Article

AN ASSESSMENT OF IMPLEMENTING GREEN HRM PRACTICES ON EMPLOYEES' GREEN PERFORMANCE: THE MODERATING ROLE OF ECO-FRIENDLY BEHAVIOR

Jelita Br Sitanggang [1], Talitakumi Bonggoibo[2], Adela Egie Praswitya[3], Agustini Dyah Respati[4]
[1,2,3,4] Universitas Kristen Duta Wacana, Yogyakarta

ARTICLE INFO

ABSTRACT

In the midst of environmental problems that continue to increase along with awareness of the negative impact of human activities on the global ecosystem. As a result of these negative impacts, almost every industry has implemented practices aimed at protecting the environment. Green human resource management practices are a policy that can be implemented in industry. One industry that has an important role in realizing sustainability is the hotel industry. The hotel industry has a high level of resource consumption, such as air, energy, and produces waste. This study aims to analyze the effect of Green Human Resource Management (GHRM) practices on Employee Green Performance (EGP) and Eco-friendly Behavior (EFB) as a moderator variable in the relationship between GHRM and EGP. GHRM practices are one of the ways that companies, especially the hospitality industry, need to do towards environmental sustainability, especially in the hospitality industry which has a high level of resource consumption. This research uses a questionnaire survey distributed to employees of 3–5-star hotels in Yogyakarta City and Sleman. A total of 52 respondents were obtained and analyzed using SPSS. The results of the study indicate that GHRM has an effect on EGP, and EFB is proven to moderate the relationship between GHRM and EGP. These findings strengthen the evidence that GRM practices can increase employees' awareness of the environment and EFB is a reinforcing factor in encouraging employees to behave more environmentally friendly in their work. This study contributes to the understanding of the importance of GHRM and EFB in improving sustainability performance in the hospitality sector.

1. INTRODUCTION

Over the past few decades, attention to environmental issues has continued to increase along with awareness of the negative impact of human activities on global ecosystems. As a result of these negative impacts, nearly every industry has implemented practices aimed at protecting the environment (Isrososiawan et al., 2020). One industry that plays an important role in achieving sustainability is the hospitality industry. The hospitality industry has high consumption rates of resources such as water and energy and generates significant waste. To implement practices aimed at environmental protection, the concept of Green Human Resource Management (GHRM) has emerged.

GHRM refers to a company's policy in managing human resources sustainably by incorporating environmental aspects to preserve nature in corporate operations (Purnama & Nawangsari, 2019). GHRM not only focuses on improving a company's performance in sustainability aspects but also affects employees' green performance (EGP). According to Isrososiawan et al. (2020), GHRM policies are a company's green business program to transform "normal" employees into "green" employees. GHRM practices—including green recruitment, green training, and green rewards—positively affect environmental performance and give companies a competitive edge (Singh & ElKassar, 2019; Khan et al., 2021; Kiplangat, Sang, & Kingori, 2022, as cited in Naz, 2022). GHRM policies can help companies create a more sustainable work environment by encouraging employees to actively engage in green activities to reduce the company's negative environmental impact (Yong et al., 2019). However, the success of GHRM in the hospitality industry depends not only on company policy but also on employees' individual behavior, such as their eco-friendly behavior (EFB).

Eco-friendly behavior plays an important role in assessing how GHRM affects EGP. EFB is defined as actions or behaviors by individuals that benefit the environment and lead to positive changes in sustainability (Ribeiro et al., 2022). EFB also includes various actions that directly support environmental sustainability, such as reducing

