



DOI 10.2478/sbe-2024-0002

SBE no. 19(1) 2024

THE ROLES OF GREEN HUMAN RESOURCES ON EMPLOYEES ECO-FRIENDLY BEHAVIOR, ORGANIZATIONAL COMMITMENT, AND CORPORATE'S ENVIRONMENTAL PERFORMANCE

Ahmad AZMY

Faculty of Economy and Business, Paramadina University, Indonesia

Abstract:

This work analyzes the implementation of green human resources in a package printing company. It specifically examines the effect of green human resources on employees' eco-friendly behavior, employees' organizational commitment, and corporate environmental performance. The study object was a package printing company's performance in promoting green business. This exploratory quantitative study involved 510 employees as the respondents. They have worked in the company for at least three years, graduated from senior high school, and were minimum at staff-level. Data were collected by distributing questionnaires through Google Form and analyzed using PLS-SEM. The study result showed that eco-friendly behavior positively affects employees' organizational commitment and corporate environmental performance. Employees' ecofriendly behavior positively affects the corporate environmental performance. Meanwhile, employees' organizational commitment positively affects the employees' eco-friendly behavior. Green human resources did not affect the employees' eco-friendly behavior. This study concludes that green human resources could be achieved by enhancing employees' organizational commitment. This commitment is proven to stimulate employees' eco-friendly behavior, which supports the corporate's environmental performance together with the green human resource. The company needs to set regulations or policies to improve the role of green HR in managing eco-friendly behaviors.

Key words: *green human resources, employee organizational commitment, employees' eco-friendly behavior, corporate environmental performance*

1. Introduction

Green human resource emerges as one of the most frequently discussed issues involving employees as the primary object (Malik et al., 2020; Molina-Azorin, López-Gamero, Tarí, Pereira-Moliner, & Pertusa-Ortega, 2021). Employees are demanded to carry out their working process by adhering to environmental values. Companies may use their policies and work procedure as the main reference in implementing environmental values. This variable is often used for analyzing sustainable human resource functions and

policies. It could be used to promote employees' satisfaction in the company (Mousa & Othman, 2020). The implementation of green human resources serves as a functional dimension in various activities, such as recruitment, selection, training, performance management, and reward, among others (Mishra, 2017).

Green human resources are determined by organizational commitment (El-Kassar & Singh, 2019). The company's procedures and policies should be performed consistently by employees. It is necessary for employees to internalize the organizational commitment to implement the environmentally friendly business process (Karatepe, Hsieh, & Aboramadan, 2022). Employees' commitment plays pivotal role in determining the success of green human resources and contributes to the corporate's environmental performance (Pham, Tučková, & Phan, 2019). It is also important to ensure that employees share the same perspectives with the company regarding the implementation of eco-friendly behaviors. Eco-friendly behaviors serve as one of the values in the working process. A harmony between organizational commitment and eco-friendly behaviors is the key to a successful implementation of green human resources and corporate environmental performance (Afum et al., 2021; Fawehinmi, Yusliza, Wan Kasim, Mohamad, & Sofian Abdul Halim, 2020; Shoaib et al., 2021a). A company's business performance could be achieved optimally following the employees' green business values.

Previous studies have reported that green human resources are associated with the company's business and environmental performance (Al-Minhas, Ndubisi, & Barrane, 2020; Naz, Jamshed, Nisar, & Nasir, 2021). Previous studies used several variables in their research model, including organizational commitment and employees' eco-friendly behavior. Green business performance is determined by the business process and employees' performance. Green business values often emerge as a sensitive issue related to sustainable environment. Technology and machine utilization are the main factors of the business process and should receive considerable attention from the company when it takes environmental factors and green business into account. The object of this study has run in various business sectors, encompassing hospitality, manufacturing, automotive, and oil and gas sectors. The issue of green human resources becomes more interesting for analyzing the company's green business process. The green business process could be driven by human resources based on environmental values. The corporate's environmental performance improvement may be accounted for by the organizational commitment and employees' eco-friendly behaviors. (Fahim, Khan, Ahmad, & Ali, 2019; Ribeiro, Gomes, Ortega, Gomes, & Semedo, 2022). The green human resource process serves as the promoting factor at employee to managerial levels. It may positively affect the business target and the employees' work outcome quality.

The printing industry comprises a group of companies utilizing papers, plastic fabric, and other media for producing aesthetic, functional products, such as books and stationery (Chan & Tay, 2018). These business organizations utilize various media in their operational process, including papers from forest trees, plastic, and chemical compounds affecting environmental sustainability. The printing industry is a business sector with 24/7 operation. The package printing company is one of the business organizations that utilizes technology, equipment, and machine optimally. Employees use these three components to present a product quality that meets the company's expectation. It is necessary for the

manufacturing company to implement environmental values when Operating its technologies, machine, and equipment. Its business process should be able to adapt green business values in various aspects, starting from human resources, work environment, eco-friendly behavior, and organizational commitment. In other words, employees, organizations, and the corporate environment's business activities should be able to implement green human resources.

The company where this study was conducted was a multinational business organization that implements environmental values in its business process. It was registered in 1992 and employed approximately 1000 employees, who were distributed into three operational plants. This study focused on a printing company, as it has been reported to be the backbone of Indonesia's manufacturing sector in the last decade. Almost all packages and labels nowadays heavily rely on the printing industry. Printing industry has contributed considerably to economic growth by absorbing employment and attracting domestic and foreign investment. Despite this sector's positive contribution, its issues of waste management and implementation of eco-friendly behavior during the production process. The printing company implements a range of eco-friendly concept known as a green behavior motto, namely recycle, recovery, reduce, reuse, refine, and retrieve energy. Recycle refers to the reusing of materials or wastes through the same system. Recovery means the use of a specific material from the waste and processed for other purposes. Reduce means lessening the amount of waste by maximizing the material used. Reuse means to use the unused materials or waste in different ways. Refine means using eco-friendly materials with safer technology, while Retrieve Energy focuses on saving power in the production system.

This study replicated previous studies on green human resources. This variable has been previously examined in the hospitality, tourism, and education sectors.(Aboramadan, 2022; Elshaer, Sobaih, Aliedan, & Azzaz, 2021; Pham, Tučková, & Chiappetta Jabbour, 2019). This model was applied to a package printing company to analyze the implementation of green human resources as a form of support for the green business. This study is different from previous study by focusing on a package printing company that implements green business values. It specifically examines the effect of green human resources on employees' organizational commitment, employees' eco-friendly behavior, and corporate environmental performance. These variables were put into a model in order to analyze their effect on corporate's environmental performance supported by organizational commitment and employees' behavior. This study focused on analyzing the effect of green human resources, employee organizational commitment, and employees' ecofriendly behaviors on the corporate environmental performance. As mentioned previously, this study was conducted in a package printing company to analyze the implementation of green business values from these four variables. The result may provide the company with recommendation of green business implementation.

2. Literature Review

2.1 Green Human Resources

Green human resources is one of the novel approaches focused on developing eco-friendly work environment and employees (Pham, Hoang, & Phan, 2020). The implementation of this issue emerges as the main jargon of a business organization in order to enhance its image and competitiveness. Various policies and procedures are directed to implement green human resources, which affect the employees' work activities and mindset to be involved in eco-friendly behaviors as a support for the company. The primary goal of green HRM is to develop individuals with sustainable competitive advantage, such as eco-friendly product, or eco-efficiency improvement (Renwick, Redman, & Maguire, 2013). Green human resources will likely improve economic performance by developing environmental sustainability-related competitive advantages. (Amrutha & Geetha, 2020).

