

---

## IMPROVING ORGANIZATIONAL PERFORMANCE THROUGH ENVIRONMENTAL PASSION AND ENVIRONMENTAL PERFORMANCE

Susilo Adi<sup>1\*</sup>, Agustinus Wardi<sup>2</sup>

<sup>1,2</sup> Universitas Sains Dan Teknologi Komputer

e-mail: [susilo.adi@stekom.ac.id](mailto:susilo.adi@stekom.ac.id), [agustinuswardi@gmail.com](mailto:agustinuswardi@gmail.com)

---

### ARTICLE INFO

#### Article history:

Received 5 Januari 2024

Received in revised form 10 Januari 2024

Accepted 21 Januari 2024

Available online 31 Mei 2024

---

### ABSTRACT

**Purposes:** This study aims to develop an empirical research model in improving organizational performance. The conceptual model is proposed based on Green Human Resource Management, Environmental Passion and Environmental Performance. **Research Methodology:** Using 200 respondents in the manufacturing industry in Central Java, the model was tested to obtain research data, the data were analyzed using inferential statistical data analysis using regression techniques and AMOS software 25. **Result:** The results showed that all proposed concepts were acceptable and the model proposed is quite feasible to be developed in improving organizational performance. **Limitations:** The limitations of this study are still using concepts that are abstract in nature and have not been able to provide specific dimensions for analysis with respect to endogenous variables, namely organizational performance. **Contribution:** In this study, this research develops new concepts related to concepts from stakeholder theory, other atomic theories and operations management theories. The result of this research contributes as recommendations for practitioners in improving organizational performance referring to environmental performance and the concept of sustainability in the field of management.

**Keywords:** *Green Human Resource Management, Environmental Passion, Environmental Performance, and Organizational Performance.*

---

### ABSTRAK

**Tujuan:** Penelitian ini bertujuan untuk mengembangkan model penelitian empiris dalam meningkatkan kinerja organisasi. Model konseptual diusulkan berdasarkan Green Human Resource Management, Environmental Passion dan Environmental Performance. **Metodologi Penelitian:** Menggunakan 200 responden pada industri manufaktur di Jawa Tengah, model diuji untuk mendapatkan data penelitian, data dianalisis menggunakan analisis data statistik inferensial menggunakan teknik regresi dan perangkat lunak AMOS 25. **Hasil:** Hasil penelitian menunjukkan bahwa semua konsep yang diusulkan dapat diterima dan model yang diusulkan cukup layak untuk dikembangkan dalam meningkatkan kinerja

---

*Received January 5, 2024; Revised January 10, 2023; Accepted January 21, 2024*

organisasi. Keterbatasan: Keterbatasan penelitian ini masih menggunakan konsep yang bersifat abstrak dan belum mampu memberikan dimensi spesifik untuk analisis sehubungan dengan variabel endogen, yaitu kinerja organisasi. Kontribusi: Dalam penelitian ini, penelitian ini mengembangkan konsep-konsep baru yang berkaitan dengan konsep-konsep dari teori stakeholder, teori atom lainnya dan teori manajemen operasi. Hasil penelitian ini memberikan kontribusi sebagai rekomendasi bagi praktisi dalam meningkatkan kinerja organisasi yang mengacu pada kinerja lingkungan dan konsep keberlanjutan di bidang manajemen.

**Kata Kunci:** Green Human Resource Management, Environmental Passion, Environmental Performance, dan Organizational Performance

## 1. BACKGROUND

The currently developing concept of sustainability has become an approach that encourages the use of human, natural and financial resources to improve the economy, environment and society in an integrated manner for the benefit of present and future generations [1]. [2] noted that Sustainable Human Resource Management is an alternative approach to HRM strategies. HRM is all the activities of HR management starting from job analysis, planning, recruitment and selection, training and development, competition, and performance evaluation to termination of employment [3]. Green Human Resource Management (GHRM) is critical to achieving sustainable environmental performance and competitive advantages by aligning employee behavior with the organization's strategic goal [4]. Employee aspects are very important for environmental performance because organizations must overcome significant obstacles to implement changes that involve all employees [5]. The sustainability of GHRM plays a crucial role in providing enthusiasm for employees to increase their activity and contribute to strategies for solving environmental problem [6].

The opinion that a passionate environment will have the privilege of improving organizational performance is based on the emergence of different ideas put forward by several researchers which states an improvement in management resources in corporate organizations through Environment passion [7]–[9]. Several previous researchers expressed the opinion that the existence of resources has shifted to a significant practical basis in improving organizational performance [10]–[12]. However, the opinions and ideas that are built are still open to criticism. empirically and academically to develop better theoretical logic. Thus [13] and [14], using Environmental Performance as a new concept linking Human Resource Management and Organizational Performance to get confirmation about the fulfillment of their organizational goals and objectives on an ongoing basis should check their performance [15]. Studies that are related to performance reviews require performance measures that are in accordance with how to compete in individual employees, this still brings about practical conflicts of thought by leaders to find out effective performance measures and can bring updates in competitive advantage and produce higher performance.