*Corresponding author.
E-mail: 11211146@student.ukdw.ac.id

energy consumption, conserving water, and using non-disposable products. Several studies show that the success of GHRM in encouraging employees to behave in environmentally friendly ways largely depends on the extent to which GHRM practices promote EFB. Research by Cheema et al. (2015), Sinaga & Nawangsari (2019), and Tariq et al. (2016) indicates that GHRM practices have a positive impact on EGP. GHRM practices encourage employees to act in environmentally friendly ways in the workplace, positively influencing EGP. Additionally, a study by Dumont, Shen, and Deng (2017) also confirms that GHRM can enhance EFB by promoting employee involvement in environmental initiatives. This directly impacts employees' green performance (EGP), as they feel more responsible and motivated to support the company's environmental goals. With employee involvement in environmental initiatives, companies also have a greater opportunity to obtain CHSE certification. CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) is a certificate that assures tourists that CHSE-certified companies have implemented cleanliness, safety, and environmental sustainability practices. The Indonesian Ministry of Tourism and Creative Economy has issued a policy requiring tourism businesses to be CHSE certified.

The explanation above emphasizes that the implementation of GHRM practices plays a strategic role in supporting environmental sustainability, especially in the hospitality industry. GHRM policies and practices not only contribute to corporate sustainability but also enhance employees' green performance (EGP). This study aims to analyze in greater depth how GHRM influences EGP in the hospitality industry. Additionally, it seeks to explore the role of EFB in stimulating the impact of GHRM on EGP.

2. LITEATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Green Human Resource Management (GHRM)
Green HRM refers to human resource management policies that support the sustainable use of resources within a company (Deshwal, 2015). According to Isrososiawan et al. (2020), companies that implement GHRM achieve significantly greater financial savings and benefits. This is because GHRM practices can help companies reduce excessive resource use and energy costs. Additionally, when companies become aware of their environmental impact, the positive effect of performance evaluations in reducing environmental damage increases (Sharma, 2009). Saeed et al. (2018) argue that GHRM practices also help companies create a green workforce capable of appreciating and understanding green initiatives. Therefore, GHRM is one of the key factors in analyzing a company's sustainability (Martins et al., 2021).

2.2. Employees' Green Performance (EGP)
Employees' green performance (EGP) is defined as the extent to which a particular employee is engaged in behaviors (actions and activities) and produces results related to greening over a specific period of time (Arulrajah et al., 2016). Paillé et al. (2014) explain that EGP involves employee engagement in activities aimed at protecting the environment, whether through energy efficiency, pollution reduction, or participation in recycling programs within the company. According to Wang (2019), EGP not only helps improve employees' own performance in terms of environmental efforts but also includes their active involvement in actions that support the company's sustainability efforts. Thomas et al. (2010) state that environmentally friendly work should encompass all job areas; therefore, we can conclude that every job within an organization has the potential to generate environmentally friendly performance. Daily et al. (2009) also believe that individuals/employees with a deep sense of environmental concern are more likely to engage in environmentally friendly behavior in the workplace. Nishii et al. (2008) further argue that employees' attitudinal and behavioral responses to HR practices are influenced by the attributions they make regarding management's intentions in implementing HR policies.

2.3. Eco-Friendly Behavior (EFB)
Eco-friendly behavior refers to environmentally conscious behavior, which may include in-role and extra-role behaviors (Tirno et al., 2023). According to Fawehinmi et al. (2020), eco-friendly behavior refers to a range of individual behaviors that are more environmentally friendly. Boiral et al. (2015) argue that this behavior is voluntarily exhibited by employees who are aware of their environmental responsibilities beyond their formal duties at work. Employees are more likely to actively demonstrate environmentally conscious behavior when the organization encourages them to participate and take the initiative to share suggestions in environmental activities. Similar research also suggests that employees feel more trusted and supported when an organization provides them with information about environmental activities and gathers their ideas to address environmental challenges (Gitaya et al., 2024). According to Elziny (2019), human resource management practices should include environmental awareness among employees to enhance their commitment and environmentally friendly behavior (eco-friendly behavior), thereby improving performance based on environmental concern. The presence of such behavior in the workplace can have a positive impact on both corporate sustainability and the environment as a whole.