Environmental problems are viewed as the main issue in implementing green human resources (Zhang, 2019). These problems include the extensive use of plastic and paper within the production system and their long-term recycling problems. Furthermore, the manufacturing system also discharges black smokes that potentially pollute the air. Green human resources may serve as an alternative solution to these long-standing issues (Unsworth, Davis, Russell, & Bretter, 2021). Newly discovered evidence demands companies' and employees' adaptation. The problem caused by microplastic can affect the surrounding environment, and in the long run, it may significantly affect wildlife near the final disposal, such as marine creatures. Furthermore, consumers will likely be aware that microplastic has penetrated their foods, which clearly harms their personal health. The environmental problems emerge in the material selection phase and become more complex and varied. Therefore, it is necessary to conduct a sustainability training, motivation, and retention of potential employees.

Green human resources constitute human resource management policies, philosophy, and practice that promotes sustainable resources and prevents environmental damage that arises from the business organization's activities (Benevene & Buonomo, 2020). It is an approach applied by the business organization to optimize human resources as the key players, either from technical or conceptual aspects, in addition to other issues (Bombiak, 2019). Human resources play a pivotal role in determining the company's success in achieving its green goals. The function of HRM is to adjust the organizational policies to the environmental values and internalize green practices into the organizational culture.

2.2 Organizational Commitment

Organizational commitment plays an important role in Green HRM, as it may support the corporate's environmental awareness (Jerónimo, Henriques, Lacerda, da Silva, & Vieira, 2020). The company uses green HRM to strengthen its relationship with different stakeholders, including customers, investors, government, suppliers, and employees. organizational commitment is associated with financial performance, consumers' behaviors, and their effect on the environment (Iftikhar, Zaman, Rehmani,

Ghias, & Islam, 2021). Having an organizational commitment, employees will likely perceive sharing the same values with the organization. Employees' organizational commitment may be reflected by their views on HR activities, organizational values, and significant efforts in the workplace (Ansari, Farrukh, & Raza, 2021). It could also be seen in employees' motivation and internal responsibility for carrying out the green human resource concept. Employees motivation and environmental commitment may serve as the basis for implementing environmental values. Employees' sense of involvement and responsibility for environmental issues may serve as the discretionary foundation of their commitment to green human resource implementation. Green HRM could be defined as using every company's representative to promote sustainable practices and improve environmental awareness and responsibility. Ecofriendly activities may lead to better efficiency, lower cost, and better maintenance, which, in turn, encourage organizations to minimize their employees' carbon footprint through electronic documents, sharing vehicles, sharing tasks, distance coordination, virtual meeting, reuse, work-from-home policy, web-based preparation, and energy-saving office space, among other efforts.

2.3 Employees' Eco-friendly behaviors

Human resource plays pivotal roles in green business practices, such as environmental rescue, green recruitment, green training, eco-friendly development, and new technology applications, as solutions to stop damaging the environment with limited natural resources. Green human resources potentially contribute to better efficiency, minimized costs, and develop and maintain the environment in which employees help the organizations to operate in an eco-friendly and sustainable manner (Gill, Ahmad, & Kazmi, 2021). Employees' interest in participating in such activities serves as an opportunity for building better green administration as they may adjust their goals, ability, inspiration, and observation to the green administrative framework and practice by, for instance, utilizing productive assets, reducing wastes and contamination from their work environment. They may also become more aware of the importance of eco-friendly behaviors in the workplace. Green human resource management proposes the idea that go-green initiatives could only be successful if it is introduced to individuals' work life and affect their personal life. The eco-friendly concept will likely fail when the green HRM practice is not adapted to the company's working life (Bangwal, Tiwari, & Chamola, 2017). Green human resources encompass the eco-friendly initiative that is followed-up by better effectiveness and lower costs, along with better employee retention, which eventually leads to lower carbon footprints. Organizations need to adopt green practice to protect the environment, in addition to improving its effectiveness, efficiency, employee benefits, and higher profitability. Organizations become more focused on improving their green HRM practice as the environmental issue gains more attention.

2.4 Corporate Environmental Performance

Green human resources may direct companies towards green innovation in order to improve their environmental performance (Mansoor, Jahan, & Riaz, 2021). The implementation of green HRM policies and practices may enhance employees' ability and motivation, in addition to providing them with opportunities to engage in environmental

management-related activities (Chakraborty & Biswas, 2020). The implementation of green HR and innovation may affect the corporate's environmental performance. Every green HR activity, such as green recruitment, performance-based reward, training, and empowerment, is directed toward the company's business performance achievement (Piwowar-Sulej, 2022). Companies that implement green HR practices in a multi-asset social system may view their employees as a part of their assets/ human capital. Human capital has been reported to play a pivotal role in business competition. Human resource management policies developed by referring to the government's environmental regulation will likely affect the employees' eco-friendly behavior and mindset. (Paillé, Boiral, & Chen, 2013). The workplace-based approaches potentially support all organization members to present their best performance, commit towards organizational goal and values, be motivated to contribute to the organization's success, and improve their well-being. Green reward is one of the most important factors in HRM practice, as it may affect employees' behavior and motivate them to actively engage in environmental protection (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2021).

2.5 Hypotheses Development

2.5.1 Green Human Resources on Organizational Commitment

Green HR practice should be carried out by taking employees' organizational commitment into consideration (Afsar et al., 2020). In this regard, the organization and its employees should share the same views on environmental values. It is necessary for the employees to be fully committed to their environment-oriented tasks (Saeed et al., 2019), which is proven by their working process. They need to perform their tasks with dedication, loyalty, and professionalism that are focused on environmental values (Shahriari, Tajmir Riahi, Azizan, & Rasti-Barzoki, 2022). Green HR practice has been proven to affect employees' organizational commitment (Rubel, Kee, & Rimi, 2021). Employees' commitment stems from their active involvement in eco-friendly practices and is helpful for fulfilling their social and psychological needs to sustain the environment.

Previous studies have reported the positive effect of green HR on employees' organizational commitment (Kim, Kim, Choi, & Phetvaroon, 2019; Ly, 2023). Green human resources may develop employees' commitment to almost all environmentally-oriented working processes. As the commitment results from the organization's green practice, employees will likely be able to implement the green business practice. Employees' commitment that arises from green HR has been reported to result in higher competencies, more efficient operating costs, and better employee involvement (Likhitkar & Verma, 2017). Employees' organizational commitment could be viewed as a professional bond between employees and the organization, which requires incentives and motivation for achieving green human resources. Organizational commitment could be measured using identification, engagement, and employees' loyalty to the company (K. D. Singh & Onahring, 2019).

H1: Green human resources positively affect the employees' organizational commitment

2.5.2 Green HR on Employees' Eco-friendly behaviors

The implementation of green HR should be supported by eco-friendly behaviors (Andjarwati, Budiarti, Audah, Khouri, & R  bilas, 2019). In this regard, employees are required to be able to perform their tasks according to environmental values. Every business organization needs to formulate a strategy to improve its environmental performance through employees' eco-friendly behaviors (Sabokro, Masud, & Kayedian, 2021). Employees' eco-friendly behaviors could be defined as any employee's behavior that brings a positive effect on the environment, reduces environmental impact, and brings positive changes in environmental sustainability (Amjad et al., 2021; Nisar et al., 2021). Eco-friendly behaviors can be carried out through resource streamlining, waste reduction, energy-saving, and waste recycling. Eco-friendly behaviors could be divided into two types: task-green behavior and voluntary green behavior (Norton, Parker, Zacher, & Ashkanasy, 2015). The former refers to an action limited by organizations based on employees' job description, while the latter refers to an action performed based on one's own initiative, and hence is beyond the organization's expectation. Green human behavior may affect employees' eco-friendly behaviors. Eco-friendly behaviors could be shaped through green recruitment, environmental training, and environmental competence improvement.

