



The Influence of Green Human Resource Management (GHRM) on Performance with Organizational Commitment as an Intervening Variable among Employees of Seteluk Community Health Center, West Sumbawa

Liza Dinianggraini ¹, Siti Nurmayanti ²

Universitas Mataram, Indonesia ^{1,2}

Abstract

Keywords:

Green Human Resource Management (GHRM), Organizational Commitment, Performance.

This study aims to determine the effect of Green Human Resource Management (GHRM) on performance, with organizational commitment as an intervening variable, among employees at the Seteluk Community Health Center in West Sumbawa. This study employed a causal associative approach with a quantitative approach. The population of the study was 67 employees at the Seteluk Community Health Center in West Sumbawa. The analysis method used Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS v.4.0. The results showed that Green Human Resource Management (GHRM) had a significant positive effect on performance, Green Human Resource Management (GHRM) had a significant positive effect on organizational commitment, organizational commitment had a significant positive effect on performance, and organizational commitment did not mediate the effect of Green Human Resource Management (GHRM) on performance.

Corresponding Author:

Liza Dinianggraini

Email:

lizadinianggraini88@gmail.com



This is an open access article under the CC BY license.

INTRODUCTION

Human resources play the most strategic role in modern organizations, as they are the center of innovation models that can accelerate the achievement of organizational vision and goals. As stated by Snyder (1989), "Human beings are the most valuable resource, and behavioral science provides many techniques and programs that can guide the more effective and efficient use of human resources." This aims to achieve continuously improved human resource performance. The importance of performance in an organization lies in its role as one of the key factors in improving organizational quality. High performance enables organizations to survive and achieve their goals.

According to Gomes (2003), performance is "the work result achieved by an individual or a group within an organization, both in terms of quantity and quality, over a certain period of time, with reference to the duties and responsibilities assigned." Similarly, Mangkunegara (2019) defines performance as the

result, in both quality and quantity, achieved by an employee in carrying out their tasks in accordance with the responsibilities assigned to them to reach organizational objectives. Gomes (2003) identifies several indicators for measuring performance, including: (1) quantity of work, (2) quality of work, (3) job knowledge, (4) creativeness, (5) cooperation, and (6) personal qualities.

From interviews conducted with employees at Seteluk Community Health Center, West Sumbawa, indications of a decline in employee performance were observed over the last two years (2023–2024). This can be seen from unachieved work target outcomes, employees who lack skills in performing their duties, a lack of sense of belonging among employees in maintaining facilities and infrastructure, and insufficient emotional attachment to the organization.

Based on the interviews, several factors influencing employee performance were identified, including Green Human Resource Management (GHRM) and organizational commitment. Regarding Green Human Resource Management (GHRM), the interviews revealed that in Green Performance Management, some employees had not integrated environmental aspects into their work. In terms of Green Involvement, some employees showed indifference toward solving environmental issues, and in Green Pay and Rewards, recognition for employees involved in environmental programs at Seteluk Community Health Center was still lacking.

Several studies have investigated the relationship between Green Human Resource Management (GHRM) and performance. For example, Wijonarko and Wirapraja (2023) as well as Sitorus (2022) found that GHRM has a positive and significant effect on employee performance.

From the perspective of organizational commitment, interviews revealed that in terms of Affective Organizational Commitment (AOC), some employees felt the organization was less meaningful, some were indifferent to the image or success of the organization, and a number of employees had resigned.

Previous research has shown mixed findings regarding the effect of organizational commitment on performance. Studies by Akbar et al. (2017) and Afrinaldo (2019) demonstrated that organizational commitment has a positive and significant effect on performance. However, Abdullahi et al. (2024) found that organizational commitment can mediate the relationship between Green Human Resource Management (GHRM) and performance.

Based on the above background, the researcher considers it necessary to conduct a study related to Green Human Resource Management (GHRM) and organizational commitment as factors influencing employee performance in order to achieve optimal employee outcomes.

LITERATURE REVIEW

Performance

According to Hasibuan (2016), “performance is the result of work achieved by a person in carrying out the tasks assigned to them, based on their skills, experience, diligence, and time.” Gibson (2000) states that “performance is the outcome of work related to organizational goals, such as quality, efficiency, and other effectiveness criteria.” The factors influencing performance, according to Mangkunegara (2019), include: (1) individual factors and (2) organizational factors. Meanwhile, performance indicators according to Gomes (2003) are: (1) quantity of work, (2) quality of work, (3) job knowledge, (4) creativeness, (5) cooperation, and (6) personal qualities.