2.4. Hypothesis Development
2.4.1. Green HRM and Employees' Green Performance

Research on green HRM practices in the hospitality industry has increasingly emerged, in line with the growing number of hotels adopting green HRM concepts to enhance employees' green performance (Dumont et al., 2017; Cao et al., 2023; Ubeda-Garcia et al., 2022). Green HRM practices indicate HR management policies aimed at achieving corporate sustainability (Deshwal, 2015) and developing efficient human resources (Saeed et al., 2018). Research by Rawashdesh (2018), Fetria et al. (2024), and Muchtadin (2022) concluded that green HRM practices influence employee green performance in various hotels and companies. Based on these findings, the following research   hypothesis   is   proposed:
H1: Green HRM practices have a positive influence on EGP.

2.4.2. Eco-Friendly Behavior (EFB)

Eco-friendly behavior reflects employees' environmental awareness, encompassing both in-role and extra-role behaviors (Tirno et al., 2023), and employee behaviors that are more environmentally conscious (Fawehinmi et al., 2020). The voluntary emergence of eco-friendly behavior among employees indicates an awareness of environmental responsibility beyond formal obligations, which in turn contributes to green performance (Boiral et al., 2015). Research by Gitaya et al. (2024) concludes that environmentally conscious employees who are trusted by leadership to contribute to environmental concerns in the workplace will produce ideas to address environmental   problems.   Therefore,   the   second   hypothesis   is:
H2: Eco-friendly behavior strengthens the influence of green accounting on business sustainability.

The research framework, which involves the variables of Green HRM and Employees' Green Performance, with Eco-Friendly Behavior as a moderating variable, is illustrated in the figure below.
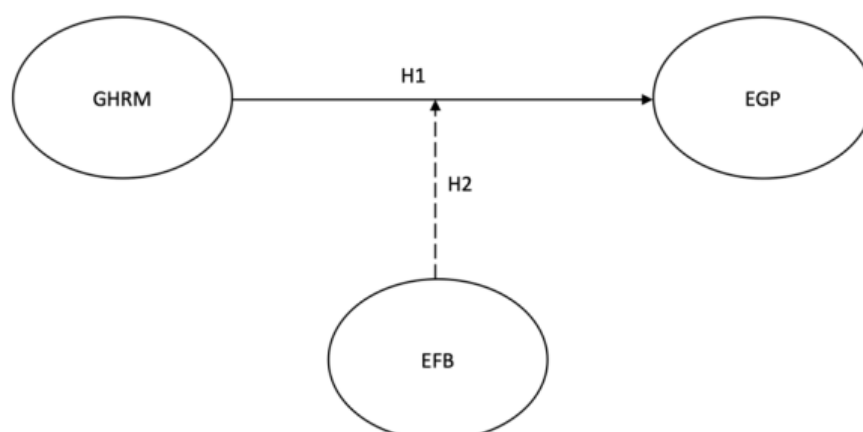

Figure 1. Research Framework

3. RESEARCH METHOD

The research methodology employed in this study aims to examine (1) whether Green HRM practices influence Employees' Green Performance (EGP), and (2) whether Eco-Friendly Behavior (EFB) moderates the relationship between Green HRM practices and EGP. In this study, data collection was conducted through a survey using questionnaires distributed directly to employees working at hotels ranging from non-star to five-star establishments in Yogyakarta City and Sleman Regency. Some hotels requested that the questionnaires be distributed online, whereby the HRD Manager shared the questionnaire link with the employees. Prior to the distribution of both the online and hard copy questionnaires, the researcher first met with the HRD Managers. The responses to the questionnaire items were measured using a Likert scale. The Likert scale is used to measure attitudes, opinions, or perceptions of individuals or groups toward given questions/statements, which they answer based on their feelings (Sugiyono, 2016). The scale applied consisted of five response points: 1 = strongly disagree/never/do not understand at all; 2 = disagree/rarely/do not understand; 3 = somewhat agree/sometimes/fairly understand; 4 = agree/often/understand; 5 = strongly agree/always/fully understand. The sampling technique used in this study was census sampling, whereby all members of the population are included as research samples. The population in this study comprised all employees from hotels located in Yogyakarta City and Sleman Regency, particularly in areas experiencing hotel growth and adopting environmental themes. During the data collection process, 52 respondents returned completed questionnaires, collected from approximately 35

hotels approached for data collection permission. The data were analyzed using Moderated Regression Analysis, in accordance with the conceptual framework of the research problem.