Previous studies have reported that green HR positively affects employees' eco-friendly behavior (Kim et al., 2019; Tuan, 2021). Green HR practices have been reported to enhance employees' environmental values, green behaviors, and promote needs for business sustainability and resource allocation to shift to eco-friendly behaviors (Tu, Li, & Zuo, 2022). Organizations should provide their employees with opportunities to implement eco-friendly behaviors according to the organization's business values. It demands policies, procedures, and work standard as a reference for employees to practice eco-friendly behaviors. The company's strategic policy may stimulate the development of environmental values and bring a comprehensive, positive implication on the business performance. Therefore, employees' ecofriendly behavior should be set as an action that supports the company's business.

H2: green HR positively affect employees' eco-friendly behavior.

2.5.3 Organizational Commitment on Employees' Eco-friendly behaviors

Organizational commitment depicts a process in which employees are involved in their organizations (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). This component is often viewed to have positive effect on organizational citizenship behaviors. Employees with high organizational commitment will likely be more dedicated to their job and the company's business achievement (D. Singh & Pandey, 2020). The green HR practice may serve as the early catalyst and initiatives that play eco-friendly roles among the employees. Such a practice requires employees' commitment to internalize eco-friendly behaviors (Arshad, Abid, Contreras, Elahi, & Ahmed, 2022). The commitment should be made in a professional manner and supported by resource and time efficiency, in addition to altruism on the OCB's promoting factors. It could only be made when employees possess high level of organizational commitment. Previous studies have advocated the positive effect of employees' organizational commitment on employees' eco-friendly behaviors (Kim et al., 2019; Manika, Wells, Gregory-Smith, & Gentry, 2015). Literature study has expanded the

role of commitment in the relationship between eco-friendly behaviors and green HR (Cop, Alola, & Alola, 2020; Robertson & Carleton, 2018; Waqas, Anjum, & Hameed, 2021). As a business organization, companies are required to implement green business processes that promote environmental values. Employees' positive behavior requires a comprehensive commitment, as it reflects the psychological relationship between employees' organizational commitment and their eco-friendly behaviors.

H3: Employees' organizational commitment positively affect employees' eco-friendly behaviors.

2.5.4 Green HR on Corporate Environmental Performance

Green HR implementation is reported to positively correlates with organizational performance (Obeidat, Al Bakri, & Elbanna, 2020). A number of steps are involved in achieving organizational performance, starting from resource efficiency and cost allocation effectiveness to creating value-added for the business process (Albloush, Alharafsheh, Hanandeh, Albawwat, & Shareah, 2022). The key component of organizational performance improvement lies in the employees' business process and work activities. Productivity, service, and new ideas may bring indirect, positive effects on organizational performance. In this regard, three dimensions need to be taken into account: employees' skill, motivation, and freedom (Jiang, Lepak, Hu, & Baer, 2012).

The green HR activities in supporting corporate environmental performance could begin with the recruitment process, followed by selection, training, development, performance assessment, retention, and rewards for the employees (Ahmed et al., 2023). Any HRM activity should be directed toward finding employees who fit the organizations' business values. Employees' work processes should promote environmental values. The company needs to provide centered training to improve employees' awareness and emotional involvement in corporate environmental performance. The green human resource process should be carried out in professional and transparent manner in order to improve the corporate environmental performance. Previous studies have reported that green HR positively affects corporate environmental performance (Aggarwal & Agarwala, 2022; Roscoe, Subramanian, Jabbour, & Chong, 2019). Human resources have been known to serve as the primary key to successful green business achievement. Optimal organizational performance could be achieved when the available resource supports the business implementation. Employees need to ensure that green business and environmental values are implemented in the work process. Technology, machine, and facility optimization are crucial in achieving a high-quality business process. It is necessary for the employees to carry out the green business process.

H4: Green human resources positively affect the Corporate Environmental Performance

2.5.5 Employee ECO Friendly Behavior on Corporate Environmental Performance

Eco-friendly behaviors may positively affect organizational performance (Raza & Khan, 2022). In this regard, the work activities should be aimed at supporting green business and environmental values. An environmentally-friendly business organization should be supported by eco-friendly behaviors (Paillé & Meija-Morelos, 2019). The work process should be directed towards significant contribution to environmental performance.

In achieving environmental performance, green HR plays inseparable roles in developing employees' awareness, initiatives, and understanding in supporting eco-friendly behaviors (Algarni et al., 2022; Naz et al., 2021). This behavior is needed to support corporate environmental performance in a comprehensive manner. Literature study suggests that the company needs to set eco-friendly behaviors as a part of employees' work ethos. Corporate environmental performance would likely fail when employees do not contribute through their eco-friendly behaviors.

Eco-friendly behaviors have been reported to contribute positively to corporate environmental performance (N. Ahmad et al., 2021; Chang, Wang, & Lin, 2020). Eco-friendly behaviors constitute an integration of the company's effectiveness in seeking environmentally impactful improvement. Environmental management serves as one of the aspects of green HR practices. eco-friendly behaviors may give the value-added to organizational performance. Employees need to focus on contributing to environmental performance through their behaviors during the work process.

H5: Employees' eco-friendly behavior positively affects the corporate environmental performance

Based on the description above, the following research model was proposed:

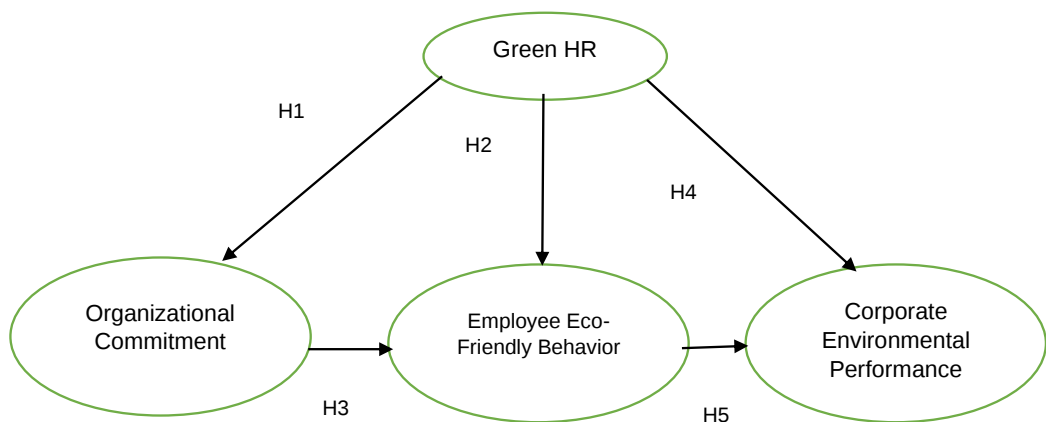


Figure 1. Research Model

Figure 1 explains that the model is built on the basis of hypothesis formulation. Each variable is assumed to have a positive effect which leads to organizational performance. The implementation of green human resources is assumed to be able to increase commitment, change work behavior, and improve corporate performance. Employee work behavior is expected to provide business effectiveness and efficiency. The application of work effectiveness is able to create positive synergy in every business achievement.

