GREEN HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE EMPLOYEE PERFORMANCE: THE ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract

In this study, the link between Green Human Resource Management (GHRM), organizational commitment, and sustainable employee performance at PT Arteria Daya Mulia Cirebon. The study is grounded in the view that sustainability-oriented human resource practices do not always influence employee performance directly, but may operate through organizational and psychological mechanisms. Using a quantitative associative design, Partial Least Squares Structural Equation Modelling (PLS-SEM), was used to analyse data gathered from 130 permanent employees. The results demonstrate that both organizational commitment and GHRM have a positive and considerable impact on sustainable employee performance. But the immediate consequence of GHRM on sustainable employee performance is not statistically significant. These results indicate that sustainability-oriented HR practices become more meaningful for long-term employee performance when they strengthen employees' psychological attachment to the organization. The research adds to the body of knowledge regarding sustainable HRM in manufacturing by showing that organizational commitment has a key role in translating green HR practices into stable and responsible employee performance. Practically, the conclusions imply that manufacturing companies must integrate green-oriented HR policies with managerial efforts to strengthen employee commitment in order to support more sustainable performance outcomes.

Keywords: Green Human Resource Management, Organizational Commitment, Sustainable Employee Performance, Manufacturing Industry, Sustainability

INTRODUCTION

Sustainable employee performance has become a strategic concern for organizations that seek to maintain productivity while responding to increasing environmental, social, and managerial pressures. In the manufacturing sector, employee performance is no longer viewed merely in terms of short-term target achievement, but also in terms of continuity, discipline, adaptability, responsible use of resources, and the ability to support long-term organizational sustainability. This shift places human resource management in a central position because organizational sustainability is closely associated with how firms develop, motivate, and retain employees in a responsible and future-oriented (Mazur & Walczyna, 2020a; Wijaya et al., 2025).

Within this context, GHRM has arisen as an important a tactical strategy for including environmental values and sustainability objectives into human resource policies and practices. GHRM is reflected in recruitment, training, performance appraisal, rewards, and employee involvement that encourage pro-environmental behavior and strengthen the organization's sustainability orientation. Recent studies show that GHRM can to both employee engagement and environmental performance, retention, and broader organizational sustainability outcomes when it is embedded systematically in organizational processes (Islam et al., 2025b; Lin et al., 2024a; Miah et al., 2024a). Evidence from Indonesian and manufacturing-related contexts also suggests that green HRM can support organizational effectiveness when it is linked with broader managerial systems, environmental responsibility, and employee participation (Ghouri et al., 2020; Suharti & Sugiarto, 2020).

However, the effect of GHRM on employee outcomes is not always direct. The literature suggests that sustainability-oriented HR practices often require organizational and psychological mechanisms before they can be translated into consistent employee behavior and performance. In many cases, employees do not immediately perceive green practices as performance-enhancing unless such practices are accompanied by meaningful involvement, organizational support, and stronger emotional attachment to the organization. This indicates that organizational commitment may become an important explanatory mechanism in understanding how GHRM contributes to sustainable employee performance (Ababneh, 2021a; Pham et al., 2020a; Shoaib et al., 2021a).

Organizational commitment is especially relevant in manufacturing firms that rely on operational consistency and disciplined work behavior. Workers who have a strong emotional connection to the company typically demonstrate stronger loyalty, responsibility, and persistence in maintaining work standards over time. Recent evidence also confirms that organizational commitment is shaped by organizational conditions such as fairness, information clarity, and collective work values, and that stronger commitment is associated with better work outcomes. This perspective is important for the present study because sustainable employee performance requires technical proficiency as well as employees' willingness to remain engaged with organizational goals in a consistent manner (Mahadianto et al., 2025; Ratna Wati & Almadana, 2025)

The relevance of these issues becomes evident in the case of PT Arteria Daya Mulia Cirebon, a manufacturing company producing fishing nets and yarn and operating under environmental and quality-related management systems like ISO 14001, ISO 9001, and ISO 45001. Preliminary appraisal data indicate variation in employee performance across

operational units. The average score of QC Mono employees was 64.47, QC Multi employees 71.06, and production employees 89.20. In addition, several employees obtained very high scores, while others experienced sharp score reductions due to production violations and data recording errors. This pattern shows that employee performance has not yet been consistently maintained across units and job functions, even though the company has established standards relating to main work activities, quality, discipline, and 5S implementation.