Green Human Resource Management (GHRM)

According to Jabbour et al. (2010), “Green Human Resource Management (GHRM) refers to the degree of greening in human resource management practices in terms of functional and competitive HRM dimensions. Green HRM includes all activities involved in developing, implementing, and continuously maintaining systems aimed at making employees within an organization environmentally responsible.” Tang et al. (2017) define Green HRM as “HRM practices that promote the use of environmentally friendly resources, strengthen organizational environmental performance, enhance staff awareness, and demonstrate commitment to environmental management issues.” The indicators of Green Human Resource Management (GHRM) according to Tang et al. (2017) include: (1) green recruitment, (2) green training, (3) green performance management, (4) green involvement, and (5) green pay and rewards.

Organizational Commitment

Luthans (2011) states that “organizational commitment is the strong willingness of individuals to remain members of an organization, with a certain belief in and acceptance of the organization’s values and goals.” Robbins and Judge (2011) define organizational commitment as “the relative strength of an individual’s involvement as a member of the organization, reflected in their acceptance of the organization’s values and goals, their willingness to make efforts for the organization, and their determination to remain part of the organization.” According to Allen and Meyer (1990), the indicators of organizational commitment include: (1) affective organizational commitment (AOC), (2) continuance organizational commitment (COC), and (3) normative organizational commitment (NOC).

Hypothesis Formulation and Conceptual Framework

The Effect of Green Human Resource Management (GHRM) on Performance

Green Human Resource Management (GHRM) functions as a strategic tool to help organizations achieve environmental goals by fostering a green culture and environmentally conscious employees (Kim et al., 2019). GHRM practices—such as green recruitment, environmental training, performance appraisal with environmental aspects, and rewards for eco-friendly behavior—encourage employees to be more efficient, innovative, and responsible for organizational sustainability (Jabbour & de Sousa Jabbour, 2016; Haseeb et al., 2024). Empirical studies, such as Wijonarko & Wirapraja (2023), confirm a significant positive effect of GHRM on performance.

Hypothesis 1 (H1): Green Human Resource Management (GHRM) has a significant positive effect on employee performance at Seteluk Community Health Center, West Sumbawa.

The Effect of Green Human Resource Management (GHRM) on Organizational Commitment

Implementing GHRM strengthens organizational image, enhances employee motivation, and fosters a sustainability-oriented culture (Jabbour et al., 2010). Research shows GHRM positively influences organizational commitment by creating pride, loyalty, and a sense of belonging (Satria & Resmawa, 2022; Paillé et al., 2014). Green training, fair reward systems, and environmentally oriented policies increase employees’ affective, normative, and continuance commitment. Gomes et al. (2024) also found a significant positive effect of GHRM on organizational commitment.

Hypothesis 2 (H2): Green Human Resource Management (GHRM) has a significant positive effect on organizational commitment at Seteluk Community Health Center, West Sumbawa.

The Effect of Organizational Commitment on Performance

Employees with organizational commitment are loyal, productive, and identify themselves with the organization's goals and values (Khan et al., 2010). Such commitment is linked to work-related behaviors such as job performance, attendance, involvement, work quality, and personal sacrifices for the organization (Rabinowitz & Hall, 1997). Committed employees create synergy between individual and organizational goals, reducing conflicts that hinder performance (Allen & Meyer, 1990). Research by Akbar et al. (2017) found that organizational commitment has a significant positive effect on performance.

Hypothesis 3 (H3): Organizational Commitment has a significant positive effect on employee performance at Seteluk Community Health Center, West Sumbawa.

The Effect of Green Human Resource Management (GHRM) on Performance with Organizational Commitment as a Mediating Variable

Organizational commitment—defined as emotional attachment, loyalty, and a sense of belonging—motivates employees to support organizational values and strategies, including Green HRM practices (Meyer & Allen, 1997; Jabbour & de Sousa Jabbour, 2016). When employees are highly committed, they are more willing to engage in eco-friendly practices such as green training, sustainable work procedures, and environmental performance appraisals (Renwick et al., 2013).