3. Method

3.1 Sample and Data Collection

This exploratory quantitative study analyzes the relationship or effects among variables in a research model (Easterby-Smith, Jaspersen, Lena J Thorpe, & Valizade, 2022). It examined green human resources, employee organizational commitment, employee's eco-friendly behavior, and corporate environmental performance. These variables were selected based on issues on green HR implementation that leads to environmental performance. As described in the literature review section, employee's organizational commitment, employees' eco-friendly behavior, and corporate environmental performance are reported to be positively affected by green HR implementation. The study samples were employees in a package printing company. This study carries out its business process by following environmental values. It uses recycled materials in order to support the green business. It employed a total population of 1000 employees.

The study respondents were employees in a package printing company. The green business value was limited to four variables. Respondents were employees with at least three years of working experience, staff to manager- levels, and at least senior high school. Respondents were recruited using the purposive sampling technique, adjusted to the research needs. It targeted at least 500 respondents.

Data were collected by distributing the questionnaire online through Google Form. A Google Form link was distributed to the employees, and they were asked to fill the questionnaire according to the instruction. A focused group discussion was also held to explain how to fill the questionnaire and the significance of the study result. The result of the study was used as the initial information about the implementation of green HR in the company. The company's name was kept anonymous to maintain the business privacy. Nine hundred seventy-three responses were collected. Prior to the data analysis, the questionnaire responses were filtered to ensure their eligibility. Of 973 respondents, 742 responses were selected. However, since some information were incomplete and some questions left unanswered, they could not be statistically analyzed and hence were dropped, leaving 510 complete responses for Further analysis. These data serve as the basis of information to analyze the model implication and answer the hypothesis formulation.

3.2 Measurement

This study examined four variables: green HR, employees' organizational commitment, employees' eco-friendly behavior, and corporate environmental performance. Green HR was measured using four indicators: employees' life cycle, reward, training, and employees' empowerment (Shah, 2019). Meanwhile, employees' organizational commitment was measured using the affective commitment, which included strong belief, organizational values and goals acceptance, loyalty, and willingness to make efforts for organizational interests (Mercurio, 2015; Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Employees' eco-friendly behavior was measured by several acts: putting garbage in the trash bin, doing recycle in the workplace, practicing material efficiency in the

workplace, saving water, turning off electricity on time, turning off lamps in the workplace, and using equipments efficiently (Francoeur, Paillé, Yuriev, & Boiral, 2021; Unsworth et al., 2021). The corporate environmental performance was measured using several indicators: decreasing waste, efficient water consumption, efficient energy use, recyclable raw material use, reduced environmentally harmful chemical substance, improved company's position in the market, and enhanced corporate reputation (Dragomir, 2018; Escrig-Olmedo, Muñoz-Torres, Fernández-Izquierdo, & Rivera-Lirio, 2017). A 5-point scale was used to measure respondents' responses: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

3.3 Data Analysis

Data were analyzed using Partial Least Square with SEM approach. This model was selected due to its ability to analyze the implications of variables in a specific and detailed manner (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019). Green HR was analyzed to see its implication on employee organizational commitment, employee eco-friendly behaviors, and corporate environmental performance. Five hypotheses were tested for the direct and indirect effects. The direct effects were represented by the arrow in the model. Although the indirect effects were not formulated as research hypotheses, they were still analyzed to see their impact on the organization and green business process. The analysis began with testing the goodness-of-fit of the indicator with a minimum outer loading value of 0.7. The next step was to test the validity and reliability based on composite reliability, rho-a, and Cronbach's Alpha of higher than 0.7. The discriminant validity was also tested with an Average variance extracted (AVE) value of > 0.5 . The coefficient of determination among variables was determined using the r-square value, in which a variable with a value closer to 100% was considered to have a significant effect. The hypotheses were tested using a t-test, where $\alpha < 5\%$ and t-statistics $> t$ -table indicated that the proposed hypothesis was supported.

4. Result and Discussion

4.1 Respondent Profile

The first part of this section is the description of respondents' profile. As previously mentioned, 510 responses were selected as the data. The following table displays the respondents' profile.

Table 1 Respondents' Profile

Information	Classification	Total	Percentage
Sex	Male	343	67%
	Female	167	33%
Educational Background	Senior high school	243	48%
	Associate's degree	132	26%
	Bachelor	87	17%
	Master	48	9%
Position	Operator	185	36%
	Staff	162	32%
	Supervisor	66	13%

Length of service	Manager	58	11%
	Dept Head	39	8%
	0- 5 years	191	37%
	6- 10 years	145	28%
	11- 15 years	82	16%
	16- 20 years	59	12%
	>20 years	33	7%

Table 1 presents the respondents' classification in terms of gender, education level, position, and job tenure. As shown in the table, 343 respondents were male (67%) and 167 respondents were female (33%). Most of them graduated from senior high school level (n= 243, 48%), 132 respondents held associate's degree (26%), 87 respondents held a bachelor's degree (17%), and 48 respondents held a master's degree (9%). With regard to respondents' position, most of them were operators (n=185, 36%), followed by staff (n=162, 32%), supervisor (n=66, 13%), manager (n=58, 11%), and department head (n=39, 8%). The majority of respondents have worked for 0-5 years (n=191,37%), while 145 respondents have worked for 6-10 years (28%), 82 respondents have worked for 11-15 years (16%), 59 respondents for 16-20 years, and 33 respondents for more than 20 years (7%). Respondents' profiles were distributed evenly for analyzing the effects among variables in the proposed model. The information adequacy highly determines the result quality. The next step was the data analysis using PLS-SEM approach.

4.2 Statistical Results

This section presents the statistical analysis used in this study, i.e., PLS-SEM.. It began with examining the variable's indicator with an outer loading value of at least 0.7. The Outer Loading value is presented in the following table.

Table 2 Outer Loading

Indicator	Corporate Environmental Performance	Employees' Eco-friendly behaviors	Organizational Commitment	Green HR
CEP1	0.765			
CEP2	0.803			
CEP3	0.835			
CEP4	0.705			
CEP5	0.712			
CEP6	0.772			
CEP7	0.747			
EEB1		0.811		
EEB2		0.713		
EEB3		0.755		
EEB4		0.767		
EEB5		0.700		
EEB6		0.782		
EEB7		0.791		
EOC1			0.716	

EOC2			0.705	
EOC3			0.786	
EOC4			0.799	
EOC5			0.830	
EOC6			0.806	
EOC7			0.745	
EOC8			0.756	
GHR1				0.822
GHR2				0.842
GHR3				0.854
GHR4				0.806
GHR5				0.775
GHR6				0.796

Table 2 shows that all variables exhibit outer loading values of higher than 0.7. It indicated that all indicators are fit and could be used as the information basis. The following table present the cross loading value of all variables in this study.

Table 3 Cross-loading

Indicator	Corporate Environmental Performance	Employees' Eco-friendly behaviors	Organizational Commitment	Green HR
CEP1	0.765	0.398	0.490	0.501
CEP2	0.803	0.408	0.385	0.429
CEP3	0.835	0.452	0.382	0.420
CEP4	0.705	0.375	0.342	0.379
CEP5	0.712	0.273	0.148	0.180
CEP6	0.772	0.459	0.445	0.356
CEP7	0.747	0.466	0.543	0.330
EEB1	0.327	0.811	0.245	0.162
EEB2	0.341	0.713	0.266	0.108
EEB3	0.374	0.755	0.355	0.343
EEB4	0.379	0.767	0.309	0.225
EEB5	0.455	0.700	0.308	0.265
EEB6	0.447	0.782	0.407	0.282
EEB7	0.450	0.791	0.426	0.244
EOC1	0.371	0.299	0.716	0.462
EOC2	0.312	0.204	0.705	0.455
EOC3	0.404	0.319	0.786	0.453
EOC4	0.452	0.444	0.799	0.442
EOC5	0.539	0.397	0.830	0.484
EOC6	0.420	0.337	0.806	0.464
EOC7	0.495	0.519	0.745	0.353
EOC8	0.334	0.311	0.756	0.389
GHR1	0.374	0.250	0.519	0.822
GHR2	0.468	0.280	0.486	0.842
GHR3	0.379	0.201	0.450	0.854

GHR4	0.390	0.227	0.405	0.806
GHR5	0.419	0.308	0.417	0.775
GHR6	0.484	0.336	0.491	0.796

Table 3 shows that all variables exhibit outer loading values of higher than 0.7. The outer and cross loading values show that the variables' indicators were representatives to the research data. The next step was to test the validity and reliability, as shown in Table 4.