Table 1.
Initial Overview of Employee Performance at PT Arteria Daya Mulia

Unit/Position Group	Number of Appraisal Samples	Score Range	Average Score	Main Indication
QC Mono	5	28.14–88.70	64.47	High variation in performance; score reductions occurred due to production violations
QC Multi	5	28.25–89.34	71.06	Performance variation remained evident across employees; some scores were reduced by penalties
Production	5	86.00–90.00	89.20	Performance tended to be more stable and relatively higher than quality control units

Source: Performance appraisal data of PT Arteria Daya Mulia, processed by the researcher based on preliminary company records.

As shown by the preliminary phenomenon, sustainable employee performance in a manufacturing setting is shaped not only by technical targets, but also by the internalization of discipline, responsibility, and organizational values across work units. In companies that depend on operational consistency, sustainable performance requires employees to maintain quality, comply with procedures, and contribute effectively over time. Therefore, the issue is not merely whether employees can achieve performance targets, but whether such performance can be sustained in a disciplined and responsible manner.

Previous studies have widely examined GHRM in relation to environmental performance, employee engagement, retention, and organizational commitment. Nevertheless, empirical evidence that simultaneously examines GHRM, Organizational Commitment(OC), and Sustainable Employee Performance(SEP) in the Indonesian manufacturing context remains relatively limited. Existing studies also tend to focus on service organizations, hospitality, or general sustainability contexts, while studies emphasizing target-driven manufacturing operations and sustainable employee performance at the employee level are still less developed (Islam et al., 2025a; Lin et al., 2024a; Pham et al., 2020a). In addition, studies published in IIJSE show that employee performance is often influenced by organizational and psychological mechanisms such as job satisfaction and employee engagement rather than by direct managerial drivers alone, which reinforces the importance of examining intermediate organizational mechanisms in performance research

(Nurlinda & Hidayat, 2024). In a broader perspective, this issue is also relevant to sustainability-oriented and ethics-based management, where long-term organizational welfare depends on responsible human resource practices, fairness, and commitment to shared values.

This study is theoretically anchored in the Ability–Motivation–Opportunity (AMO) framework and the logic of social exchange. The AMO framework explains why GHRM is expected to shape sustainable employee performance: green-oriented recruitment and training build employee ability, green performance appraisal and rewards strengthen motivation, and participatory green practices create opportunities for employees to translate sustainability values into consistent work behavior (Sarfo et al., 2024; Shoaib et al., 2021b). At the same time, social exchange reasoning explains why GHRM is expected to strengthen organizational commitment: when employees perceive sustainability-oriented HR practices as a sign of organizational support, fairness, and long-term investment in their wellbeing, they are more likely to reciprocate through stronger identification and emotional attachment to the organization (Pham et al., 2020a; Shoaib et al., 2021a)Together, these two perspectives provide the causal logic for treating organizational commitment as the psychological mechanism through which sustainability-oriented HR practices are translated into sustained employee performance, rather than assuming that GHRM influences performance directly.

Based on these considerations, The purpose of this study is to examine how Green HRM affects sustainable employee performance, how organisational commitment affects sustainable employee performance, and how Green HRM affects organisational commitment among PT Arteria Daya Mulia Cirebon employees. It is anticipated that this study will add to the body of knowledge on sustainable HRM in the manufacturing industry and offer useful advice to companies looking to improve worker performance through sustainability-oriented HR practices and stronger organizational commitment.

REVIEW OF LITERATURE

Green Human Resource Management

The term GHRM describes the incorporation of sustainability goals and environmental principles into fundamental HR procedures, such as hiring, training and development, performance reviews, pay, and employee involvement. In contemporary organizational studies, GHRM is no longer viewed merely as an administrative response to environmental pressure, but as a strategic human resource system that aligns employee behavior with long-term organizational sustainability. Recent review studies indicate that GHRM has developed into an important research stream because it links workforce management with environmental responsibility, organizational resilience, and sustainable business performance (Mazur & Walczyna, 2020a; Miah et al., 2024a)

From a theoretical perspective, The Ability–Motivation–Opportunity (AMO) framework provides an explanation for the connection between GHRM and employee outcomes. Through green recruitment and training, organizations build employee ability; through green performance appraisal and rewards, they strengthen motivation; and through participation and empowerment, they create opportunities for employees to engage in environmentally responsible behavior. In this sense, GHRM should be understood as an integrated system rather than a collection of isolated green practices, because its value lies in

shaping sustainable work attitudes and behavior over time(Sarfo et al., 2024; Shoaib et al., 2021b). In addition, empirical findings indicate Because green human resource management is linked to both environmental results and organizational performance and pro-environmental behavior when supported by broader organizational capability and intellectual capital (Ghouri et al., 2020; Nisar et al., 2021).