This commitment drives employees to internalize sustainability values, enhancing the effectiveness of GHRM (Masri & Jaaron, 2017; Tang et al., 2017). As a result, GHRM supported by organizational commitment leads to higher discipline, productivity, innovation, and collaboration (Paillé et al., 2014; Renwick et al., 2013). Research by Abdullahi et al. (2024) confirms that organizational commitment mediates the relationship between GHRM and performance.

Hypothesis 4 (H4): Organizational Commitment significantly mediates the effect of Green Human Resource Management (GHRM) on employee performance at Seteluk Community Health Center, West Sumbawa.

Based on the above theories, the conceptual framework of this study is formulated to explain the effect of Green Human Resource Management (GHRM) on employee performance with organizational commitment as an intervening variable at Seteluk Community Health Center, West Sumbawa. The conceptual framework of this research is as follows:

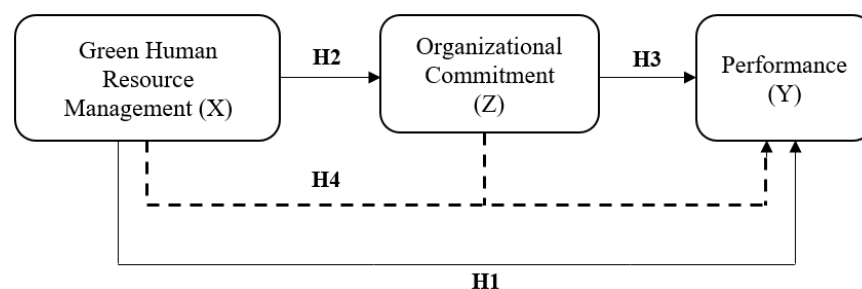


Figure 1. Conceptual Framework

METHOD

In this study, the type of research used is causal associative research with a quantitative approach. The population consists of 67 employees of the Seteluk Community Health Center, West Sumbawa. The data collection method applied is the census method. The techniques and instruments used for data collection include questionnaires (distributed through surveys), direct interviews with respondents (recorded in notebooks), and documentation, with a mobile phone as the primary tool for recording data. The types of data used are primary and secondary data.

Before distributing the questionnaires, an instrument test was conducted. The results showed that all question items from the dependent variable (performance), the independent variable (Green Human Resource Management/GHRM), and the intervening variable (organizational commitment) had outer loading values greater than 0.7. Specifically, the test results for the dependent variable (performance/Y) ranged from 0.722–0.898, for the independent variable (Green Human Resource Management/GHRM/X) from 0.741–0.906, and for the intervening variable (organizational commitment/Z) from 0.721–0.954. Thus, all statement items were declared valid.

Similar results were also found in the reliability test. For all three variables—the dependent variable (performance), the independent variable (Green Human Resource Management/GHRM), and the intervening variable (organizational commitment)—Cronbach's Alpha values exceeded the standard threshold of 0.70. Specifically, the test results showed Cronbach's Alpha of 0.967 for the dependent variable (performance), 0.975 for the independent variable (GHRM), and 0.930 for the intervening variable (organizational commitment). Therefore, all items were declared reliable.

RESULT AND DISCUSSION

Convergent Validity Test

The rule of thumb used for convergent validity is an outer loading value > 0.7 . Convergent validity can also be assessed using the Average Variance Extracted (AVE), with a rule of thumb > 0.5 . The results of the convergent validity test are presented in the following table:

Table 1. AVE Test Results

| Variable | AVE |
|--|-------|
| <i>Green Human Resources Management</i> (GHRM) (X) | 0.672 |
| Performance (Y) | 0.647 |
| Organizational Commitment (Z) | 0.613 |

Source: Processed Primary Data, 2025

It can be seen that all indicators meet the standard value of Average Variance Extracted (AVE) > 0.5 , indicating that the tested variables are valid and reliable, and further testing can be carried out.