Table 4 Validity and Reliability

Variables	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Corporate Environmental Performance	0.857	0.869	0.892	0.544
Employees' Eco-friendly behaviors	0.847	0.855	0.884	0.522
Organizational Commitment	0.901	0.904	0.920	0.591
Green HR	0.900	0.902	0.923	0.666

The table above shows that all variables meet the validity and reliability criteria, as indicated by Cronbach's Alpha, Rhoa, and Composite reliability values of higher than 0.7. The average variance extracted (AVE) value was higher than 0.5, indicating that it met the discriminant validity. The following table displays the discriminant validity value.

Table 5 Discriminant Validity Fornell-Larcker Criterion

Variables	Corporate Environmental Performance	Employees' Eco-friendly behaviors	Organizational Commitment	Green HR
Corporate Environmental Performance	0.737			
Employees' Eco-friendly behaviors	0.556	0.723		
Organizational Commitment	0.548	0.468	0.769	
Green HR	0.518	0.331	0.569	0.816

Table 5 shows that the fornell-larker criterion was higher than AVE value. All variables in this study met the discriminant validity assumption. The following table presents the coefficient of determination.

Table 6 Coefficient of Determination

Variables	R Square	R Square Adjusted
Corporate Environmental Performance	0.434	0.431
Employees' Eco-friendly behaviors	0.225	0.222
Organizational Commitment	0.323	0.322

Table 6 shows that corporate environmental performance exhibit a 43.4% determination on the research model, which was categorized as the strong effect. Employees' eco-friendly behavior exhibited a 22.5% determination, while employees' organizational commitment exhibited a 32.3%. These two variables exhibited a moderate determination on the research model. The company's green HR implementation could be viewed from the percentages of corporate environmental performance, employees' eco-friendly behavior, and employees' organizational commitment. The following table presents the model fit test.

Table 7 Model Fit

	Saturated Model	Estimated Model
SRMR	0.070	0.070

Table 7 shows that the variables could be used as the research model. The SRMR value lower than 0.08 indicated that the model could be interpreted according to the hypothesis tests. The following table presents the hypothesis test result

Table 8 Hypotheses Test

Variables	Original Samples	T Statistics	P Values	Hypothesis
Employee ECO Friendly Behavior -> Corporate Environmental Performance	0.431	10.682	0.000	Accepted
Employee Organizational Commitment -> Employee ECO Friendly Behavior	0.413	7.479	0.000	Accepted
Green HR -> Corporate Environmental Performance	0.375	8.854	0.000	Accepted
Green HR -> Employee ECO Friendly Behavior	0.097	1.857	0.064	Rejected
Green HR -> Employee Organizational Commitment	0.569	13.892	0.000	Accepted

As shown in Table 8, Eco-friendly behaviors affected the corporate environmental performance. The fifth hypothesis was accepted with a p-value of 0.000 ($< \alpha$ 5%) and t-statistic of 10.682 ($>$ t-table of 1.92). Employees' organizational commitment positively affected the employees' eco-- friendly behavior. The third hypothesis was accepted with a p-value of 0.000 ($< \alpha$ 5%) and t-statistic of 7.479 ($>$ t-table of 1.92). Green HR positively affects the corporate environmental performance. The fourth hypothesis was accepted with a p-value of 0.000 ($< \alpha$ 5%) and t-statistic of 8.854 ($>$ t-table of 1.92). Green HR was found not to affect the employees' eco-friendly behaviors. The second hypothesis was rejected, as the p-value was 0.064 ($> \alpha$ 5%) and t-statistic of 1.857 ($<$ table of 1.92). Green HR positively affects the employees' organizational commitment. The first hypothesis was accepted with a p- value of 0.000 ($< \alpha$ 5%) and t-statistic of 13.892 ($>$ t-table of 1.92).

4.3 Discussion

Grounded on the statistical result presented in Table 8, the degree of implications among the variables could be depicted as follows:

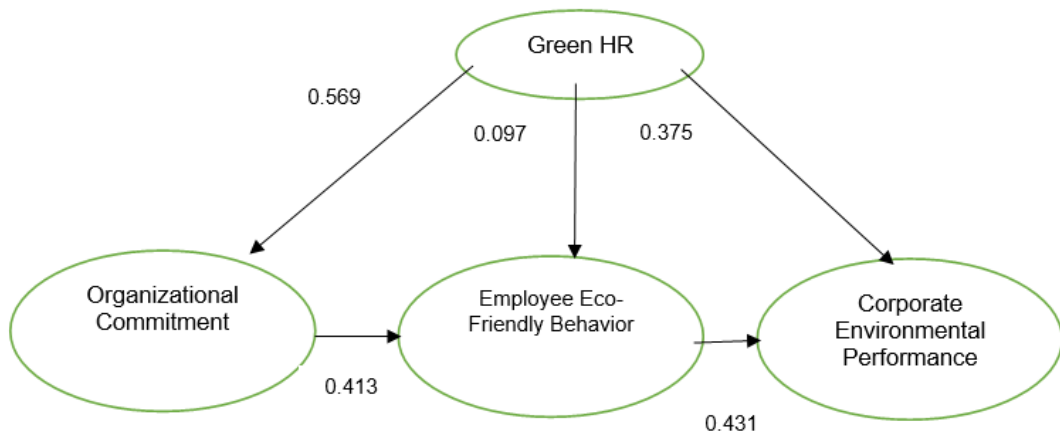


Figure 1. Research Model

Source: Kim, 2019.

The study results show that four hypotheses were accepted, and one hypothesis was rejected. Employees' eco-friendly behavior was found to enhance corporate environmental performance by 43.1%. This study result demonstrates that the corporate's environmental performance improvement requires employees' contribution through their eco-friendly behaviors. The eco-friendly behavior was proven in the work environment context, as they are directed to use the facilities and infrastructure in efficient manner. The company's green business values could be attained through its employees' eco-friendly behaviors (Saifulina & Carballo-Penela, 2017). In the same vein, previous studies also report the positive effect of employees' eco-friendly behavior on corporate environmental performance (Channa, Hussain, Casali, Dakhan, & Aisha, 2021; Kim et al., 2019; Raza & Khan, 2022). It implies that employees' eco-friendly behaviors may reflect their environmental performance.

Employees' organizational commitment was found to increase the employees' eco-friendly behavior by 41.3%. This finding supports previous studies reporting the positive effect of organizational commitment on the employees' eco-friendly behaviors (Kim et al., 2019; Manika et al., 2015). Employees' organizational commitment may lead to eco-friendly behaviors (Memet, Sutawidjaya, Sugiyono, & Aima, 2020). This could be managed through regulations, policies, or work processes that promote green business values. Employees, as the main actor, should be able to exhibit eco-friendly behaviors in their work activities. The business organization should be able to practice eco-friendly behaviors consistently. Behavioral changes would unlikely be realized without commitments between the company and its employees.