At the same time, findings across this literature are not entirely consistent. Several studies report that GHRM exerts a strong and direct influence on environmental and employee outcomes when embedded systematically in organizational systems(Islam et al., 2025c; Lin et al., 2024a; Miah et al., 2024b), whereas others find that its effect on individual-level outcomes is comparatively weaker or contingent on intervening mechanisms such as engagement, organizational culture, or psychological attachment (Ababneh, 2021b; Pham et al., 2020a)This divergence suggests that the strength of GHRM's influence may depend on whether sustainability practices are merely formally adopted or genuinely internalized within an organization's performance and reward systems-an issue that remains insufficiently addressed in the existing literature and that the present study seeks to clarify.

Organizational Commitment

Organizational commitment reflects an employee's psychological attachment to the organization and the willingness to remain, identify with organizational goals, and contribute to organizational success. In contemporary literature, organizational commitment is still commonly discussed through three aspects: normative commitment, emotional commitment, and continuation commitment. Normative commitment indicates a sense of moral obligation to stay with the organization, continuation commitment pertains to the perceived cost of leaving, and affective commitment refers to emotional attachment to the institution. These dimensions are relevant because they explain why employees are willing to maintain effort, loyalty, and persistence in their work roles over time (Hatipoğlu & Akduman, 2025a; Mahadianto et al., 2025)

Organizational commitment is particularly important in manufacturing organizations because operational performance depends not only on technical capability but also on employee consistency, discipline, and willingness to uphold organizational standards. Recent evidence shows that organizational commitment is influenced by organizational conditions such as justice, information clarity, and collective work values. In turn, stronger commitment tends to be associated with better work attitudes and performance-related outcomes. This makes commitment a highly relevant construct for explaining sustainable employee performance in organizations that rely on stable and responsible work behavior (Loan, 2020; Mahadianto et al., 2025).

Sustainable Employee Performance

Sustainable employee performance refers to an employee's capacity to maintain work effectiveness, responsibility, and consistency over time while contributing to broader organizational sustainability. Unlike short-term productivity alone, sustainable performance emphasizes enduring output quality, responsible use of resources, compliance with procedures, adaptability, and the ability to support long-term organizational goals. In manufacturing contexts, this concept is particularly important because employee performance is expected not only to meet production targets but also to support efficiency, work discipline, and continuity in operational activities (Khaskhely et al., 2022a; Mazur & Walczyna, 2020b)

Recent studies further suggest that sustainable employee performance is closely associated with organizational systems that encourage responsible work behavior, engagement, and long-term productivity. Thus, sustainable employee performance is conceptually relevant to this study because it captures not only the achievement of work outcomes, but also the continuity and responsibility of those outcomes in a demanding operational setting (Islam et al., 2025b; Lin et al., 2024a)

Green Human Resource Management and Sustainable Employee Performance

Theoretically, GHRM is expected to improve sustainable employee performance because green-oriented HR practices can shape employees' competencies, motivation, and behavioral standards. When organizations embed sustainability values into training, appraisal, incentives, and participation systems, Workers are more likely to recognise the significance of responsible work behavior and integrate that understanding into their daily performance. This is especially relevant in organizations that seek to maintain long-term productivity without disregarding social and environmental issues (Miah et al., 2024b; Sarfo et al., 2024).

Empirical evidence also shows that GHRM is associated with productivity, retention, sustainability outcomes, and performance-related behavior, although the strength of its influence may depend on organizational context and intervening mechanisms. For instance, (Sarfo et al., 2024)and (Miah et al., 2024a)report relatively direct positive associations between GHRM and performance-related outcomes, whereas (Ababneh, 2021c)and (Pham et al., 2020a)find that such effects are weaker or non-significant unless mediated by psychological mechanisms. Several studies suggest that GHRM may not always exert a strong direct effect on employee-level outcomes, particularly when employees do not directly perceive green practices as part of their formal performance system. Instead, the influence of GHRM may become stronger when it operates through employee engagement, organizational culture, or psychological attachment to the organization (Ababneh, 2021c; Islam et al., 2025b; Lin et al., 2024a). This logic leads to the following formulation of the first hypothesis:

H1: Green Human Resource Management has a positive and significant effect on sustainable employee performance.