Green HRM exists both as a subset within the sustainable HRM field and a stand- alone field of enquiry [16]. According to [17], [18], HRM refers to HR practices in general and GHRM includes environmental issues in HR practices. In this paper the distinction between HRM and GHRM is considered relevant. First, in this paper an analysis is carried out on how HRM and GHRM are considered and their relationship with Employee Management. Second, the author examines and finds different relationships between HRM, GHRM and Environmental Management.

Previous research has not discussed whether Green Human Resource Management is Human Resource Management, as well as the environment between the two and other variables. Our article presents this analysis, which may offer pertinent and pertinent insights for future human capital studies. Human resource management has never been interested in environmental concepts in conventional discussions, but this article tries to increase the role of sustainable human resource management. This article is sufficient to provide insight that there is an interesting relevance to the concept of human studies from the perspective of human resources in the perspective of future generations.

The concept of organizational performance can play a crucial role for organizations starting from their recruitment to finding a way out of the old model to the new pattern. In recruiting employees in the context of increasing high organizational performance, it is necessary to build & maintain non-physical and social policies, as well as efforts to instill environmental-based practices. The Green HRM practice will improve the employees' performance, improve the satisfaction level of job and increase the organizational productivity [19], [20].

In organizational performance facing various demands and competition for increasing human resources, they can still complete the phenomenon and continue to experience renewal [21]. In improving organizational performance, it requires a measure of creative performance and must be consistent in renewal, so that the

work of other employees can produce increased performance which is influenced by ability and motivation factors as well as opportunities for individual activities with each other [22]. Various empirical studies reveal that increasing organizational performance and friendly resource management has been ongoing, namely sustainable Human Resource Management is able to identify problems within the organization, with a broad scope found in employee attitudes and behavior [23]. Therefore, the highest contribution is found in the criteria for mastering overall environmental performance standards, as well as providing financial and non- financial rewards for employees who have excellent environmental performance.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### **Environmental Passion (EPa), Environmental Performance (EPf)**

Companies tend to recognize that their activities have effects on the environmental and there is a need to minimize the effects, however, such recognition may not automatically translate into real initiatives [24]. Implementation of Human Resources policies to encourage the company's sustainable use of resources and to support ecology; and its main goal is to develop ecological sensitivity in employees and make them aware of how their own behavior can affect the environment [25], [26]. So, the term Sustainability has four domains or domains of meaning which include the preservation of the natural environment (protection of the natural environment); conservation of the natural environment (be careful in utilizing the natural environment); avoiding or minimizing environmental pollution (stopping or reducing planetary contamination); and the creation of natural-looking parks and places (new construction of natural-looking places on purpose).

The term 'Sustainability' in management refers to the environment or eco- activities [27], encourage development with dual focus on reducing poverty and taking into account long-term ecological effect [28]. The enthusiastic work spirit of the environment embodied by the organization is able to provide a spirit of environmental excitement from a different point of view. Environmental enthusiasm will be able to encourage increased performance Organizational performance is always seen from two aspects, namely input and output, a comparison between the two things will result in efficiency. Work enthusiasm for environmental excitement will be able to lead to an increase in environmental performance.

The GHRM concept is able to bring a cognitive understanding of environmental sustainability which is the goal of corporate social performance. So this has the potential to have an effect on reforming environmental performance. Therefore, the relationship between internal drivers, each Human Resource Management sustainability and organizational performance is hypothesized as follows:  
From this discussion, the hypothesis that the researcher proposes are:

H1: The higher the Green HRM, the higher the Environmental Performance

H2: The higher the Green HRM, the higher the Environmental Passion

H3: The higher the Environmental Passion (EPa), the higher the Environmental Performance (EPf)