4. RESULTS AND DISCUSSIONS

The profile of the 52 research respondents is presented in Table 1.

Table 1. Respondent Profile

Profile	Description	Total	Percentage %
Level of education	Junior High School or Equivalent	1	1,9
	Senior High School or Equivalent	36	69,2
	Diploma	6	11,5
	Bachelor's Degree	9	17,3
	Master's Degree	0	0
	Total Amount	52	100
Sex	Male	35	67,3
	Female	17	32,7
	Total Amount	52	100
Age	17-20 years	4	7,7
	> 20-30 years	13	25,0
	> 30-40 years	16	30,8
	> 40-50 years	17	32,7
	> 50 years	2	3,8
	Total Amount	52	100
Star Type	5	42	80,8
	4	1	1,9
	3	8	15,4
	2	1	1,9
	1	0	0
	Non Star	0	0
	Total Amount	52	100
Location	Yogyakarta City	43	82,7
	Sleman	9	17,3
	Total Amount	52	100
Divsion	Front Desk	2	3,8
	Food and Beverage	13	25,0
	General	0	0
	Accounting	7	13,5
	HR	3	5,8
	Housekeeping	1	1,9
	Security	10	19,2
	Engineering	13	25,0
	Marketing	1	1,9
	Purchasing	0	0
	Storage	2	3,8
	Total Amount	52	100
Length of services	1-2 years	13	25,0
	> 2-5 years	6	11,5
	> 5-10 years	10	19,2
	> 10-20 years	22	42,3
	> 20-25 years	1	1,9
	> 25 years	0	0
	Total Amount	52	100

Source: Processed primary data, 2024

The respondent profile in Table 1 shows that the majority of respondents have a high school or equivalent level of education, with a percentage of 69.2%. Of the total 52 respondents, 67.3% are male, indicating a predominance of male respondents. In terms of age, respondents in the 40–50 years age group constitute the

majority, at 32.7%, followed by those in the 30–40 years age group at 30.8%. Regarding hotel star classification, 80.8% of the respondents are from five-star hotels. Furthermore, respondents work in various hotel divisions, with the majority coming from the Food & Beverage and Engineering divisions, each accounting for 25%. Concerning work tenure, the largest proportion of respondents, 42.3%, have worked for 10–20 years.

4.1. Instrument Test

The instrument test includes validity and reliability tests. The validity test is a process to assess whether the questionnaire can be relied upon. A questionnaire is considered valid if the calculated r-value exceeds the r-value from the table. The r-table value is determined based on the degree of freedom (df), calculated using the formula df = n - 2, where n represents the number of samples. The reliability test is the process of measuring whether the questionnaire is reliable or dependable. A questionnaire is deemed reliable if the Cronbach's alpha value exceeds 0.60. The results of the validity test are shown in Table 2. In this table, it is indicated that the questions related to the EGP and EFB variables are valid. Meanwhile, one question under the Green HRM variable is found to be invalid, and the responses to that question were excluded from the data analysis.

Table 2. Validity Test

Variable	Item	$r_{calculated}$	r_{table}	Status
Green Human Resource Management	GHRM1	0.454	0,279	Valid
	GHRM2	0.730	0,279	Valid
	GHRM3	0.745	0,279	Valid
	GHRM4	0.709	0,279	Valid
	GHRM5	0.239	0,279	Invalid
Employee Green Performance	EGP1	0.584	0,279	Valid
	EGP2	0.756	0,279	Valid
	EGP3	0.568	0,279	Valid
	EGP4	0.670	0,279	Valid
	EGP5	0.607	0,279	Valid
	EGP6	0.677	0,279	Valid
Eco-friendly Behavior	EFB1	0.476	0,279	Valid
	EFB2	0.627	0,279	Valid
	EFB3	0.379	0,279	Valid
	EFB4	0.588	0,279	Valid
	EFB5	0.530	0,279	Valid
	EFB6	0.463	0,279	Valid
	EFB7	0.434	0,279	Valid

The results of the reliability test are presented in Table 3. According to the data in Table 3, the Cronbach's alpha values for the Green HRM, EGP, and EFB variables exceed 0.60, indicating that all variables are reliable.

