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Theoretical Study of Green Human Resources Management and the Effect of Job Satisfaction on Employee Performance

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Abstract

This theoretical study is a study to examine Green Human Resources Management practices among company employees. Despite much research on GHRM, there is no holistic model that addresses its impact on organizational, individual, and team performance. This research aims to examine 190 GHRM papers and build a holistic model in the application of the GHRM concept mediated by Job Satisfaction and its relationship to Employee Performance. Design/Methodology/approach through a literature review, this research analyzes related research results from various scientific disciplines relevant to the topic. The findings of this research found that the role of GHRM and job satisfaction are key success factors in creating good employee performance. Organizations need to implement GHRM, because this has an impact on employee satisfaction and increases employee job satisfaction to increase GHRM so that it can influence employee performance holistically. The limitation of this research is that it is only a literature review, it does not consider questionnaire surveys and workplace evaluations as future research opportunities. The originality/value of this research integrates theoretical studies regarding GHRM and job satisfaction which results in the importance of the company's role in human resource management practices in improving performance.

Keywords

Employee performance, GHRM, Job satisfaction, Green Value Creation.

1. Introduction

In today's competitive and dynamic era, employees have different expectations compared to employees in the past, they want work that is more meaningful and challenging, as well as a better balance between work and personal life, besides that companies are increasingly focusing on sustainability. In this case, GHRM has a role in creating a sustainable business strategy. Environmentally friendly human resources influence success in obtaining financial and market profits (Shaban, 2019). Sustainability of GHRM plays an important role in encouraging employees to increase their creativity and contribute to strategies for solving environmental problems (Jia et al., 2018). This opinion is also strengthened by the results of research conducted by Jabbar & Abid (2014), which revealed that GHRM practices influence employee motivation to be involved in the organization's environmental performance and have initiatives or ideas related to the environment.

GHRM practices in a company are carried out by implementing Environmentally Friendly Human Resources Management (MSDM-RL). HRM-RL starts from a recruitment pattern (Green Recruitment) where companies can select candidates who are committed to environmental issues. Second, environmentally friendly training and development (Green Training and Development), namely providing activities that can motivate and improve employee skills in efforts to protect the environment and be sensitive to environmental problems. Third, Green Performance Management and Appraisal is an evaluation activity of employee performance in the process of protecting and preventing environmental issues. Fourth, Green Reward and Compensation, namely providing compensation both financially and non-financially so that employees are consistent in contributing to environmental management (Purnama & Nawangsari, 2019). GHRM practices play an important role in developing a company's commitment to promoting green culture (Shoaib et al., 2021).

Meanwhile, the satisfaction of employees who are satisfied with their work generally performs well and is better than employees who are dissatisfied. In general, Wexley & Yuki (1977) define job satisfaction is the way an employee feels about his or her job. Furthermore, Davis (1985) stated that job satisfaction is the favorableness or unfavorable Ness with employees' view of their work. Employee performance or job performance is actions and behavior that are controlled by individuals and contribute to the goals of the organization (Rotundo & Sackett, 2002). The behavioral aspect refers to what individuals do in work situations. Not every behavior is included in the performance concept, but only behavior that is relevant to work is included in the behavioral aspect. Therefore, performance is not determined by the action itself but also through an assessment and evaluation process and behavior is the only thing that can be scaled so that it can be measured to define performance (Campbell et al., 1993; Ilgen & Schneider, 1991; Motowidlo, Borman & Schmit, 1997). This study outlines a literature review related to Green Human Resources Management, job satisfaction, and employee performance as well as review relevant findings from existing research and present a deeper understanding of Green Human Resources Management, Job Satisfaction, and employee performance.

2. Method

The preparation of this scientific article adopts a literature review method by analyzing literature relevant to a particular topic. A literature review does not just present information, but also involves critical analysis of the material presented. References are obtained from various sources such as scientific journals and articles available online on recognized publication platforms, including but not limited to

Emerald, Proquest, Scopus, Science Direct, as well as other sources considered credible until 2024. Through Google Scholar and other search engines, supporting journal search efforts use keywords such as Green Human Resources Management, Employee Job Satisfaction, and Employee Performance. The author obtained and reviewed 190 articles selected based on title, abstract and conclusion, and adjusted to the desired topic focus. Some articles are inaccessible or not relevant to the topic discussed in this article, leaving 50 to 60 scientific articles which will then be reviewed in this research. Through the literature review carried out, it is hoped that this article can produce conclusions that illustrate how Green Human Resources Management, employee satisfaction will ultimately influence their performance in the workplace.