### **Environmental Passion (EPa), Environmental Performance (EP), Performance Organization (PO)**

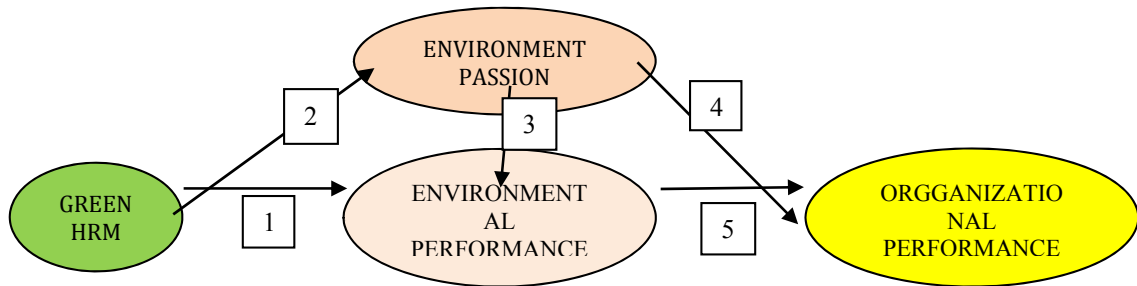
The friendly HRM concept is able to show its existence in providing a scientific description of the application of human resource management science praxis to environmental sustainability [29]. The management team can promote these goals to subordinates or employees to have an understanding of GHRM and its implications for environmental performance [30]. The basic focus that can be applied regarding the main focus of greening in the organizational context is outlined in four ideas, namely the focus of a new paradigm related to the implementation of the impact of HRM on the concept of sustainability, the environmental footprint transferred in the business context, nature conservation and preservation of the natural environment [31]. Environmental passion describes the positive energy of organizational members who are able to generate motivation in realizing important behaviors and are considered important by the individual and the organization [32]. Environmental passion is described as a positive emotion that directs the organization to be more proactive in caring for the social environment surrounding areas [33]. Members of the organization who have a high organizational passion will be able to create the concept of a lover of the environment in him which means he not only knows the meaning of the concept of recycling, but also has passion from time to time. Basically a passion or passion for the environment will be able to bring about positive management thinking that is oriented towards environmental sustainability. Companies in recruiting employees who have environmentally friendly competencies should obtain workers who have these abilities and backgrounds have knowledge of the environment. Environmental performance management should be

included in the performance appraisal component, so that the rewards given to employees must be associated to their performance results according to the concept of environmental performance. This is able to bring cost and resource efficiency in the company, this is in accordance with the company's main goal, namely to produce sustainability initiatives [34]. From this description, the hypotheses that the researcher proposes can be developed:

H4: The higher the Environmental Passion, the higher the Organizational Performance

H5: The higher the Environmental Performance, the higher the Organizational Performance

### Research Framework



## 3. METHODOLOGY

### Population and Sampling Techniques

In this research, the population studied is organizational leaders who have the power to control the organization. They are selected based on their responsibility in preparing planning and implementation in implementing operational strategies and completing work as well as their ability to direct increased employee activities so that they can realize the organizational goals. By using a purpose sampling model, 120 respondents were selected as research data. Data collection uses structured interviews through questionnaires which include steps in implementing Green HRM, Environmental Performance, Environmental Passion and Organizational Performance. This research is quantitative research by proposing 5 (five) initial hypotheses. Data analysis uses AMOS 22 which is presented in data table form.

### Sample and Data Collection

In this research, questionnaires were given to 200 leaders of manufacturing organizations/companies consisting of 80 managers, 60 directors and 60 department heads in Indonesia, with criteria 1) gender: 128 men (64%) and 72 women (36%); 2) with a working period of 30-40 years: 35 people (17.5%), 41-50 years: 105 people (52.5%), 51-60 years: 60 people (30%), using purposive sampling technique. There were 150 questionnaires returned, and 30 incomplete questionnaires, so that the data that could be processed was 120 questionnaires.

### Validity and Reliability Test

The questionnaire questions in this study presented 19 questions with a rating scale using a multi-item measure adopted from previous research. The variables used as research models, indicators and questions are presented in Table 1. The research uses the Average Variance Extracted (AVE) value 0.50 as a measure of good convergent validity. This can be interpreted as meaning that the probability of an indicator in one construct entering a variable that is lower or less is  $> 0.50$ , then, the probability of the indicators combining and entering a construct whose value in the block is  $< 50\%$ . To test the validity, the Loading Factor or AVE technique is used to determine the value of all constructs which are higher than the predetermined limit value of 0.50 using the method of looking for the correlation of the value obtained from each question item with the total value. [35] states that if the Cronbach Alpha value is greater than or equal to 0.6 then it can be stated that the instrument is suitable for use. Furthermore, the results of the instrument assessment are presented in tabular form.

Table 3.1. Research Instruments and Test Results

No	Variabel	Cronbach's Alpha	Indicator	Local loading standards
1	Green HRM Dumont .at all.2018	0.712	Recruitment	0.654
			Training	0.786
			Performance Appraisal	0.744
			Compensation and Reward	0.759
2	Enviroment passion Drnovsek et.all 2016	0.723	supervision	0.812
			quality	0.798
			collaboration between co-workers	0.744
			cost suppression	0.717
3	Environmental performance Tyteca.1996	0.706	Leverage	0.753
			Profile	0.711
			Company Growth	0.688
4.	Perfomance organization Huang ,2002	0.722	Role fit	0.719
			Role expansion	0.727
			Role performance	0.745

Source: Secondary data is processed in this study

#### 4. RESULT AND FINDINGS

##### Feasibility Analysis

A key reason for the attractiveness of variance-based Structural Equation Modeling (SEM) is the possibility to (graphically) model and estimate parameters for relationship between theoretical construct and to test complete behavioral science theories [36]. SEM distinguishes between theoretical construct and their empirical measurement by multiple observable variable. In this research, Partial Least-Square (PLS-SEM) was applied to analyze data by including formally measured constructs [37]–[39]. Furthermore, by knowing the RMSA score/value which is  $> 0.039$  and even though the GFI, TLKI and CFI values are  $> 0.9$ , it can be stated that there are no problems in formulating the model in this research.