Table 3. Reliability Test

No	Variable	Cronbach's alpha	Standard Value	Status
1.	*Green Human Resource Management*	0.783	0.60	Reliable
2.	*Employee Green Performance*	0.850	0.60	Reliable
3.	*Eco-friendly Behavior*	0.771	0.60	Reliable

4.2. Hypothesis Test

The hypothesis test is conducted to determine whether there is sufficient strong evidence in the sample data to support or reject the previously formulated hypotheses.

Table 4. Hypothesis Test

Hypothesis	Coefficient	t	Sig.	Status
GHRM -> EGP	0.626	6.111	0.000	Support
Moderating Effects -> EGP	0.016	3.085	0.003	Support

Based on the data presented in Table 4, it can be concluded that both Hypothesis 1 and Hypothesis 2 are accepted. The p-values obtained from the tests are less than 0.05 (the 5% significance level). Hypothesis 1 is accepted, with a p-value of 0.000, which is less than 0.05. This indicates that the Green HRM Practice variable has a significant effect on Employees' Green Performance (EGP). Furthermore, Hypothesis 2 is also accepted, with a p-value of 0.003, which is less than 0.05. This demonstrates that Eco-Friendly Behavior (EFB) moderates the relationship between Green HRM Practices and EGP.

5. DISCUSSION

The hypothesis test results in Table 3 show that the Green HRM variable has a significance value of 0.000. Hypothesis 1, which posits that the Green HRM variable positively affects EGP, is statistically accepted. Therefore, Green HRM significantly influences the EGP of employees in several hotels in Yogyakarta City and Sleman Regency. This finding suggests that Green HRM practices, such as training on environmental management, evaluating employee performance using environmentally friendly indicators, and providing recognition to employees actively involved in hotel environmental management, can improve their performance. The implementation of Green HRM encourages employees to contribute actively to sustainability programs, such as waste reduction and energy conservation. Green HRM practices also help employees to develop environmental awareness and practice the importance of environmental preservation, particularly within hotel areas.

The findings of this study are consistent with prior research by Naz (2022), which emphasized that companies must involve employees in developing and implementing a sustainable green environment. Similarly, Wulansari et al. (2018) concluded that Green HRM is a managerial implication that can influence the level of organizational identification (where the employee works). A higher level of organizational identification supporting green environmental efforts reflects better alignment of employee values and goals with those of the organization. Consequently, employees encouraged to adopt the company's identity will exhibit more positive work performance, such as higher performance levels. It can be concluded that employee performance improves with the implementation of Green HRM in the company. Hotel companies implementing Green HRM practices significantly influence environmentally friendly employee performance.

Furthermore, as also shown in Table 4, Hypothesis 2 concerns the moderating variable. The Eco-Friendly Behavior variable strengthens the influence of Green HRM on employees' green performance. This finding indicates that employees' eco-friendly behavior reinforces the relationship between Green HRM practices and EGP. A good understanding of environmentally friendly policies and the development of environmentally friendly behaviors in the workplace enhance the impact of Green HRM practices on achieving EGP. Employees' eco-friendly behaviors, such as always turning off lights or devices when not in use and using water wisely, amplify the effect of Green HRM policies in improving employees' green performance. Thus, Green HRM practices implemented by hotels encourage employees to adopt eco-friendly habits (EFB), which ultimately lead to better performance in maintaining sustainability within the hotel environment.