3. Discussion

3.1. Green Human Resources Management (GHRM)

GHRM has a role in creating sustainable business strategies. GHRM plays a crucial role in creating sustainable business strategies. Effective GHRM implementation has a positive impact on achieving financial and market profits, increases employee motivation in contributing to solutions to environmental problems, and strengthens the company's commitment to an environmentally friendly culture. Environmentally friendly human resources influence success in obtaining financial and market profits (Shaban, 2019). Sustainability of GHRM plays an important role in encouraging employees to increase their creativity and contribute to strategies for solving environmental problems (Jia et al., 2018). This opinion is also strengthened by the results of research conducted by Jabbar & Abid (2014), which revealed that GHRM practices influence employee motivation to be involved in the organization's environmental performance and have initiatives or ideas related to the environment.

GHRM practices in a company are carried out by implementing Environmentally Friendly Human Resources Management (MSDM-RL). HRM-RL starts from a recruitment pattern (Green Recruitment) where companies can select candidates who are committed to environmental issues. Second, environmentally friendly training and development (Green Training and Development), namely providing activities that can motivate and improve employee skills in efforts to protect the environment and be sensitive to environmental problems. Third, Green Performance Management and Appraisal is an evaluation activity of employee performance in the process of protecting and preventing environmental issues. Fourth, Green Reward and Compensation, namely providing compensation both financially and non-financially so that employees are consistent in contributing to environmental management (Purnama & Nawangsari, 2019). GHRM practices play an important role in developing a company's commitment to promoting green culture (Shoaib et al., 2021).

GHRM has actually supported a paradigmatic understanding of the 'triple bottom-line' concept; that is, GHRM involves practices that are aligned with the three pillars of environmental, social, and economic balance sustainability (Yusoff, Ramayah, & Othman, 2015) and bring benefits to the organization in the long term (Wagner, 2013). GHRM forms part of a broader corporate social responsibility program (Sathyapriya et al., 2013). In this case, HR managers are expected to be able to create awareness among employees who work for the organization about how to improve the environmental performance of the organization through human behavior (Shaikh, 2010). Green Human Resource Management is divided into several factors (Arulrajah et al., 2015; Bangwal & Tiwari, 2015; Berber & Aleksić, 2016; Kaithal, 2017; Ullah, 2017).

Green Recruitment and Selection Organizations must focus on selecting and recruiting employees who support and are interested in the environment (Renwick et al., 2013). Therefore, to increase the attractiveness of employee selection from talent that is increasingly environmentally conscious, organizations must build an environmental reputation and illustration that is inspired by the idea that the organization is responsive to the environment (Guerci et al., 2016; Kapil, 2015). Organizations should reflect their work environment sustainability agenda through the organization's website, Web and other available public channels so that candidates can clearly see the organization's greening focus (Arulrajah et al., 2015; Kapil, 2015). This is confirmed by the work of which found that environmental sustainability-related goals can play a major role in attracting potential applicants (Guerci et al., 2016). Green recruitment ensures that new recruits understand the organization's green culture and share its environmental values through the transfer of participants' environmental knowledge, values and beliefs (Jackson & Seo, 2010; Renwick et al., 2013). Recruitment must include environmental criteria (Arulrajah et al., 2015). In the job analysis phase, job descriptions and individual specifications must explain and emphasize environmental aspects, green achievements and explain what is expected from green employees in the future (Mandip, 2012; Renwick et al., 2013). Green Training and Development Environmental training and development as one of the main methods by which Human Resource Management develops environmental management support and initiatives (Daily et al., 2007; Jabbour, 2013). Opatha & Arulrajah (2014) stated that the most significant impact on environmental awareness among employees is through environmental training. Arulrajah et al. (2015) discuss the value of green education and employee training in providing the knowledge and skills necessary for good environmental performance. Employee training and development programs cover social and environmental issues at all levels (Mandip, 2012; Mehta & Chugan, 2015). Therefore, training, development and learning plans should include programs, workshops and sessions to enable employees to develop and acquire knowledge in environmental management (Liebowitz, 2010; Prasad, 2013). To achieve this goal, the principle of job rotation should be used in green assignments as an important part of the training and career development plans of future talented green managers (Prasad, 2013; Wehrmeyer, 2017). Green Performance Assessment Performance assessments are generally used to manage salaries, identify employee strengths and weaknesses, and provide performance feedback, in order to improve operational competency and increase company growth while also enhancing transformational processes and performance. Without a formal performance appraisal process, discipline is weakened within an organization, and employee capacity building is hampered. However, appraisal programs must be developed carefully to take full advantage of employee talents and efforts (Mathis & Jackson, 2011). From a green perspective, green performance appraisal refers to assessing and recording employees' environmental performance throughout their career at the company and providing feedback on employee performance to prevent undesirable attitudes or reinforce exemplary behavior. Effective performance appraisals provide useful feedback to employees that can support continuous improvement in the company's environmental achievements. Jabbour et al. (2010) shows that performance appraisal has an impact on environmental management when companies have annual goals for pollution prevention and development of environmental innovation. green reward and compensation achieving organizational green goals can be enhanced by rewarding employees for their commitment to environmental practices (Jabbour & Jabbour, 2016; Jabbour et al., 2008). There are many types of reward practices for green skill acquisition. Rewards can be in the form of monetary-based environmental management rewards (e.g., bonuses, cash, premiums), non-monetary-based rewards (e.g., sabbaticals, leaves, prizes), recognition-based environmental management