Discriminant Validity Test

Discriminant validity is used to determine whether an indicator of a latent variable differs from the indicators of other latent variables, making it suitable to explain its construct. Discriminant validity is

assessed through cross loading, which must be greater than its correlation with other latent variables (> 0.7). The results of the discriminant validity test are shown in the following table:

Table 2. Cross Loading Values

| | Green Human Resource Management (GHRM) | Performance (Y) | Organizational Commitment (Z) |
|------|---|------------------------|--------------------------------------|
| X.1 | 0.828 | 0.736 | 0.575 |
| X.2 | 0.829 | 0.724 | 0.604 |
| X.3 | 0.756 | 0.668 | 0.533 |
| X.4 | 0.906 | 0.706 | 0.630 |
| X.5 | 0.741 | 0.827 | 0.679 |
| X.6 | 0.892 | 0.691 | 0.627 |
| X.7 | 0.762 | 0.571 | 0.479 |
| X.8 | 0.809 | 0.567 | 0.498 |
| X.9 | 0.810 | 0.581 | 0.500 |
| X.10 | 0.796 | 0.536 | 0.477 |
| X.11 | 0.839 | 0.657 | 0.701 |
| X.12 | 0.779 | 0.577 | 0.638 |
| X.13 | 0.815 | 0.624 | 0.638 |
| X.14 | 0.847 | 0.696 | 0.663 |
| X.15 | 0.869 | 0.664 | 0.693 |
| Y.1 | 0.673 | 0.835 | 0.500 |
| Y.2 | 0.672 | 0.793 | 0.640 |
| Y.3 | 0.687 | 0.739 | 0.561 |
| Y.4 | 0.747 | 0.789 | 0.659 |
| Y.5 | 0.738 | 0.898 | 0.637 |
| Y.6 | 0.690 | 0.774 | 0.590 |
| Y.7 | 0.710 | 0.875 | 0.668 |
| Y.8 | 0.738 | 0.836 | 0.629 |
| Y.9 | 0.808 | 0.888 | 0.682 |
| Y.10 | 0.680 | 0.749 | 0.580 |
| Y.11 | 0.506 | 0.739 | 0.699 |
| Y.12 | 0.462 | 0.764 | 0.715 |
| Y.13 | 0.724 | 0.884 | 0.654 |
| Y.14 | 0.610 | 0.727 | 0.705 |
| Y.15 | 0.523 | 0.743 | 0.759 |
| Y.16 | 0.610 | 0.722 | 0.694 |
| Y.17 | 0.560 | 0.775 | 0.802 |
| Y.18 | 0.485 | 0.759 | 0.702 |
| Z.1 | 0.747 | 0.617 | 0.726 |
| Z.2 | 0.602 | 0.755 | 0.865 |
| Z.3 | 0.486 | 0.555 | 0.916 |
| Z.4 | 0.559 | 0.576 | 0.880 |
| Z.5 | 0.411 | 0.651 | 0.908 |
| Z.6 | 0.581 | 0.707 | 0.721 |

| | | | |
|------|-------|-------|-------|
| Z.7 | 0.491 | 0.760 | 0.748 |
| Z.8 | 0.620 | 0.564 | 0.905 |
| Z.9 | 0.484 | 0.713 | 0.954 |
| Z.10 | 0.720 | 0.587 | 0.767 |

Source: Processed Primary Data, 2025

Based on the test results, all cross-loading values of each variable are greater than 0.7. Therefore, it can be concluded that there are no issues with discriminant validity in the tested model, and the variables can be considered valid and reliable, allowing further testing to be conducted.

Reliability test (Composite Reliability)

Table 3. Reliability Test Results

| Variable | Cronbach's Alpha | Composite Reliability |
|---|------------------|-----------------------|
| Green Human Resources Management (GHRM) (X) | 0.965 | 0.968 |
| Performance (Y) | 0.967 | 0.970 |
| Organizational Commitment (Z) | 0.930 | 0.941 |

Source: Processed Primary Data, 2025

Based on the table, the test results for composite reliability and Cronbach's alpha show good values, as all latent variables are reliable with scores ≥ 0.70 . From the evaluation of the outer model, including the previously presented convergent validity, it can be concluded that the items used to measure the latent variables are valid and reliable.

R-Square Test

Table 4. R-Square Test Results

| Variable | R-Square | R-Square Adjusted |
|-------------------------------|----------|-------------------|
| Performance (Y) | 0.776 | 0.769 |
| Organizational Commitment (Z) | 0.541 | 0.543 |

Source: Processed Primary Data, 2025

Based on the table, it can be concluded that the R-Square value for the performance variable is 0.776, which means that 77.6% of the variability in performance can be explained by the Green Human Resource Management (GHRM) variable, while the remaining 22.4% is explained by other variables not examined in this study. The R-Square value for the organizational commitment variable is 0.541, indicating

that 54% of its variability can be explained by GHRM, while the remaining 46% is explained by other variables not included in this research.