Green HR was found to improve corporate environmental performance by 37.5%. Previous studies report that green HR affects corporate environmental performance (Kim

et al., 2019; Roscoe et al., 2019; Sobaih, Hasanein, & Elshaer, 2020). Green HR may improve environmental performance comprehensively. The HRM activity should be aimed at supporting the company's environmental values and green business. In this regard, several terms were coined, such as green recruitment, green training and development, green selection, and other HR activities (S. Ahmad, 2015). The green HR implementation is focused on improving the corporate environmental performance. The corporate's green business value is determined by its ability to achieve environmental performance. Environmental sustainability should be seen as a business process value implemented through green HR.

Green HR was found to improve organizational commitment by 56.9%. This variable exhibited the highest effect among other variables in the proposed model. This finding supports previous studies reporting the positive effect of green HR on employees' organizational commitment (Afsar et al., 2020; Kim et al., 2019; Shoaib et al., 2021b). The success of green HR is determined by employees' organizational commitment. In this regard, employees need to professionally support every business and job activity. Policies, regulations, and procedures would be meaningless when employees do not have organizational commitment. Employees' commitment may stem from their expectation of the organization. In other words, the company's green business and environmental values could only be realized when employees are committed to them. By having a good commitment, the company would be able to deliver higher quality business process and achieve the expectation more comprehensively.

Green human resources did not affect the employees' eco-friendly behavior. Green HR could only improve employees' eco-friendly behavior by 9.7%. This particular finding should be the company's concern, indicating that the Green HR implementation has not supported employees' eco-friendly behaviors. This issue serves as a challenge the company needs to tackle in order to develop employees' eco-friendly behaviors. This finding is different from the previous study reporting the positive effect of green HR on employees' eco-friendly behavior (Fawehinmi et al., 2020; Kim et al., 2019). It implies that the company need to improve its green HR implementation in order to develop employees' eco-friendly behaviors. Eco-friendly behaviors are pivotal for delivering a high-quality business process that fits the environmental values.

5. Business Implication

Green HR implementation is highly necessary in order to deliver business processes that suit environmental values. Green business arises as a sensitive issue that demands environmental balance as one of the production factors. This process requires commitment and behaviors to achieve the expected environmental performance. Human resource serves as the main factor that determines successful environmental performance. Employees' behaviors are expected to be able to respond the environmental issue as the main priority. The research finding shows that green HR positively affects organizational commitment and corporate environmental performance.

The green business value should not only act as jargon. It should be translated into employees' eco-friendly behaviors and organizational commitment. The green

business process represents a balance between the environment and resources used as the materials in the production process. Green resource management could be implemented through high commitments from both the organization and the employees. In this regard, the HRM process should be focused on achieving green business and environmental values. Green HR could contextually support the company's business process by optimizing environmental values. The business sustainability could be carried out in the long term through human resource components.

Considering that green HR does not directly affect the employees' eco-friendly behavior, it is necessary for the company to improve the employees' eco-friendly behaviors. The package printing company in this study has made several efforts to implement environmental values in its business activities, such as improving Resource efficiency, saving electricity, and using eco-friendly materials. Therefore, the company needs to develop employees' awareness in order to make them familiar with eco-friendly behaviors. A high-quality business could be achieved by improving green HR, organizational commitment, and eco-friendly behaviors. These factors have been found to contribute to the corporate's environmental performance.

6. Conclusion

This study concludes that green HR positively affects the corporate's environmental performance and employees' organizational commitment. However, it does not positively affect the employees' eco-friendly behaviors. Employees' eco-friendly behavior positively affects corporate environmental performance. Meanwhile, employees' organizational commitment positively affects employees' eco-friendly behavior. It is recommended to extend the research model by involving different business sectors. It is important to measure the green HR implementation in manufacturing, technology, fabrication, and automotive industries. This variable could also be further developed according to the research context. The model could be extended by including mediating or intervening variable. Eco-friendly behaviors play an urgent role in determining the successful implementation of green business values.

This research is limited to focus on just one business in order to see the implementation of green human resources in the company's business processes. This model can be continued for several business areas that support the green human resource movement. Business orientation must be built based on the environment and the application of business efficiency. Additional variables as differentiation can use job burnout, job embeddedness, and several leadership factor characteristics. This will make the research have a different orientation. The research object can be changed to employee retention or reduce turnover. However, this is adjusted to the problem and research context.

7. References

Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1). Retrieved from <https://doi.org/10.1108/IJOA-05-2020-2190>

- Afsar, B., Maqsoom, A., Shahjehan, A., Afridi, S. A., Nawaz, A., & Fazliani, H. (2020). Responsible leadership and employee's proenvironmental behavior: The role of organizational commitment, green shared vision, and internal environmental locus of control. *Corporate Social Responsibility and Environmental Management*, 27(1). Retrieved from <https://doi.org/10.1002/csr.1806>
- Afum, E., Agyabeng-Mensah, Y., Opoku Mensah, A., Mensah-Williams, E., Baah, C., & Dacosta, E. (2021). Internal environmental management and green human resource management: significant catalysts for improved corporate reputation and performance. *Benchmarking*, 28(10). Retrieved from <https://doi.org/10.1108/BIJ-09-2020-0504>
- Aggarwal, P., & Agarwala, T. (2022). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*. Retrieved from <https://doi.org/https://doi.org/10.1108/BIJ-08-2021-0474>
- Ahmad, N., Ullah, Z., Arshad, M. Z., Kamran, H. waqas, Scholz, M., & Han, H. (2021). Relationship between corporate social responsibility at the micro-level and environmental performance: The mediating role of employee pro-environmental behavior and the moderating role of gender. *Sustainable Production and Consumption*, 27. Retrieved from <https://doi.org/10.1016/j.spc.2021.02.034>
- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business and Management*. Retrieved from <https://doi.org/10.1080/23311975.2015.1030817>
- Ahmed, R. R., Akbar, W., Aijaz, M., Channar, Z. A., Ahmed, F., & Parmar, V. (2023). The role of green innovation on environmental and organizational performance: Moderation of human resource practices and management commitment. *Heliyon*, 9(1), e12679. Retrieved from <https://doi.org/10.1016/j.heliyon.2022.e12679>
- Al-Minhas, U., Ndubisi, N. O., & Barrane, F. Z. (2020). Corporate environmental management: A review and integration of green human resource management and green logistics. *Management of Environmental Quality: An International Journal*. Retrieved from <https://doi.org/10.1108/MEQ-07-2019-0161>
- Albloush, A., Alharafsheh, M., Hanandeh, R., Albawwat, A., & Shareah, M. A. (2022). Human Capital as a Mediating Factor in the Effects of Green Human Resource Management Practices on Organizational Performance. *International Journal of Sustainable Development and Planning*, 17(3), 981–990. Retrieved from <https://doi.org/10.18280/ijstdp.170329>
- Algarni, M. A., Ali, M., Albort-Morant, G., Leal-Rodríguez, A. L., Latan, H., Ali, I., & Ullah, S. (2022). Make green, live clean! Linking adaptive capability and environmental behavior with financial performance through corporate sustainability performance. *Journal of Cleaner Production*, 346. Retrieved from <https://doi.org/10.1016/j.jclepro.2022.131156>
- Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. ur. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, 28(22). Retrieved from <https://doi.org/10.1007/s11356-020-11307-9>
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*. Retrieved from <https://doi.org/10.1016/j.jclepro.2019.119131>
- Andjarwati, T., Budiarti, E., Audah, A. K., Khouri, S., & Rebilas, R. (2019). The impact of green human resource management to gain enterprise sustainability. *Polish Journal of Management Studies*, 20(2). Retrieved from <https://doi.org/10.17512/pjms.2019.20.2.08>
- Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource management and employees pro-environmental behaviours: Examining the underlying mechanism. *Corporate Social*