rewards (e.g., awards, dinners, publicity, roles external as well as daily praise), and positive environmental management rewards (e.g., feedback) (Opatha, 2013; Renwick et al., 2013). Furthermore, organizations can use green rewards management practices through linking participation in green initiatives with promotions or career advancement by providing incentives to encourage environmentally friendly practices such as recycling and waste management (Jabbar & Abid, 2014; Prasad, 2013). Additionally, it can be used to encourage some green creativity and innovation by asking employees to share innovative green ideas related to their individual work (Ahmad, 2015). Thus, analysis of various studies confirms that Green Human Resources Management can be an effective strategy in increasing employee satisfaction, as well as improving employee performance supported by the implementation of GHRM.

3.2. Employee Satisfaction

Employee satisfaction and performance are two aspects that are closely related to each other in an organization. Employees who are satisfied with their jobs generally show better performance, and conversely, good performance can increase employee satisfaction. In general, Wexley & Yuki (1977) define job satisfaction is the way an employee feels about his or her job. Furthermore, Davis (1985) stated that job satisfaction is the favorableness or unfavorableness with employees' view of their work. Luthans (2006) stated job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Job satisfaction is an emotional expression that is positive or pleasant as a result of evaluating a job or enjoyable as a result of evaluating a job or work experience.

According to Wiliandari (2015) explains that job satisfaction is a set of employees' feelings about whether their work is enjoyable or not. There is an important difference between these feelings and the other two elements of employee attitude. Satisfaction is a relative feeling of pleasure or displeasure, for example the following statement "I enjoy doing a variety of tasks" which is different from objective thinking, for example through the statement "My job is complicated" and behavioral desires, for example the statement "I am planning not to do any more work in the future." three months". These three parts of attitude help managers understand employees' reactions to their work and consider their impact on future behavior.

Rivai et al. (2011) it is explained that the well-known theories about job satisfaction. Discrepancy theory measures a person's job satisfaction by calculating the difference between what it should be and the perceived reality. Therefore, if the satisfaction obtained is more than what was desired, then people will feel even more satisfied, so there is discrepancy, but it is a positive discrepancy. A person's job satisfaction depends on the difference between what they think they will get and what they achieve. Justice theory suggests that people will feel satisfied or dissatisfied, depending on whether or not there is justice (Equity) in a situation, especially a work situation. According to this theory, the main components in justice theory are input, results, fairness and injustice.

According two factor theory, job satisfaction and job dissatisfaction are different things. Satisfaction and dissatisfaction with work is not a continuous variable. This theory formulates job characteristics into two groups, namely satisfies or motivators and dissatisfies. Satisfies are factors or situations that are needed as a source of job satisfaction which consist of: interesting work, full of challenges, opportunities to excel, opportunities to gain awards and promotions. Fulfilling these factors will lead to satisfaction, but not fulfilling these factors will not always result in dissatisfaction. Dissatisfies (hygiene factors) are factors that are a source of dissatisfaction consisting of: salary/wages, supervision, interpersonal relationships, working conditions and status. This factor is needed to fulfill the biological drives and basic needs of employees. If these factors are not met, employees will not be satisfied.