Q-Square Test

$$\begin{aligned} \text{Q-Square} &= 1 - [(1-R^2_1) \times (1-R^2_2)] \\ &= 1 - [(1-0.776) \times (1-0.541)] \\ &= 1 - (0.224 \times 0.459) \\ &= 1 - 0,102 \\ &= 0.898 \end{aligned}$$

Based on the calculation results, the Q-Square value is 0.898, indicating that 89.8% of the data variability can be explained by the research model, while the remaining 10.2% is explained by other factors outside the model. Thus, the model is considered to have a good goodness of fit.

Hypothesis Testing

Hypothesis testing in PLS is based on p-values and t-statistics, with the following decision rules:

1. If p-value ≤ 0.05 ($\alpha = 5\%$) and t-statistic ≥ 1.96 , then H_0 is rejected and H_a is accepted.
2. If p-value > 0.05 ($\alpha = 5\%$) and t-statistic < 1.96 , then H_0 is accepted and H_a is rejected.

Based on the bootstrapping results, the hypothesis testing outcomes can be presented in the following table:

Table 5. Hypothesis Test Results

| | <i>Original Sample (o)</i> | <i>Sample mean (M)</i> | <i>Standard deviation (STDEV)</i> | <i>T- statistics</i> | <i>P- Values</i> | <i>Description</i> |
|--|--------------------------------|----------------------------|---|--------------------------|----------------------|--------------------|
| Green human resource management (GHRM) (X) → Performance (Y) | 0.419 | 0.422 | 0.161 | 2.597 | 0.009 | Significant |
| Green human resource management (GHRM) (X) → Organizational Commitment (Z) | 0.736 | 0.743 | 0.065 | 11.273 | 0.000 | Significant |
| Organizational Commitment (Z) → Performance (Y) | 0.512 | 0.506 | 0.154 | 3.324 | 0.001 | Significant |
| Green human resource management (GHRM) (X) → Organizational Commitment (Z) → Performance (Y) | -0.026 | -0.037 | 0.058 | 0.445 | 0.657 | Not Significant |

Source: Processed Primary Data, 2025

- a. Based on Table 5, the original sample value is 0.419, the t-statistic is 2.597 (> 1.96), and the p-value is 0.009 (< 0.05). This indicates a positive and significant effect of Green Human Resource Management (GHRM) (X) on performance (Y). Thus, H_a is accepted.
- b. Based on Table 5, the original sample value is 0.736, the t-statistic is 11.273 (> 1.96), and the p-value is 0.000 (< 0.05). This indicates a positive and significant effect of GHRM (X) on organizational commitment (Z). Thus, H_a is accepted.
- c. Based on Table 5, the original sample value is 0.512, the t-statistic is 3.324 (> 1.96), and the p-value is 0.001 (< 0.05). This indicates a positive and significant effect of organizational commitment (Z) on performance (Y). Thus, H_a is accepted.
- d. Based on Table 5, the original sample value is -0.026, the t-statistic is 0.445 (< 1.96), and the p-value is 0.657 (> 0.05). This indicates that organizational commitment (Z) does not mediate the effect of GHRM (X) on performance (Y), although the direction is positive. Thus, H_a is rejected.

The Effect of Green Human Resource Management (GHRM) on Performance

This study examines the effect of Green Human Resource Management (GHRM) on employee performance. The first hypothesis shows that GHRM has a positive and significant effect on performance, with a t-statistic of 2.597 (> 1.96) and a p-value of 0.009 (< 0.05), thus H_0 is rejected and H_a is accepted.

The questionnaire results also support this finding, where 15 statements covering 5 GHRM indicators scored an average of 3.63 (high category), indicating that GHRM implementation is considered important to enhance employee performance.

These results align with Renwick et al. (2016), who emphasize that green HR practices—such as recruitment, training, involvement, performance management, and rewards—play a crucial role in organizational performance. Similarly, Cherian & Jacob (2012), Wijonarko & Wirapraja (2023), and Sitorus (2022) found that GHRM positively and significantly impacts employee productivity and satisfaction. This study also confirms the findings of Kehista et al. (2024), who concluded that GHRM indicators overall significantly improve performance.