Table 4.1. Criteria for Goodness of Fit Model

Goodness of fit indices	Cut-off value	Cut-off value of the Results
$\chi^2$ ( Chi-Square )	Diharapkan kecil	120.87
Significant Probability	$\geq 0,05$	0.034
CMIN/DF	$\leq 2,00$	97
RMSEA	$\leq 0,08$	0.06
GFI	$\geq 0,90$	0.905
TLI	$\geq 0,95$	0.954
CFI	$\geq 0,95$	0.034

Source: Data processing from secondary data

Table 4.1 shows the results of the Goodness of Fit criteria test which shows the Che-Square value is 120.87 and the probability value is 0.034. With these results, both assumptions are declared complete. The value for the TLI is 0.905, the GFI value is 0.06, the CFI value is 0.0954, while the RMSA value is 0.06, so this

indicates that the value is declared to have met the predetermined cut-off. So it can be stated that the assessment model is acceptable and meets the specified criteria.

### Hypothesis Test

Next, the hypothesis test was conducted to determine the causal relationship between variables, where in this study the CR-Critical Ratio was used equal to or greater than 2.0 [40]. To confirm the results, an empirical analysis model or outer model test was carried out. The outer model is a testing method to specify the relationship between unobserved variables and the indicators. Table 4.2 presents the results of this hypothesis test.

Table 4.2. Hypothesis Testing Results

Hypotheses	Estimate	Critical Ratio	Standard Error	P value ( $\leq 0,05$ )	Results
H1. The higher the green HRM, the higher the Environmental Performance	0.76	2.583	0.34	0,00	Supported
H2: The higher the Green HRM, the higher the Environmental Passion	0.81	2.907	0.45	0,00	Supported
H3: The higher the environmental passion, the higher the environmental performance.	0.69	2.885	0.59	0,00	Supported
H4. The higher the environmental passion, the higher the organizational performance	0.71	2.974	0.67	0,00	Supported
H5. The higher the environmental performance, the higher the organizational performance	0.84	2.972	0.58	0,00	Supported

Source: Data processing from secondary data

From Table 4.2, the hypothesis results can be explained where:

#### Hypothesis 1

Green Human Resource Management (GHRM) influences on Environmental Performance (EPf). It was found that there was a structural relationship model where the strategic role of GHRM significantly influenced EPf with a score of  $t = 2.583 > 1.96$  with a significance value of  $0 > 0.05$ . Thus, Hypothesis 1 is declared acceptable.

#### Hypothesis 2

Based on the findings in Table 4.2, it is known that GHRM has an effect on EPa. The results of the hypothesis analysis of the structural path show that there is a significant relationship between the strategic role of GHRM and EPa with a value of  $t = 2.907 > 1.96$  with a significance value of  $0 > 0.05$ . So it can be said that H1 is accepted.

#### Hypothesis 3

Table 4.2 explains the finding that EPa has an effect on LPf where in the structural path it is known that there is a significant relationship between Environmental Passion (EPa) and Environmental Performance (EPf). These results are indicated by the relationship between the strategic role EPa and EPf  $t = 2.885 > 1.96$  and a significance value of  $0 < 0.05$ . Thus H3 can be accepted.

#### Hypothesis 4

Findings based on Table 4.2 of the hypothesis results show that Environmental Passion (PE) has an effect on Organizational Performance (PO). Findings through the structural path explain that there is a significant

relationship between the strategic roles of PE and PO where the t value = 2.974 > 1.196 with the significance value being  $0 < 0.05$ . Thus, H4 can be accepted.

#### Hypothesis 5

Table 4.2 further highlights the findings regarding Environmental Performance (EPf), its influence on Organizational Performance (PO). A relationship model of Environmental Performance (EPf) and Organizational Performance (PO) was found. The structural path findings show that there is a significant relationship between the strategic role of EPf and PO ( $t = 2.972 > 1.96$ ) with a significance value of ( $0, < 0.05$ ). Therefore, Hypothesis 5 is accepted.

## 5. DISCUSSION

In a dynamic environment, a firm's strategic ability to adopt a GHRM response depends on developing the right organizational enthusiasm and resources to develop new processes, products and organizational performance, and organizational arousal to succeed requires internal and external resources [41], [42]. External drivers play an important role in motivating companies towards Green HRM. They mainly consist of environmental regulations, customer sustainability demands and environmental performance pressures. Although it depends on the type of innovation implemented, where Green HRM tends to emerge when environmental pressures exist [32]. It is clear that the ability of Green HRM triggers organizational excitement and processes towards setting environmental goals and developing sustainable organizational performance. Similarly, social work increases the awareness and accountability of companies towards the environment. This improves the company's performance, market value and sustainability image [5], [43].

