it can be said that the construct is discriminantly valid. Based on Table 3, it can be seen that all of them have higher values than other latent variables; for example, Green Behavior has a value of 0.777 (higher than 0.724 and 0.743), and Green HRM has a value of 0.780

(higher than 0.760). Therefore, based on the tests carried out, all constructs are discriminantly valid. The purpose of the study, where this study wants to examine direct and indirect influence (mediation). Figure 1 shows the results of bootstrapping testing.

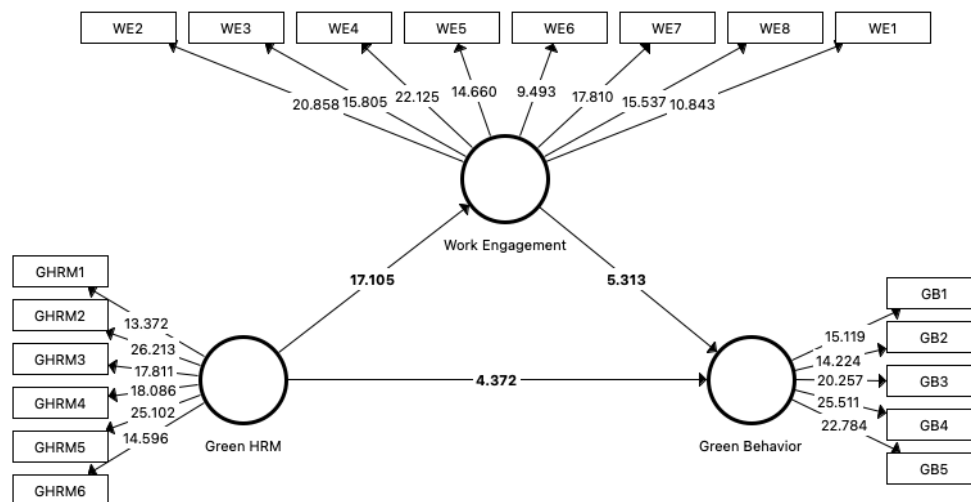


Figure 1. Research model

Figure 1 shows that it directly has a significant influence. The rule of thumb in hypothesis testing is that if the value of T-Statistics is more than 1.96, it can be said to be significant, or P-Values less than 0.05 with the bootstrapping method (Hair et al., 2022). Table 4 provides more details.

Table 4. Hypothesis test

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
Green HRM -> Green Behavior	0,378	0,380	0,086	4,372	0,000
Green HRM -> Work Engagement	0,760	0,763	0,044	17,105	0,000
Work Engagement -> Green Behavior	0,456	0,455	0,086	5,313	0,000
Green HRM -> Work Engagement -> Green Behavior	0,346	0,347	0,068	5,091	0,000

Based on Table 4, all hypotheses proposed are statistically acceptable; for example, GHRM has a positive and significant effect on GB ($\beta=0.378$; $T=4.372$; $P=0.000$), as well as GHRM has a positive and significant effect on WE ($\beta=0.760$; $T=17.105$; $P=0.000$), and WE had a positive and significant influence on GB ($\beta=0.456$; $T=5.313$; $P=0.000$), while WE can mediate positively and significantly at GHRM against GB ($\beta=0.346$; $T=5.091$; $P=0.000$). Furthermore, the contribution of the independent variable in influencing the dependent variable can be seen in Table 5.

Table 5. R square test

	R Square	R Square Adjusted
Green Behavior	0,612	0,605
Work Engagement	0,577	0,573

Based on Table 5, the R-Square Green Behavior value is 0.612, which means that GHRM and work engagement can contribute 61.2% to influencing green behavior, and work engagement contributes 0.577 or 57.3% to influencing green behavior. In contrast, the rest is influenced by other variables that were not studied in this study. Hair et al. (2022) explained that the R2 value has a value of 0.75 is substantial, 0.50 is in the moderate category, and if the R2 value is 0.25, it is classified as weak. Based on this, the R2 value in this study is classified as moderate.

GHRM can promote green behavior by implementing environmentally friendly rewards and recognition programs. These programs can provide incentives and rewards to employees who demonstrate green behavior and contribute to sustainability initiatives within the organization. For example, organizations can implement reward systems that provide recognition and incentives for employees who actively participate in recycling programs, reduce energy consumption, or contribute innovative ideas for environmental improvement. GHRM practices can also influence green behavior by creating a positive work environment and increasing employee morale. When employees feel that their organization is committed to environmental sustainability, it creates a sense of purpose and pride in their work. They are more likely to be motivated to contribute to green initiatives and engage in green behavior.

GHRM can also influence green behavior through participatory management. Organizations can leverage their knowledge, ideas, and creativity by involving employees in decision-making processes related to sustainability and environmental initiatives. This engagement increases the sense of ownership and accountability and empowers employees to contribute actively to green behaviors and initiatives. Organizations can also promote green behavior through effective communication and awareness campaigns. These campaigns can inform employees about the importance of sustainability, educate them on best practices and policies, and highlight the organization's environmental initiatives and achievements. By creating open and transparent communication channels, organizations can ensure that employees are well-informed and engaged in eco-friendly initiatives.