Organizational Commitment and Sustainable Employee Performance

Organizational commitment is expected to contribute positively to sustainable employee performance because committed employees tend to demonstrate stronger loyalty, consistency, persistence, and a readiness to work hard on behalf of the company. Workers have higher levels of normative and affective commitment are generally more willing to maintain performance standards, comply with organizational procedures, and continue contributing under demanding conditions. This makes commitment highly relevant in manufacturing environments that require stable and disciplined operational behavior (Hatipoğlu & Akduman, 2025b; Loan, 2020).

Recent empirical studies also support the view that organizational commitment is associated with stronger work performance, either directly or through related constructs such as engagement and motivation. Studies in Indonesian and international contexts alike suggest that employee performance is often strengthened when organizational and psychological conditions encourage attachment, involvement, and commitment rather than relying solely on formal managerial control. This argument is also consistent with studies published in

IIJSE, where employee performance is explained through intervening organizational and psychological mechanisms such as engagement and satisfaction (Azizah et al., 2025; Nurlinda & Hidayat, 2024). This logic is also supported by recent evidence showing that organizational commitment is more likely to improve work performance when it is translated into active work involvement and engagement (Mohammed et al., 2025). The second hypothesis is put forth as follows in light of this argument:

H2: Organizational commitment has a positive and significant effect on sustainable employee performance.

Green Human Resource Management and Organizational Commitment

GHRM is also expected to strengthen organizational commitment because sustainability-oriented HR practices can signal organizational support, fairness, and long-term investment in employees. When employees experience training opportunities, green involvement, and performance systems that reflect organizational responsibility, they are more likely to perceive the organization as meaningful and worth supporting. In line with social exchange reasoning, such perceptions can reinforce commitment and allegiance to the company on an emotional level (Pham et al., 2020b; Shoaib et al., 2021a)

This connection has been validated by recent empirical research showing that GHRM enhances employee identification with organizational values and strengthens commitment, especially when sustainability is embedded in leadership, culture, and everyday HR systems. Thus, GHRM may function not only as an environmental management tool, but also as a strategic mechanism for building stronger employee commitment in organizations (Hatipoğlu & Akduman, 2025a; Mahadianto et al., 2025; Shoaib et al., 2021c). This logic leads to the following formulation of the third hypothesis:

H3: Green Human Resource Management has a positive and significant effect on organizational commitment.

Green Human Resource Management, Organizational Commitment, and Sustainable Employee Performance

The connection between GHRM, organizational commitment, and sustainable employee performance can be understood as an integrated mechanism. GHRM provides the organizational system and behavioral cues needed to support sustainability-oriented work, while organizational commitment strengthens the psychological bond that encourages employees to maintain such behavior consistently. In this integrated perspective, sustainable performance is more likely to emerge when sustainability-oriented HR practices are accompanied by a strong feeling of loyalty among employees to the company (Khaskhely et al., 2022b; Lin et al., 2024a)

This integrated explanation is important because recent studies increasingly show that employee performance is often shaped by combinations of organizational systems and psychological mechanisms rather than by a single direct factor. Accordingly, the relationship among GHRM, OC, and SEP is interpreted in this study as an integrated structural pattern in which organizational commitment helps explain how sustainability-oriented HR practices are translated into stable long-term performance.

RESEARCH METHOD

This study used an associative design and a quantitative approach to investigate the connections between Green HRM, organizational commitment, and sustainable employee performance. The study was conducted at PT Arteria Daya Mulia Cirebon, a manufacturing company engaged in the production of fishing nets and yarn. The unit of analysis comprised permanent employees because they are directly involved in the company's operational system and are considered relevant for assessing long-term organizational performance.

The population for this study consisted of 579 permanent employees of PT Arteria Daya Mulia Cirebon. The sample was determined using probability sampling based on the Slovin formula with a 10% margin of error, resulting in a minimum required sample size of 86 respondents; however, this study included 130 respondents to enhance representativeness. Furthermore, proportionate stratified random sampling was applied to ensure that each operational stratum was proportionally represented, namely Stratum I with 60 respondents, Stratum II with 38 respondents, and Stratum III with 32 respondents. The following criteria were used to select the respondents: they had been employed by PT Arteria Daya Mulia Cirebon for a minimum of two years, and they were either involved in or familiar with environmental management practices, work procedures related to sustainability, or company activities related to green-oriented management.