These findings are also consistent with research conducted by Alghamdi (2021), which found that Green HRM should enable employees to apply pro-environmental values not only through involvement in pro-environmental behavior but also by contributing to ecological initiatives for organizational sustainability. Moreover, identifying and selecting green behaviors is key to the implementation of green behavior by employees (Baojie et al., 2021). Therefore, EFB serves as a potential mediator in the relationship between Green HRM and Employees' Green Performance.

6. CONCLUSION

The results of the study indicate that Green HRM practices have a proven influence on Employees' Green Performance (EGP). The implementation of Green HRM practices within the hospitality industry, particularly in certain areas of Yogyakarta City and Sleman, has been shown to encourage employees to improve their green performance. Furthermore, eco-friendly behaviour (EFB), as a moderating variable, impacts the relationship between Green HRM practices and EGP. When an employee already possesses environmentally friendly behaviour, the Green HRM practices implemented by hotel management become more effective in enhancing employees' green performance. The limitation of this study relates to the number of respondents, which restricts the ability of the research findings to fully represent the condition of Green HRM practices in relation to employees' green performance. Suggestions for future research include incorporating additional variables related to employees' personal values, such as green innovation, individual green values, and organisational pride, to further emphasise the role of individual factors in the implementation of Green HRM policies aimed at establishing a green environment in the hospitality business, which is inherently part of the hospitality industry.

7. REFERENCES

Alghamdi, S. (2021). Effect Of Green Human Resource Practices On The Employee Performance and Behavior: A Systematic Review. *International Journal of Economics, Business and Management Research*, *Vol. 5, No.03*, 1-15.

Azorin-M, F. J., Maria D. L-G, Juen, J. T., Jorge, P-M., & Eva, M. P-O. (2021). Environmental Management, Human Resource Management: A Literature Review. *Administrative sciences, 11, (48)*, 1-17.

Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2016). Employee green performance of job: a systematic attempt towards measurement. *Sri Lankan Journal of Human Resource Management*, *6*(1).

Boiral, Olivier, Pascal Paillé, Nicolas Raineri, (2023), The nature of employees' pro-environmental behaviors, **in** Jennifer L. Robertson, and Julian Barling (Eds.). *The Psychology of Green Organizations*, Oxford University Press, pp.12-32, 2015, ff10.1093/acprof:oso/9780199997480.003.0002ff. ffhal-03795985f

Cao, Yu, Bowen Yan, and Yefan Teng. (2023). Making bad things less bad? Impact of green human resource management on counterproductive work behaviors of grassroots employees: Evidence from the hospitality industry. Journal of Cleaner Production 397: 136610.

Cheema, S., Durrani, A. B., Pasha, A. T., & Javed, F. (2015). Green human resource practices: Implementations and hurdles of SMEs in Pakistan. *Journal of Business Studies Quarterly*, *7*(2), 231

Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of applied research*, *1*(13), 176-181

Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, *56*(4), 613-627.

Elziny, Mohammed N., (2019), The Impact of Green Human Resource Management on Hotel Employees' Eco-Friendly Behavior, *IAJFTH,* 5, 1, 107-126.

Fawehinmi, O., Yusliza, M. Y., Wan Kasim, W. Z., Mohamad, Z., & Sofian Abdul Halim, M. A. (2020). Exploring the interplay of green human resource management, employee green behavior, and personal moral norms. *Sage Open*, *10*(4), 2158244020982292.

Fitria, Anis, Anniez Rachmawati Musslifah dan Faqih Purnomosidi, (2024), Manajemen Sumber Daya Manusia Hijau (Green HRM): Tren Penting Untuk Mendukung Kinerja Berkelanjutan, *Jurnal Riset dan Inovasi Manajemen*, 2, (2), 18-31.

Gitaya, R. V. S., & Jati W. (2024). Pengaruh Green Human Resources Management dan Employee Eco Friendly Behavior Terhadap Keberlanjutan Organisasi yang Dimediasi Oleh Kinerja Lingkungan Pada Perusahaan PDAM Surakarta. *Jurnal Ekonomika*, 10.46306/jbbe.v17i1, 1-19.