Internal alignment is important in the sense that it has measurable efficiency consequences for the company. It also demonstrates an important role for top management, even in a constrained discretionary environment [44]. Thus it can be said that internal alignment through the dimensions of salary, technology and organization can encourage organizational enthusiasm in overcoming environmental uncertainty, by adopting flexibility, pro-activeness, and speed in the dimensions of HR, IT, and Environmental performance to survive and create Organizational Performance. Another key that drives organizations to adopt green HRM practices is the market demand for environmentally friendly products [45]. By using an intensive literature review that has been carried out by various previous studies related to the role of Green HRM on environmental performance. Recruitment of reward training selection and carried out in a Green manner will have an impact on improving the environmental performance of employees who understand their role in their contribution to the environment which has been a factor involved when managing the company, it will encourage employees to think cognitively to generate generative ideas. In carrying out the production process based on sustainability, these findings also succeeded in revealing that there is a group implementation of Green HRM practices at various levels of positive relationship, it has been shown from the results of inferential statistics that the Grand Amount in management has been able to affect environmental performance, this shows management practices. Basically what has been known before when it was developed into a green concept has been able to generate new knowledge and new actions that are quite proactive in building sustainability. Through green training and development programs such as those that have been adopted in various countries will be able to reduce costs arising from the production process going forward to provide a competitive advantage for companies. To increase the level of implementation of management principles, employees need to be given a collective understanding of the implementation of green processes. at the level of production which will have an impact on the implementation of environmental performance.

In HRM can be considered as an action that is able to develop human resources to a standard level and achieve better performance through competency development. In addition, recruitment and green practices are said to contribute the most in delivering the implementation of environmental performance when environmental performance is considered a priority in the organization. employees will apply the production process optimally which was previously designed from the recruitment process. This is done to protect the environment. Where they live when environmentally friendly recruitment and selection are quite effective in explaining their existence in producing educated and trained employees, this recruitment becomes. Initial rejection of environmental performance and companies that have been able to provide complex evidence will always provide a fairly good model for implementing environmental performance. Rewards that are effective enough and may be suitable for everyone will be able to attract and retain employees who have great talent



because most of them consider the top reward system as a priority to work in an organization. In general, top management has the power and visibility to provide an incentive to employees to be motivated in environmentally friendly activities. Environmentally friendly activities that are built based on commitment like this will be able to produce environmental performance that is able to become the orientation of company owners and stakeholders. In addition, the rewards given in the Green HRM process will also be able to motivate employee behavior broadly. Previous research has shown results that reward is important for companies to understand the strategic and operational implications of market demand as part of improving performance [46]. [47] found that over time customers are increasingly environmentally conscious and tend to demand more 'sustainable' products. This encourages companies to adopt environmental development and integrate environmentally friendly processes to produce sustainable products, meet market demands, and gain competitive advantages [48], [49]. Environmental performance in the perspective of knowledge based view is the output of knowledge management capabilities in the form of resources to improve the perceptual aspects of the organization so that it can view environmental changes as opportunities and by design, entrepreneurial organizations able to achieve the expected goals, excel in competition, and survive in an uncertain, unpredictable, and aggressive business environment. This is considered an opportunity and a major business factor as well as the potential to increase the competitiveness of the organization [50], thus contributing to the company to regenerate Organizational Performance.

## 6. CONCLUSION

The enthusiasm that exists within the company will determine success in achieving organizational goals. The level of organizational excitement achieved by a company really depends on how the company can quickly respond to changes in the rapidly changing environment and how appropriately the company adopts environmental performance so that customer demands can be met and can improve organizational performance. Green HRM, Environmental Passion, Environmental Performance, Environmental Passion, Performance Organizational, proven capable of a company to develop Environmental Passion and supported by a systemic Environmental Performance that allows the company to quickly respond to environmental changes so that the company is able to improve its strategic business and can achieve a position of excellence Performance Organizational. This model has contributed several hypotheses that have been accepted as a result of data analysis. Two mediation concepts have also successfully demonstrated their mediation to encourage superior competitive capabilities, this shows that these concepts have been able to improve their business strategies.

## 7. IMPLICATION, LIMITATION AND FUTURE RESEACRH

This research has shown that the Driver of Innovation and Internal Alignment through Green HRM and Organizational Performance is able to provide a significant role in improving Organizational Performance. And Green HRM and Environmental Passion have made a proactive interaction and its impact in improving the strategic business. Comprehensively it can be said that the concept of Innovation Driver and Internal Alignment mediated by Green HRM and Organizational Performance allows to increase the company's ability to make competitive organizational performance improvements. Companies today should be able to pay more attention to environmental changes, especially environmental sustainability to produce products that are environmentally friendly and sustainable and that requires the development of human resources who can quickly carry out internal alignment making it easier for companies to improve organizational agility.

### Limitations

Limitations in this research include two basic things. First, data collection through a questionnaire survey via personal email of selected respondents, namely organizational/company leaders. Second, the research focus is limited to two independent variables and two intervening variables without considering other variables.