The Effect of Green Human Resource Management (GHRM) on Organizational Commitment

This study aims to examine the effect of Green Human Resource Management (GHRM) on organizational commitment. The second hypothesis shows that GHRM has a positive and significant effect on organizational commitment, with a t-statistic of 11.273 (> 1.96) and a p-value of 0.000 (< 0.05), thus H_0 is rejected and H_a is accepted.

Questionnaire results also support this finding, where 15 statements covering 5 GHRM indicators obtained an overall average of 3.63 (high category), indicating that GHRM implementation is important to strengthen employee commitment.

These findings are consistent with Yusliza et al. (2017), who stated that green HR practices enhance organizational commitment. They also align with Satria & Resmawa (2022) and Gomes et al. (2024), who found that GHRM has a positive and significant impact on organizational commitment.

The Effect of Organizational Commitment on Performance

This study examines the effect of organizational commitment on employee performance. The third hypothesis shows that organizational commitment has a positive and significant effect on performance, with a t-statistic of 3.324 (> 1.96) and a p-value of 0.001 (< 0.05), thus H_0 is rejected and H_a is accepted.

The questionnaire results also support this finding, where 10 statements covering 3 indicators of organizational commitment obtained an overall average of 3.63 (high category), indicating that organizational commitment is important to maintain and enhance in order to improve employee performance.

These results align with Luthans (2011), who stated that organizational commitment is a key predictor of performance, as positive attitudes toward the organization encourage greater involvement at work. Similarly, Akbar et al. (2017) and Afrinaldo (2019) also found that organizational commitment positively and significantly affects employee performance.

The Effect of Green Human Resource Management (GHRM) on Performance through Organizational Commitment

This study investigates whether organizational commitment mediates the effect of Green Human Resource Management (GHRM) on performance. The fourth hypothesis shows that organizational commitment does not significantly mediate the relationship, with a t-statistic of 0.445 (< 1.96) and a p-value of 0.657 (> 0.05). Thus, H_0 is accepted and H_a is rejected.

This result may be due to employees' already high baseline commitment (ceiling effect), particularly among healthcare staff at Puskesmas, who are inherently dedicated to their profession and public service. Therefore, organizational commitment is not the main mechanism linking GHRM to performance. Instead, GHRM likely exerts a more direct effect or is mediated by other factors relevant to healthcare work dynamics.

Employees also show strong sensitivity toward GHRM practices, further reinforced by training and involvement in organizational planning and decision-making. These findings are consistent with Fahim et al. (2019), who found that organizational commitment does not act as a mediator between GHRM and performance.

CONCLUSION

Based on the findings of this study on the effect of Green Human Resource Management (GHRM) on performance with organizational commitment as an intervening variable among employees at Puskesmas Seteluk, West Sumbawa, several conclusions can be drawn.

First, GHRM has a positive and significant effect on employee performance. This means that higher implementation of GHRM leads to better performance, while lower implementation results in weaker performance. Second, GHRM also has a positive and significant effect on organizational commitment. When GHRM practices are well applied, employees demonstrate stronger commitment to the organization.

Third, organizational commitment itself has a positive and significant effect on performance, indicating that employees with higher commitment tend to perform better. Lastly, the study shows that organizational commitment does not significantly mediate the relationship between GHRM and performance. In other words, while both GHRM and organizational commitment directly improve performance, commitment does not serve as an intervening factor in this relationship.

Suggestions

Based on the results of this study, several recommendations can be made for both the institution and future researchers.

For the institution, improvements are needed in three areas. First, within Green Human Resource Management (GHRM), the lowest indicator was green performance management, suggesting the need for a deeper evaluation of why sustainable practices are not well integrated into performance systems. This may relate to limited feedback, weak integration of environmental aspects into daily work, or lack of managerial support. Second, in organizational commitment, the lowest indicator was normative commitment, which can be strengthened through clear career development opportunities, recognition of performance, and better peer and managerial support. Third, in performance, the lowest indicators were quality of work and job knowledge, indicating the need for improved employee training, knowledge development, and support to enhance work quality.

For future research, it is recommended to explore additional factors beyond GHRM and organizational commitment that may influence employee performance. Further studies can broaden the scope by identifying other variables that play a significant role in shaping performance outcomes.