Isrososiawan, S., Rahayu, A., Wibowo, L. A., & Dewatmoko, S. (2020). Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan. *Jurnal Co Management*, *3*(2), 457-470.

Luu, T. R. (2018). Employees green recovery performance: the roles of green HR practices and serving culture. *Journal of Sustainable Tourism,* 1-18.

Martins, J. M., Aftab, H., Mata, M. N., Majeed, M. U., Aslam, S., Correia, A. B., & Mata, P. N. (2021). Assessing the impact of green hiring on sustainable performance: mediating role of green performance management and compensation. *International Journal of Environmental Research and Public Health*, *18*(11), 5654.

Mishra, P., (2017), Green human resource management. *International Journal of Organizational Analysi*s, 25(5), 762–788. https://doi.org/10.1108/ijoa-11-2016-1079

Naz, Saira (2022, December). The Impact of Green Human Resource Management on the Triple bottom Lines of Sustainability Performance*. College of Management Sciences, 17, (2),* 1-20.

Novitaningtyas, I., Lionora, C. A., Achsa, A., Hartono, B., Nurhidayah, S., & Agustin, H. (2024). Pengaruh Kualitas Pelayanan Berbasis CHSE Terhadap Loyalitas Wisatawan Dimediasi Kepuasan Wisatawan (Studi Wisatawan Luar Daerah di Kawasan Borobudur). Jurnal Nasional Manajemen Pemasaran & Sumber Daya Manusia, 5(2)

Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business ethics*, *121*, 451-466.

Purnama, N. D., & Nawangsari, L. C. (2019, November). Pengaruh green human resource management terhadap sustainability business: Pendekatan Konsep. In *Prosiding Seminar Nasional Peningkatan Mutu Perguruan Tinggi* (Vol. 1, No. 1, pp. 032-039).

Rawashdeh, A. M., (2018),. The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters*, 1049–1058. https://doi.org/10.5267/j.msl.2018.7.006

Ribeiro, N., Gomes, D. R., Ortega, E., Gomes, G. P., & Semedo, A. S. (2022). The impact of green HRM on employees' eco-friendly behavior: The mediator role of organizational identification. *Sustainability*, *14*(5), 2897.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management pr actices. *Corporate Social Responsibility and Environmental Management*, *26*(2), 424-438.

Sinaga, S. A., & Nawangsari, L. C. (2019). The effect of green recruitment, green training on employee performance in pt tru using organization citizenship for environment as mediation variable. *Dinasti International Journal of Management Science*, *1*(2), 204-216.

Tariq, S., Jan, F. A., & Ahmad, M. S. (2016). Green employee empowerment: a systematic literature review on state-of-art in green human resource management. *Quality & Quantity*, *50*, 237-269.

Tirno, R. R., Islam, N., & Happy, K. (2023). Green HRM and ecofriendly behavior of employees: Relevance of proecological climate and environmental knowledge. *Heliyon*, *9*(4).

Úbeda-García, Mercedes, Bartolome Marco-Lajara, Patrocinio C. Zaragoza-Sáez, Encarnación Manresa-Marhuenda, and Esther PovedaPareja. (2022). Green ambidexterity and environmental performance: The role of green human resources. Corporate Social Responsibility and Environmental Management 29, 32–45. [CrossRef].

Wang, C. H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. *Journal of Manufacturing Technology Management*, *30*(4), 666-683.

Wulansari, N. A., Rini S. W., & Siti R. (2018). Employee Performance Measurement Development Based on Green HRM Indicators. *International Conference on Economics, Business and Economic Education 2018, v3i10.3201,* 1-16.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of cleaner production*, *215*, 364-374.

Zhang, B., Lifeng, Y., Xiangyang, C., & Feiyu, C. (2021). How Does Employee Green Behavior Impact Employee Well-Being? An Empirical Analysis. *International jurnal of Environmental Research and Public Health, 18, 1669,* 1-19.