Meanwhile, Robbins (1996) suggests several factors related to work that encourage job satisfaction, namely work that is mentally challenging, appropriate rewards, supportive working conditions, supportive colleagues and compatibility between personality and work. These factors have the potential to cause personnel conflicts and if left unchecked, they will affect the organization's operational mechanisms, especially employee performance, which will ultimately affect the predetermined level of output, both in quality and quantity, so that efforts to achieve optimal productivity will be difficult to realize. Managers' interest in job satisfaction tends to be its influence on employee performance such as productivity, absenteeism, absenteeism and turnover. For more details, these job satisfaction factors can be described as follows:

1. Mentally challenging work
2. A fitting reward
3. Supportive working conditions
4. Supportive coworkers
5. Match between personality and job

Job satisfaction is a feeling felt by a worker or employee in terms of the work produced or completed. Job satisfaction is an employee's emotional state, whether pleasant or unpleasant (Handoko, 2009). Based on this definition, it is very possible that job satisfaction will have an influence on employee performance. The higher the level of job satisfaction of an employee, the greater the employee's performance. The theory expressed by Gibson et al. (1994) explains that job satisfaction causes an increase or decrease in employee performance so that satisfied workers will be more productive than dissatisfied workers. If there are employees who feel dissatisfaction with their work, it will cause performance to decline. Gibson et al. (1994) revealed that this illustrates the existence of a reciprocal relationship between job satisfaction and employee performance.

Research conducted by Sari (2018) regarding the influence of job satisfaction on employee performance with organizational citizenship behavior as a mediator obtained results stating that job satisfaction has a direct and significant influence on employee performance variables. This is in accordance with research conducted by Cahill et al (2015) regarding the relationship between job satisfaction, work life balance and employee performance there are analysis results based on the results of the discussion it can be stated that there is a very significant positive relationship between job satisfaction and employee performance, meaning that the higher the level of job satisfaction, the higher the level of employee performance. Based on several definitions of job satisfaction above, it can be concluded that job satisfaction is a condition where employees feel satisfied with the work results, they have achieved in a certain period. Apart from that, based on the results of research that has been conducted, these findings show that there is a positive relationship between job satisfaction and employee performance.

3.3. Performance

Etymologically, performance comes from the word performance. Wirawan (2009) states that performance is an abbreviation of work energy kinetics, the equivalent in English is performance. Performance comes from the word to perform which has several meanings explained by Gibson et al., (2003), namely: (1) to do, (2) to fulfill or carry out something, (3) to carry out a responsibility, (4) do something that someone expects. From these several meanings, it can be concluded that performance is carrying out an activity and perfecting the work in accordance with one's responsibilities so that the results can be achieved as expected.

Performance is the level of success in carrying out tasks, as well as the ability to achieve predetermined goals, where performance is said to be good and successful if the desired goals can be achieved well (Gibson et al., 2003). Employee performance

or job performance are actions and behaviors that are controlled by individuals and contribute to the goals of the organization (Rotundo & Sackett, 2002; Goodwin et al., 2011). Sonnentag & Frese (2002) conceptualize a person's performance by distinguishing between aspects of action (behavior) and aspects of performance results. The behavioral aspect refers to what individuals do in work situations. Not every behavior is included in the performance concept, but only behavior that is relevant to work is included in the behavioral aspect. Therefore, performance is not determined by the action itself but also through an assessment and evaluation process and behavior is the only thing that can be scaled so that it can be measured to define performance (Ilgen & Schneider, 1991; Motowidlo et al., 1997; Campbell, 1999). This is in line with Conway's (1999) statement explaining that what is meant by performance is work results that are concrete, measurable and observable. It is further said that performance is actual (real) while goals are ideal.