### Future Research

In future research, it is hoped that researchers can add other research variables related to the results of improving organizational performance in companies.



## REFERENCES

- [1] K. Sathasivam, R. Abu Bakar, and R. Che Hashim, "Embracing organisational environmental sustainability: Experiences in green human resource management," *Bus. Strateg. Dev.*, vol. 4, no. 2, pp. 123–135, Jun. 2021, doi: 10.1002/bsd2.133.
- [2] D. Firdaus, "Manajemen Sumber Daya Manusia yang Berkelanjutan Tinjauan Sistematis atas Bidang yang Sedang Berkembang," *Universitas Muhammadiyah Malang*. Universitas Muhammadiyah Malang, Malang, Nov. 2023.
- [3] A. Noor *et al.*, *Human Resource Management (Manajemen Sumber Daya Manusia)*. , Cetakan Pertama. Jambi: Sonpedia Publishing Indonesia, 2023.
- [4] N. T. Pham, H. T. Hoang, and Q. P. T. Phan, "Green human resource management: a comprehensive review and future research agenda," *Int. J. Manpow.*, vol. 41, no. 7, pp. 845–878, Oct. 2019, doi: 10.1108/IJM-07-2019-0350.
- [5] S. Ren, G. Tang, and S. E. Jackson, "Green human resource management research in emergence: A review and future directions," *Asia Pacific J. Manag.*, vol. 35, no. 3, pp. 769–803, Sep. 2018, doi: 10.1007/s10490-017-9532-1.
- [6] J. Jia, H. Liu, T. Chin, and D. Hu, "The Continuous Mediating Effects of GHRM on Employees' Green Passion via Transformational Leadership and Green Creativity," *Sustainability*, vol. 10, no. 9, p. 3237, Sep. 2018, doi: 10.3390/su10093237.
- [7] T. Lützkendorf, "Assessing the environmental performance of buildings: trends, lessons and tensions," *Build. Res. Inf.*, vol. 46, no. 5, pp. 594–614, Jul. 2018, doi: 10.1080/09613218.2017.1356126.
- [8] G. E. Halkos and M. L. Polemis, "The impact of economic growth on environmental efficiency of the electricity sector: A hybrid window DEA methodology for the USA," *J. Environ. Manage.*, vol. 211, pp. 334–346, Apr. 2018, doi: 10.1016/j.jenvman.2018.01.067.
- [9] N. Yousefi, X. Lu, M. Elimelech, and N. Tufenkji, "Environmental performance of graphene-based 3D macrostructures," *Nat. Nanotechnol.*, vol. 14, no. 2, pp. 107–119, Feb. 2019, doi: 10.1038/s41565-018-0325-6.
- [10] A. Berberoglu, "Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals," *BMC Health Serv. Res.*, vol. 18, no. 1, p. 399, Dec. 2018, doi: 10.1186/s12913-018-3149-z.
- [11] N. Garg, "High performance work practices and organizational performance-mediation analysis of explanatory theories," *Int. J. Product. Perform. Manag.*, vol. 68, no. 4, pp. 797–816, Apr. 2019, doi: 10.1108/IJPPM-03-2018-0092.
- [12] C. Zhu, A. Liu, and G. Chen, "High performance work systems and corporate performance: the influence of entrepreneurial orientation and organizational learning," *Front. Bus. Res. China*, vol. 12, no. 1, p. 4, Dec. 2018, doi: 10.1186/s11782-018-0025-y.
- [13] E. Latshaw, "Can a Personal Passion for the Environment Create a Shift in the Event Industry?," Pace University, 2020. Accessed: Jan. 03, 2024. [Online]. Available: [https://digitalcommons.pace.edu/honorscollege\\_theses/318](https://digitalcommons.pace.edu/honorscollege_theses/318)
- [14] S. Pahl and K. J. Wyles, "The human dimension: how social and behavioural research methods can help address microplastics in the environment," *Anal. Methods*, vol. 9, no. 9, pp. 1404–1411, 2017, doi: 10.1039/C6AY02647H.
- [15] R. Brito and L. Oliveira, "The Relationship Between Human Resource Management and Organizational Performance," *Brazilian Bus. Rev.*, vol. 13, no. 3, pp. 90–110, May 2016, doi: 10.15728/bbr.2016.13.3.5.
- [16] R. Paulet, P. Holland, and D. Morgan, "A meta-review of 10 years of green human resource management: is Green HRM headed towards a roadblock or a revitalisation?," *Asia Pacific J. Hum. Resour.*, vol. 59, no. 2, pp. 159–183, Apr. 2021, doi: 10.1111/1744-7941.12285.
- [17] A. C. Maltz, A. J. Shenhar, and R. R. Reilly, "Beyond the Balanced Scorecard.," *Long Range Plann.*, vol. 36, no. 2, pp. 187–204, Apr. 2003, doi: 10.1016/S0024-6301(02)00165-6.
- [18] M. Moullin, "Performance measurement definitions," *Int. J. Health Care Qual. Assur.*, vol. 20, no. 3, pp. 181–183, May 2007, doi: 10.1108/09526860710743327.
- [19] S. Abu-Mahfouz, M. Sobihah Abd Halim, A. Suriawaty Bahkia, N. Alias, and A. Malek Tambi, "Sustainable human resource management practices in organizational performance: The mediating impacts of knowledge management and work engagement," *J. Entrep. Manag. Innov.*, vol. 19, no. 2,