Furthermore, GHRM can influence green behavior by incorporating sustainability into performance management systems. That is, organizations can set specific goals and targets related to environmental sustainability and include them in employee performance evaluations. By incorporating the strategies above and aspects into their operations, companies can effectively implement green behavior, reduce environmental impact, and contribute to a more sustainable future. When working to implement green behavior in the company, it is essential to be aware of the role of communication in strengthening commitment to sustainability. Companies can leverage various communication channels, such as internal newsletters, meetings, and digital platforms, to keep employees informed about the progress of eco-friendly initiatives and celebrate successes. In addition, transparent and open communication regarding environmental performance can foster a sense of accountability and encourage further engagement from employees at all levels of the organization.

Another critical aspect of implementing green behavior is periodically reviewing and revising environmental goals and targets in response to changing organizational needs and external factors. This adaptive approach ensures that sustainability efforts remain relevant and effective in changing business landscapes and environmental challenges. In addition, fostering a culture of innovation and continuous improvement is critical to sustaining GB over the long term. Companies can encourage employees to contribute ideas on environmentally friendly practices and technologies and establish mechanisms to evaluate and implement those suggestions. This increases employee engagement and fosters a sense of ownership and pride in the company's sustainability efforts.

Companies can explore opportunities to engage in corporate GHRM activities that align with green behavior initiatives. This might involve supporting environmental projects, participating in community clean-up events, or collaborating with nonprofits dedicated to sustainability goals. Engaging in this kind of initiative can demonstrate a company's commitment to environmental conservation and drive a positive impact on society.

Successful implementation of green behavior requires fostering effective communication, periodic review of environmental goals, improvement of the culture of innovation and continuous improvement, and involvement in meaningful activities. By implementing these strategies, companies can strengthen their position as leaders in environmental responsibility and inspire positive change in their industries and communities.

Work engagement is the level of employee engagement or attachment to work, where they feel excited, enthusiastic, and highly committed to their tasks. Mediating work engagement in influencing GHRM over green behavior refers to how the level of employee engagement with their

work can affect sustainable human resource management (GHRM) practices and, ultimately, green behavior in the workplace. This mediation process means that high levels of work engagement can be a determining factor linking GHRM practices to green behavior. When employees feel engaged in their work, they are more likely to pay attention to the company's values regarding sustainability and the environment and implement environmentally friendly practices in their daily activities.

4. CONCLUSION

GHRM focuses on integrating environmental sustainability principles and practices into a company's HR management process. One of the critical aspects of implementing GHRM is incorporating environmental considerations into the recruitment and selection process. This can involve finding candidates who demonstrate a commitment to environmental responsibility and incorporating sustainability criteria into the hiring decision-making process. In addition, training and development programs can be directed at increasing employees knowledge and awareness of environmental issues and equipping them with skills to implement sustainable practices in organizations. Performance management systems can also be aligned with sustainability goals, providing incentives and rewards to employees for their contributions to environmental initiatives. Lastly, cultivating a culture of management and environmental responsibility within organizations is critical to successfully implementing GHRM practices. This can be achieved through effective communication, education, and engagement initiatives that inspire employees to implement sustainability in their daily work.

The implementation of GHRM in a company can have a significant impact on sustainability and green behavior (Renwick et al., 2013). By integrating environmental considerations into HR practices, companies can reduce carbon footprints, minimize waste generation, improve energy efficiency, and improve resource conservation. This can result in cost savings, improved environmental performance, and a positive reputation among stakeholders. Implementing GHRM in a company can contribute significantly to sustainability and green behavior. By integrating environmental considerations into the recruitment and selection process, companies can ensure that they are recruiting individuals who share the same commitment to sustainability. In addition, by providing training and development programs focusing on environmental issues, employees can be equipped with the knowledge and skills to implement sustainable practices in organizations. To further embed GHRM into the organizational structure, companies can also consider implementing environmentally friendly policies and practices. For example, when hiring new employees, companies can consider sustainability criteria and environmental awareness as factors in the selection process. Looking for employees interested in and committed to environmental issues can strengthen an environmentally friendly company culture. Then, the company can organize training and development to increase employee environmental awareness. This can include training on reducing waste, energy efficiency, using environmentally friendly materials, and sustainable work practices. Furthermore, companies can implement performance evaluation and compensation policies, for example, adding environmental criteria to the employee performance evaluation process and incentivizing high performers to implement environmentally friendly practices in the workplace. In addition, companies can also promote the use of environmentally friendly technologies and equipment, such as energy-efficient office equipment and recycling programs.

Successful implementation of GHRM requires a holistic approach that includes not only HR processes but also the broader culture and operations of the organization. By emphasizing the importance of sustainability and environmental responsibility, companies can develop workplaces with eco-friendly practices embedded in the organization's ethos.

This study is not without limitations. The sample is quite small and does not capture how management supports the application of green behavior. Therefore, future research can add a large sample and compare green behavior practices with other companies so as to provide a broader understanding.

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