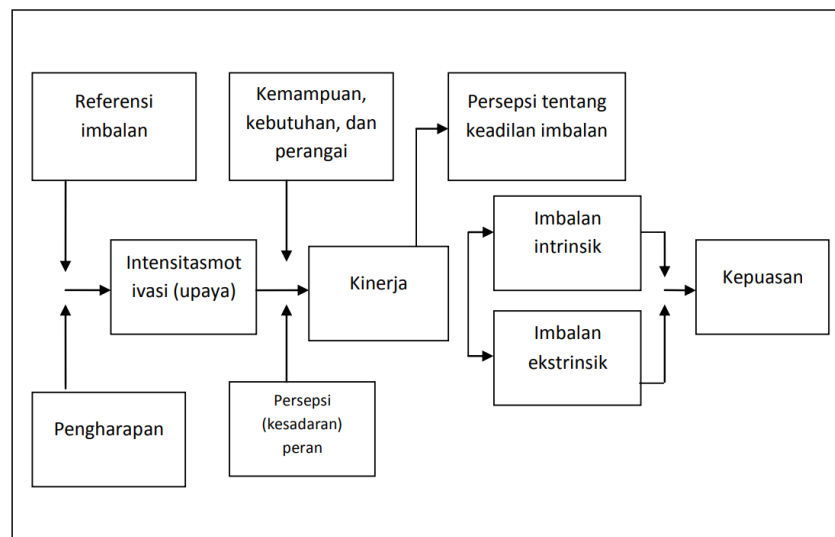


Figure 1. Schematic of Porter and Lawler's Performance Model

Figure 1 shows the position of performance in relation to many factors, namely (1) the rewards expected by the individual, (2) expectations, which will then give rise to (3) encouragement, which is influenced by the individual's abilities, needs, temperament and achievement in the role or task. accepted. These factors collectively shape individual performance. This formed performance then gives rise to (4) intrinsic rewards, and (extrinsic rewards). These rewards can be negative or positive depending on the individual's level of performance. Perceptions of intrinsic rewards or extrinsic rewards will give rise to (5) the individual's level of satisfaction. Satisfying rewards can lead to the encouragement of future-directed behavior. Thus, the basis of performance is influenced by factors regarding expectations regarding rewards, encouragement, abilities-needs-traits, perceptions of tasks, intrinsic and extrinsic rewards, perceptions of reward levels, and job satisfaction.

Performance from a utility perspective, Siagian (2009) explains that for individuals performance appraisal acts as feedback about various things such as abilities, fatigue, shortcomings and potential which in turn is useful for determining goals, paths, plans and career development. A good assessment must be carried out formally based on a series of criteria that are determined rationally and applied objectively and documented systematically. According to Simamora (2005) performance appraisal is a process by which an organization evaluates individual work implementation. Robbins (2006) suggests that there are three criteria in evaluating individual performance, namely individual tasks, individual behavior, and

individual characteristics. Assessing individual performance through task results is intended to assess the results of individual work. Assessing an individual's performance through behavior is somewhat difficult to do, but can be observed by comparing the behavior of colleagues who are equal, or can also be seen from the way they accept tasks and communicate. Meanwhile, assessing individual performance using an individual characteristics approach is by looking at individual characteristics, for example through attitudes, perceptions, and so on.

Good performance requires intellectual and physical abilities appropriate to one's job. In order for an employee to have good performance, knowledge of his/her field of work is required, such as in-depth knowledge of the work material, work implementation techniques, how to communicate in the service process, interactions between units, and so on. For physical abilities, such as not having physical disabilities that could become a barrier/obstacle in carrying out duties. An employee who has less than the required abilities is likely to fail. If it is the opposite, namely having higher abilities than required, then it will be inefficient in the organization and can even result in less job satisfaction or can also cause stress/frustration, and so on (Robbins, 2006). Employees are very needs to be placed in a job that is appropriate to his position and in accordance with his skills (the right man in the right place, the right man on the right job).

From the description above, it can be said that what is called employee performance is the employee's level of success in carrying out the duties and responsibilities given to him and achieving the goals set, demonstrated by his abilities, way of behaving and the results of his duties. From several indicators put forward by experts, basically they have the same view, that to achieve organizational goals requires a good level of performance from employees. Improving performance is not solely borne by each individual which focuses on employee job satisfaction, but the role of management in managing employees is also a determining factor in improving performance holistically. GHRM has an important role in creating an overall green environment. Because GHRM is an important strategy for organizations to increase job satisfaction and employee performance, while achieving sustainability and social responsibility. By implementing GHRM effectively, organizations can gain competitive advantage and build a more sustainable future. With GHRM implemented well in the company, this can have a significant impact on employee satisfaction and have significant value in creating employee performance.

4. Conclusion

GHRM is proven to have a significant role in increasing employee satisfaction and changing employee performance. This emphasizes that GHRM implementation is a fundamental strategy for organizations to achieve sustainability. The importance of GHRM in enriching employee experience and skills, as well as mobilizing individual and team potential. Additionally, the importance of GHRM as a key element in increasing employee productivity and well-being is supported by the literature review. A good balance between work life and personal life has a positive impact on job satisfaction, employee retention, and reduces burnout and stress levels. Therefore, organizations need to realize the importance of GHRM as an integral aspect in creating job satisfaction and performance in a healthy and sustainable work environment. This research was conducted solely as a literature review, does not consider questionnaire surveys and workplace evaluations as future research opportunities that can be carried out such as further exploring effective strategies and policies in supporting the integration of these two concepts, as well as identifying their impact in more depth on employee performance. and the entire organization. Therefore, continued research and implementation in this area can bring great benefits to organizational development and overall employee well-being.

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