- pp. 57–97, 2023, doi: 10.7341/20231922.
- [20] Y.-K. Kuo, T. I. Khan, S. U. Islam, F. Z. Abdullah, M. Pradana, and R. Kaewsaeng-on, “Impact of Green HRM Practices on Environmental Performance: The Mediating Role of Green Innovation,” *Front. Psychol.*, vol. 13, Jun. 2022, doi: 10.3389/fpsyg.2022.916723.
- [21] J. B. Barney, “Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view,” *J. Manage.*, vol. 27, no. 6, pp. 643–650, Dec. 2001, doi: 10.1177/014920630102700602.
- [22] S. B. Robbins, I.-S. Oh, H. Le, and C. Button, “Intervention effects on college performance and retention as mediated by motivational, emotional, and social control factors: Integrated meta-analytic path analyses,” *J. Appl. Psychol.*, vol. 94, no. 5, pp. 1163–1184, 2009, doi: 10.1037/a0015738.
- [23] D. W. S. Renwick, T. Redman, and S. Maguire, “Green Human Resource Management: A Review and Research Agenda\*,” *Int. J. Manag. Rev.*, vol. 15, no. 1, pp. 1–14, Jan. 2013, doi: 10.1111/j.1468-2370.2011.00328.x.
- [24] T. Keszey, “Environmental orientation, sustainable behaviour at the firm-market interface and performance,” *J. Clean. Prod.*, vol. 243, p. 118524, Jan. 2020, doi: 10.1016/j.jclepro.2019.118524.
- [25] M. Saunila and J. Ukko, “Facilitating innovation capability through performance measurement,” *Manag. Res. Rev.*, vol. 36, no. 10, pp. 991–1010, Sep. 2013, doi: 10.1108/MRR-11-2011-0252.
- [26] E. Claver, J. J. Tari, and J. F. Molina, “Critical factors and results of quality management: An empirical study,” *Total Qual. Manag. Bus. Excell.*, vol. 14, no. 1, pp. 91–118, Jan. 2003, doi: 10.1080/14783360309709.
- [27] M. bellah Farid and H. El-Sawalhy, “Green human resource management in hotels: Awareness and implementation,” *J. Assoc. Arab Univ. Tour. Hosp.*, vol. 13, no. 2, pp. 125–134, Dec. 2016, doi: 10.21608/jaauth.2016.49747.
- [28] D. Crews, “Crews, D. (2010). Strategies for Implementing Sustainability: Five Leadership Challenges. SAM Advanced Management Journal, 75, 15.” *SAM Adv. Manag. J.*, vol. 75, no. 15, 2010.
- [29] M. Čech, W. Yao, A. Samolejová, J. Li, and P. Wicher, “Human Resource Management in Chinese manufacturing companies,” *Perspect. Sci.*, vol. 7, pp. 6–9, Mar. 2016, doi: 10.1016/j.pisc.2015.11.003.
- [30] P. Millar and A. Doherty, “Capacity building in nonprofit sport organizations: Development of a process model,” *Sport Manag. Rev.*, vol. 19, no. 4, pp. 365–377, Oct. 2016, doi: 10.1016/j.smr.2016.01.002.
- [31] M. Pinzone, M. Guerci, E. Lettieri, and T. Redman, “Progressing in the change journey towards sustainability in healthcare: the role of ‘Green’ HRM,” *J. Clean. Prod.*, vol. 122, pp. 201–211, May 2016, doi: 10.1016/j.jclepro.2016.02.031.
- [32] N. Saifulina and A. Carballo-Penela, “Promoting Sustainable Development at an Organizational Level: An Analysis of the Drivers of Workplace Environmentally Friendly Behaviour of Employees,” *Sustain. Dev.*, vol. 25, no. 4, pp. 299–310, Jul. 2017, doi: 10.1002/sd.1654.
- [33] C. De Bernardi and M. Pedrini, “Entrepreneurial behaviour: Getting eco-drunk by feeling environmental passion,” *J. Clean. Prod.*, vol. 256, p. 120367, May 2020, doi: 10.1016/j.jclepro.2020.120367.
- [34] C. Corbo, L. Lamastra, and E. Capri, “From Environmental to Sustainability Programs: A Review of Sustainability Initiatives in the Italian Wine Sector,” *Sustainability*, vol. 6, no. 4, pp. 2133–2159, Apr. 2014, doi: 10.3390/su6042133.
- [35] H. Taherdoost, “Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research,” *SSRN Electron. J.*, 2016, doi: 10.2139/ssrn.3205040.
- [36] J. Henseler, “Bridging Design and Behavioral Research With Variance-Based Structural Equation Modeling,” *J. Advert.*, vol. 46, no. 1, pp. 178–192, Jan. 2017, doi: 10.1080/00913367.2017.1281780.
- [37] J. F. Hair, G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks, and S. Ray, *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Cham: Springer International Publishing, 2021. doi: 10.1007/978-3-030-80519-7.
- [38] P. Korzynski, G. Mazurek, and M. Haenlein, “Leveraging employees as spokespeople in your HR strategy: How company-related employee posts on social media can help firms to attract new talent,” *Eur. Manag. J.*, vol. 38, no. 1, pp. 204–212, Feb. 2020, doi: 10.1016/j.emj.2019.08.003.
- [39] N. F. Richter, S. Hauff, C. Schlaegel, S. Gudergan, C. M. Ringle, and M. Gunkel, “Using Cultural Archetypes in Cross-cultural Management Studies,” *J. Int. Manag.*, vol. 22, no. 1, pp. 63–83, Mar. 2016, doi: 10.1016/j.intman.2015.09.001.
- [40] J. L. Arbuckle, “User’s Guide,” *IBM® SPSS® Amos™* 26, 2019.