- Responsibility and Environmental Management*, 28(1). Retrieved from <https://doi.org/10.1002/csr.2044>
- Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Ahmed, S. (2022). Greening the hospitality sector: Employees' environmental and job attitudes predict ecological behavior and satisfaction. *International Journal of Hospitality Management*, 102. Retrieved from <https://doi.org/10.1016/j.ijhm.2022.103173>
- Bangwal, D., Tiwari, P., & Chamola, P. (2017). Green HRM, work-life and environment performance. *International Journal of Environment, Workplace and Employment*, 4(3). Retrieved from <https://doi.org/10.1504/IJEWE.2017.087808>
- Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. *Sustainability (Switzerland)*. Retrieved from <https://doi.org/10.3390/su12155974>
- Bombiak, E. (2019). Green human resource management- the latest trend or strategic necessity? *Entrepreneurship and Sustainability Issues*, 6(4). Retrieved from [https://doi.org/10.9770/jesi.2019.6.4\(7\)](https://doi.org/10.9770/jesi.2019.6.4(7))
- Chakraborty, D., & Biswas, W. (2020). Going green with green HRM practices - A strategic initiative for reinvigorating performance optimization in companies. *Prabandhan: Indian Journal of Management*, 13(10–11). Retrieved from <https://doi.org/10.17010/pijom/2020/v13i10-11/156006>
- Chan, C. O., & Tay, H. L. (2018). Combining lean tools application in kaizen: a field study on the printing industry. *International Journal of Productivity and Performance Management*, 67(1). Retrieved from <https://doi.org/10.1108/IJPPM-09-2016-0197>
- Chang, T. W., Wang, K. H., & Lin, Y. H. (2020). Corporate sustainability: It's mine! effect of green product psychological ownership on the environmental behavior and performance of employees. *Sustainability (Switzerland)*, 12(24). Retrieved from <https://doi.org/10.3390/su122410514>
- Channa, N. A., Hussain, T., Casali, G. L., Dakhan, S. A., & Aisha, R. (2021). Promoting environmental performance through corporate social responsibility in controversial industry sectors. *Environmental Science and Pollution Research*, 28(18). Retrieved from <https://doi.org/10.1007/s11356-020-12326-2>
- Cop, S., Alola, U. V., & Alola, A. A. (2020). Perceived behavioral control as a mediator of hotels' green training, environmental commitment, and organizational citizenship behavior: A sustainable environmental practice. *Business Strategy and the Environment*, 29(8). Retrieved from <https://doi.org/10.1002/bse.2592>
- Dragomir, V. D. (2018). How do we measure corporate environmental performance? A critical review. *Journal of Cleaner Production*. Retrieved from <https://doi.org/10.1016/j.jclepro.2018.06.014>
- Easterby-Smith, M., Jaspersen, Lena J Thorpe, R., & Valizade, D. (2022). *Management and Business Research*. (R. Stith,Ed.) (7th ed.). London: SAGE Publications Inc.
- El-Kassar, A. N., & Singh, S. K. (2019). Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices. *Technological Forecasting and Social Change*, 144. Retrieved from <https://doi.org/10.1016/j.techfore.2017.12.016>
- Elshaer, I. A., Sobaih, A. E. E., Aliedan, M., & Azzaz, A. M. S. (2021). The effect of green human resource management on environmental performance in small tourism enterprises: Mediating role of pro-environmental behaviors. *Sustainability (Switzerland)*, 13(4). Retrieved from <https://doi.org/10.3390/su13041956>
- Escrig-Olmedo, E., Muñoz-Torres, M. J., Fernández-Izquierdo, M. Á., & Rivera-Lirio, J. M. (2017). Measuring Corporate Environmental Performance: A Methodology for Sustainable

- Development. *Business Strategy and the Environment*, 26(2), 142–162. Retrieved from <https://doi.org/10.1002/bse.1904>
- Fahim, F., Khan, N. R., Ahmad, A., & Ali, A. (2019). Green human resource management and firm's environmental performance: Mediating role of employee commitment, green involvement and eco-friendly behaviour. *Paradigms*, 13(2).
- 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). Retrieved from <https://doi.org/10.1177/2158244020982292>
- Francoeur, V., Paillé, P., Yuriev, A., & Boiral, O. (2021). The Measurement of Green Workplace Behaviors: A Systematic Review. *Organization and Environment*, 34(1), 18–42. Retrieved from <https://doi.org/10.1177/1086026619837125>
- Gill, A. A., Ahmad, B., & Kazmi, S. (2021). The effect of green human resource management on environmental performance: The mediating role of employee eco-friendly behavior. *Management Science Letters*. Retrieved from <https://doi.org/10.5267/j.msl.2021.2.010>
- Iftikhar, U., Zaman, K., Rehmani, M., Ghias, W., & Islam, T. (2021). Impact of Green Human Resource Management on Service Recovery: Mediating Role of Environmental Commitment and Moderation of Transformational Leadership. *Frontiers in Psychology*, 12. Retrieved from <https://doi.org/10.3389/fpsyg.2021.710050>
- Jerónimo, H. M., Henriques, P. L., Lacerda, T. C. de, da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research*, 112. Retrieved from <https://doi.org/10.1016/j.jbusres.2019.11.036>
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6). Retrieved from <https://doi.org/10.5465/amj.2011.0088>
- Karatepe, O. M., Hsieh, H., & Aboramadan, M. (2022). The effects of green human resource management and perceived organizational support for the environment on green and non-green hotel employee outcomes. *International Journal of Hospitality Management*, 103. Retrieved from <https://doi.org/10.1016/j.ijhm.2022.103202>
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76. Retrieved from <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Likhitkar, P., & Verma, P. (2017). Impact of green HRM practices on organization sustainability and employee retention. *International Journal for Innovative Research in Multidisciplinary Field*, 3(5).
- Ly, B. (2023). Green HRM and eco-friendly behavior in Cambodian public organizations: The mediation of organizational commitment. *Environmental Challenges*, 10(November 2022), 100674. Retrieved from <https://doi.org/10.1016/j.envc.2022.100674>
- Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability (Switzerland)*, 12(8). Retrieved from <https://doi.org/10.3390/SU12083228>
- Manika, D., Wells, V. K., Gregory-Smith, D., & Gentry, M. (2015). The Impact of Individual Attitudinal and Organisational Variables on Workplace Environmentally Friendly Behaviours. *Journal of Business Ethics*, 126(4). Retrieved from <https://doi.org/10.1007/s10551-013-1978-6>
- Mansoor, A., Jahan, S., & Riaz, M. (2021). Does green intellectual capital spur corporate