REFERENCES

- Abdullahi, U., Al-Mamun, A., & Yusoff, R. Z. (2024). Green Human Resource Management and Environmental Performance: The Mediating Role of Employee Commitment and the Contingent Effect of Organizational Culture. *Journal of Management and Organization*, 30(4), 484–497.
- Afrinaldo, A. (2019). Pengaruh Keadilan dan Komitmen Organisasi terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi pada DM Baru Group Yogyakarta. Dspace UII.
- Akbar, A., Musadieg, M. A., & Mukzam, M. D. (2017). Pengaruh Komitmen Organisasional Terhadap Kinerja (Studi pada Karyawan PT Pelindo Surabaya). *Jurnal Administrasi Bisnis (JAB)*, 47(2), 33–38.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Cherian, J., & Jacob, J. (2012). A Study of Green HR Practices and Its Effective Implementation in the Organization: A Review. *International Journal of Business and Management*, (Online), Vol. 7, No. 21.
- Fahim, F., Khan, N., 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), 1–9.
- Gibson, J. L. (2000). Organisasi, Perilaku, Struktur, Proses. Edisi kelima. Cetakan ketiga. Jakarta: Penerbit Erlangga.
- Gomes, Faustino Cardoso. (2003). Manajemen Sumber Daya Manusia. Edisi Kedua. Yogyakarta: Andi Offset.
- Gomes, D. R., Ribeiro, N., Gomes, G., Ortega, E., & Semedo, A. (2024). Green HRM's Effect on Employees' Eco-Friendly Behavior and Green Performance: A Study in the Portuguese Tourism Sector. *Sustainability*, 16(22), 10005.
- Hasibuan, M. S. P. (2016). Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management*, 21(7), 1049–1089.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112(3),

1824–1833.

- Kehista, A. P., Faeni, D. P., & Fikri, A. W. N. (2024). Pengaruh Konsep Green Human Resources Management, Kepemimpinan Transformasional, dan Komitmen Organisasi terhadap Kinerja Organisasi yang Dimediasi Praktik Implementasi Green Human Resources Management. *SIMO: Jurnal Ilmu Manajemen*, 6(1), 142–160.
- Khan, M. R., Ziauddin, J. F. A., and Ramay, M. I. 2010. The Impacts of Organizational Commitment on Employee Job Performance. *European Journal of Social Sciences*. 15(3), 292-298.
- 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(August 2017), 83–93.
- Luthans, Fred. 2011. *Perilaku Organisasi*, Edisi Sepuluh. Penerjemah oleh Anwar Prabu Mangkunegara dan Andi Ernawan. Yogyakarta.
- Mangkunegara, Anwar Prabu. (2019). *Manajemen Sumber Daya Manusia*, Cetakan Ke Sebelas. Bandung: PT. Remaja Rosdakarya.
- Masri, H. A., & Jaaron, A. A. M. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474–489.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
- 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(3), 451–466.
- Rabinowitz, S., & Hall, D. T. (1997). Organizational research on job involvement. *Psychological Bulletin*, 84(2).
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*: 1–14.
- Renwick, D. W. S., Redman, T., & Wilkinson, A. (2016). Contemporary developments in Green (environmental) HRM scholarship. *International Journal of Human Resource Management*, 27(1–2), 114–128.
- Robbins, Stephen P, and Timothy A. Judge. (2011). *Perilaku Organisasi* (Edisi ke-12). Jakarta: Salemba Empat.
- Satria, J. J., & Resmawa, I. N. (2022). Pengaruh Green Human Resource Management terhadap Komitmen Karyawan, Eco-Friendly Behavior, dan Kinerja Lingkungan pada Karyawan Hotel Bintang 4 di Surabaya. *IKRAITH-EKONOMIKA*, 5(3), 72–87.
- Sitorus, R. S., & Suhartini. (2022). Keterampilan dan Green Human Resource Management: Dampaknya terhadap Keterlibatan Karyawan dan Kinerja. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 1(5), 183–202.
- Snyder, N. H. 1989. *Organization Transformation Process: Approaches, Strategies, Theories*. New York: Praeger.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2017). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1).
- Wijonarko, G., & Wirapraja, A. (2023). Peran Green Human Resource Management (GHRM) dan Kepuasan Kerja dalam Mempengaruhi Kinerja Karyawan di Masa Pandemi COVID-19. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(1), 458–471.
- Yusliza, M-Y., Othman, N. Z., & Jabbour, Charbel Jose Chiappetta. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*. 36(10), 1230–1246.