- [https://www.ibm.com/docs/en/SSLVMB\\_26.0.0/pdf/amos/IBM\\_SPSS\\_Amos\\_User\\_Guide.pdf](https://www.ibm.com/docs/en/SSLVMB_26.0.0/pdf/amos/IBM_SPSS_Amos_User_Guide.pdf) (accessed Jan. 02, 2024).
- [41] E. F. Chapman, F. A. Sisk, J. Schatten, and E. W. Miles, "Human resource development and human resource management levers for sustained competitive advantage: Combining isomorphism and differentiation," *J. Manag. Organ.*, vol. 24, no. 4, pp. 533–550, Jul. 2018, doi: 10.1017/jmo.2016.37.
- [42] J. F. Molina-Azorin, M. D. López-Gamero, J. J. Tarí, J. Pereira-Moliner, and E. M. Pertusa-Ortega, "Environmental Management, Human Resource Management and Green Human Resource Management: A Literature Review," *Adm. Sci.*, vol. 11, no. 2, p. 48, May 2021, doi: 10.3390/admsci11020048.
- [43] R. A. El Khatib and A. A. Ali, "Evaluating the effect of knowledge risks on sustainability: the mediating role of organizational performance," *J. Manag. Dev.*, vol. 41, no. 9/10, pp. 496–513, Nov. 2022, doi: 10.1108/JMD-01-2022-0006.
- [44] S. Ren, K. Jiang, and G. Tang, "Leveraging green <sc>HRM</sc> for firm performance: The joint effects of <sc>CEO</sc> environmental belief and external pollution severity and the mediating role of employee environmental commitment," *Hum. Resour. Manage.*, vol. 61, no. 1, pp. 75–90, Jan. 2022, doi: 10.1002/hrm.22079.
- [45] K. Mustafa, M. B. Hossain, F. Ahmad, F. Ejaz, H. G. A. Khan, and A. Dunay, "Green human resource management practices to accomplish green competitive advantage: A moderated mediation model," *Heliyon*, vol. 9, no. 11, p. e21830, Nov. 2023, doi: 10.1016/j.heliyon.2023.e21830.
- [46] E. Kartika and L. Ellitan, "The Role of Reward System as Performance Control System: Empirical Evidence from Strategic Business Unit in Indonesia," *Qual. - Access to Success*, vol. 23, no. 188, Jan. 2022, doi: 10.47750/QAS/23.188.18.
- [47] T.-Y. Chiou, H. K. Chan, F. Lettice, and S. H. Chung, "The influence of greening the suppliers and green innovation on environmental performance and competitive advantage in Taiwan," *Transp. Res. Part E Logist. Transp. Rev.*, vol. 47, no. 6, pp. 822–836, Nov. 2011, doi: 10.1016/j.tre.2011.05.016.
- [48] A. J. Khan, W. Ul Hameed, J. Iqbal, A. A. Shah, M. A. U. R. Tariq, and S. Ahmed, "Adoption of Sustainability Innovations and Environmental Opinion Leadership: A Way to Foster Environmental Sustainability through Diffusion of Innovation Theory," *Sustainability*, vol. 14, no. 21, p. 14547, Nov. 2022, doi: 10.3390/su142114547.
- [49] S. Parida and K. Brown, "Green Human Resource Management and Green Innovation," 2021, pp. 159–183. doi: 10.1007/978-3-030-76563-7\_7.
- [50] C.-F. Chiang and T.-S. Hsieh, "The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior," *Int. J. Hosp. Manag.*, vol. 31, no. 1, pp. 180–190, Mar. 2012, doi: 10.1016/j.ijhm.2011.04.011.