- environmental performance through green workforce? *Journal of Intellectual Capital*, 22(5). Retrieved from <https://doi.org/10.1108/JIC-06-2020-0181>
- Memet, A. S., Sutawidjaya, A. H., Sugiyono, S., & Aima, H. (2020). The Model of Green HRM in Improving Service Quality With OCBE and Organizational Commitment as Mediation In the Hospital of State-Owned Enterprises (Conceptual Framework). *Business and Entrepreneurial Review*, 20(2). Retrieved from <https://doi.org/10.25105/ber.v20i2.8153>
- Mercurio, Z. A. (2015). Affective Commitment as a Core Essence of Organizational Commitment: An Integrative Literature Review. *Human Resource Development Review*, 14(4). Retrieved from <https://doi.org/10.1177/1534484315603612>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61(1), 20–52. Retrieved from <https://doi.org/10.1006/jvbe.2001.1842>
- Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, 25(5). Retrieved from <https://doi.org/10.1108/IJOA-11-2016-1079>
- Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. *Administrative Sciences*. Retrieved from <https://doi.org/10.3390/ADMSCI11020048>
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243. Retrieved from <https://doi.org/10.1016/j.jclepro.2019.118595>
- Naz, S., Jamshed, S., Nisar, Q. A., & Nasir, N. (2021). Green HRM, psychological green climate and pro-environmental behaviors: An efficacious drive towards environmental performance in China. *Current Psychology*. Retrieved from <https://doi.org/10.1007/s12144-021-01412-4>
- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311. Retrieved from <https://doi.org/10.1016/j.jclepro.2021.127504>
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee Green Behavior: A Theoretical Framework, Multilevel Review, and Future Research Agenda. *Organization and Environment*, 28(1). Retrieved from <https://doi.org/10.1177/1086026615575773>
- Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging “Green” Human Resource Practices to Enable Environmental and Organizational Performance: Evidence from the Qatari Oil and Gas Industry. *Journal of Business Ethics*, 164(2). Retrieved from <https://doi.org/10.1007/s10551-018-4075-z>
- Paillé, P., Boiral, O., & Chen, Y. (2013). Linking environmental management practices and organizational citizenship behaviour for the environment: A social exchange perspective. *International Journal of Human Resource Management*, 24(18). Retrieved from <https://doi.org/10.1080/09585192.2013.777934>
- Paillé, P., & Meija-Morelos, J. H. (2019). Organisational support is not always enough to encourage employee environmental performance. The moderating role of exchange ideology. *Journal of Cleaner Production*, 220, 1061–1070. Retrieved from <https://doi.org/10.1016/j.jclepro.2019.02.192>
- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*. Retrieved from <https://doi.org/10.1108/IJM-07-2019-0350>
- Pham, N. T., Tučková, Z., & Chiappetta Jabbour, C. J. (2019). Greening the hospitality industry: How

- do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72. Retrieved from <https://doi.org/10.1016/j.tourman.2018.12.008>
- Pham, N. T., Tučková, Z., & Phan, Q. P. T. (2019). Greening human resource management and employee commitment towards the environment: An interaction model. *Journal of Business Economics and Management*, 20(3). Retrieved from <https://doi.org/10.3846/jbem.2019.9659>
- Piowar-Sulej, K. (2022). Environmental strategies and human resource development consistency: Research in the manufacturing industry. *Journal of Cleaner Production*, 330. Retrieved from <https://doi.org/10.1016/j.jclepro.2021.129538>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. Retrieved from <https://doi.org/10.1177/014920630002600307>
- Raza, S. A., & Khan, K. . (2022). Impact of green human resource practices on hotel environmental performance: the moderating effect of environmental knowledge and individual green values. *International Journal of Contemporary Hospitality Management*, 34(6), 2154–2175. Retrieved from <https://doi.org/https://doi.org/10.1108/IJCHM-05-2021-0553>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15(1). Retrieved from <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- 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 (Switzerland)*, 14(5). Retrieved from <https://doi.org/10.3390/su14052897>
- Robertson, J. L., & Carleton, E. (2018). Uncovering How and When Environmental Leadership Affects Employees' Voluntary Pro-environmental Behavior. *Journal of Leadership and Organizational Studies*, 25(2). Retrieved from <https://doi.org/10.1177/1548051817738940>
- Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5). Retrieved from <https://doi.org/10.1002/bse.2277>
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). Green human resource management and supervisor pro-environmental behavior: The role of green work climate perceptions. *Journal of Cleaner Production*, 313. Retrieved from <https://doi.org/10.1016/j.jclepro.2021.127669>
- Sabokro, M., Masud, M. M., & Kayedian, A. (2021). The effect of green human resources management on corporate social responsibility, green psychological climate and employees' green behavior. *Journal of Cleaner Production*, 313. Retrieved from <https://doi.org/10.1016/j.jclepro.2021.127963>
- Saeed, B. Bin, Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2). Retrieved from <https://doi.org/10.1002/csr.1694>
- Saifulina, N., & Carballo-Penela, A. (2017). Promoting Sustainable Development at an Organizational Level: An Analysis of the Drivers of Workplace Environmentally Friendly Behaviour of Employees. *Sustainable Development*, 25(4). Retrieved from <https://doi.org/10.1002/sd.1654>
- Sarstedt, M., Hair, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3). Retrieved from <https://doi.org/10.1016/j.ausmj.2019.05.003>

- Shah, M. (2019). Green human resource management: Development of a valid measurement scale. *Business Strategy and the Environment*, 28(5), 771–785. Retrieved from <https://doi.org/10.1002/bse.2279>
- Shahriari, M., Tajmir Riahi, M., Azizan, O., & Rasti-Barzoki, M. (2022). The effect of green organizational culture on organizational commitment: The mediating role of job satisfaction. *Journal of Human Behavior in the Social Environment*. Retrieved from <https://doi.org/10.1080/10911359.2022.2029789>
- Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021a). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business and Management*, 8(1). Retrieved from <https://doi.org/10.1080/23311975.2020.1870798>
- Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021b). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business and Management*, 8(1). Retrieved from <https://doi.org/10.1080/23311975.2020.1870798>
- Singh, D., & Pandey, A. (2020). Green HRM: An organizational commitment. *JIMS8M: The Journal of Indian Management & Strategy*, 25(1). Retrieved from <https://doi.org/10.5958/0973-9343.2020.00002.2>
- Singh, K. D., & Onahring, B. D. (2019). Entrepreneurial intention, job satisfaction and organisation commitment - construct of a research model through literature review. *Journal of Global Entrepreneurship Research*, 9(1). Retrieved from <https://doi.org/10.1186/s40497-018-0134-2>
- Sobaih, A. E. E., Hasanein, A., & Elshaer, I. (2020). Influences of green human resources management on environmental performance in small lodging enterprises: The role of green innovation. *Sustainability (Switzerland)*, 12(24). Retrieved from <https://doi.org/10.3390/su122410371>
- Tu, Y., Li, Y., & Zuo, W. (2022). Arousing employee pro-environmental behavior: A synergy effect of environmentally specific transformational leadership and green human resource management. *Human Resource Management*, (08), 1–21. Retrieved from <https://doi.org/https://doi.org/10.1002/hrm.22138>
- Tuan, T. L. (2021). Promoting employee green behavior in the Chinese and Vietnamese hospitality contexts: The roles of green human resource management practices and responsible leadership. *International Journal of Hospitality Management*, 105(311). Retrieved from <https://doi.org/https://doi.org/10.1016/j.ijhm.2022.103253>
- Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, 123. Retrieved from <https://doi.org/10.1016/j.jbusres.2020.09.055>
- Unsworth, K. L., Davis, M. C., Russell, S. V., & Bretter, C. (2021). Employee green behaviour: How organizations can help the environment. *Current Opinion in Psychology*. Retrieved from <https://doi.org/10.1016/j.copsyc.2020.12.006>
- Waqas, M., Anjum, Z. U. Z., & Hameed, A. A. (2021). Does ethical leadership enhance employee green behaviour Examining the mediating influence of employee green commitment. *Middle East J. of Management*, 1(1). Retrieved from <https://doi.org/10.1504/mejm.2021.10036250>
- Zhang, B. (2019). Environmental Protection Responsibility of Enterprises: Green Human Resource Management. In *IOP Conference Series: Materials Science and Engineering* (Vol. 612). Retrieved from <https://doi.org/10.1088/1757-899X/612/5/052022>