A systematic questionnaire was used to gather primary data from permanent employees, while supporting company papers and pertinent literature were used to gather secondary data. The research model consisted of three latent variables, namely Green Human Resource Management as an external factor, organisational dedication as an internal mediating factor, and sustainable employee performance as the ultimate endogenous variable. In the measurement model, Green Human Resource Management was represented by 14 indicators, organizational commitment by 18 indicators, and sustainable employee performance by 10 indicators.

PLS-SEM, or partial least squares structural equation modelling, was used to analyse the gathered data. This method was chosen because PLS-SEM is suitable for prediction-oriented models and complex path analysis, and the investigation included several latent constructs and concurrent correlations among variables. Two phases of the analysis were carried out. Initially, indicator reliability, internal consistency reliability, convergent validity, and discriminant validity were evaluated for the measurement model. Secondly, the model of structure was evaluated to examine the explanatory power of the model and the significance of the hypothesized relationships among constructs (Hair et al., 2019a, 2021)

The measurement model was evaluated using commonly accepted thresholds in PLS-SEM. Indicator loadings above 0.70 were regarded as appropriate since they show that a significant amount of the indicator variance can be explained by the construct. Cronbach's alpha and composite reliability were used to evaluate internal consistency dependability; values above 0.70 indicated satisfactory reliability. The Average Variance Extracted (AVE) was used to assess convergent validity; values greater than 0.50 signify that a concept accounts for more than half of the variance of its indicators. In order to evaluate discriminant validity, the Heterotrait–Monotrait ratio (HTMT), with values below 0.90 indicating acceptable discriminant validity among constructs (Hair et al., 2019b, 2021).

Effect size (f^2), coefficient of determination (R^2), bootstrapping procedures, and other metrics were used to assess the structural model. R^2 was utilised to evaluate the endogenous structures' capacity for explanation, while f^2 was used to examine how each exogenous construct affects the endogenous variables. Hypothesis testing was performed through bootstrapping by examining path coefficients, t-statistics and p-values. When the p-value was less than 0.05 and the t-statistic was more than 1.96, a link was deemed statistically significant. Through this procedure, the study assessed the direct effect of GHRM on SEP, the direct effect of OC on SEP, the direct effect of GHRM on OC, and the overall structural pattern among the study variables (Hair et al., 2019c, 2021).

RESULTS AND DISCUSSION

The respondent profile shows that the data were obtained from 130 permanent employees of PT Arteria Daya Mulia Cirebon. The distribution of respondents indicates that the sample was dominated by productive-age employees and operational staff, which is appropriate for a study focusing on sustainability-oriented employee performance in a manufacturing setting. The dominance of production-related positions also strengthens the relevance of the findings because these employees are directly exposed to daily operational routines, discipline systems, and company-level sustainability practices.

Table 2.
Respondent Profile

Category	Group	Frequency	Percentage
Age	20-30 years	55	42%
	31-40 years	46	36%
	> 41 years	29	22%
Gender	Male	86	66%
	Female	44	34%
Work period	2-5 years	56	43%
	6-10 years	52	40%
	> 10 years	22	17%
Job position	Human Resources	13	10%
	Production Staff	62	48%
	Quality Control	22	17%
	PPIC	13	10%
	Warehouse	12	9%
	Cleaning and Security	8	6%

Source: Survey data processed by the researcher.

Table 2 indicates that employees aged 20-30 years constituted the biggest age group, followed by people in the 31–40 age range. Male respondents accounted for roughly two-thirds of the sample, which reflects the operational composition typically found in manufacturing settings. The majority of responders had worked for two to ten years. of working experience, suggesting that the majority were sufficiently familiar with company procedures and work standards. The job-position distribution also shows that the production

unit accounted for the biggest percentage of responders, followed by quality control, indicating that the sample was strongly grounded in the company's operational core.

Measurement Model Evaluation

Prior to examining the structural correlations, the measurement model's suitability was evaluated using indicator reliability, internal consistency reliability, discriminant validity, and convergent validity. The evaluation made reference to loading values, Cronbach's alpha, composite reliability, Average Variance Extracted (AVE), and the Heterotrait-Monotrait ratio (HTMT) in accordance with the conventional PLS-SEM reporting methodology.(Hair et al., 2019b, 2021)

Table 3.
Summary of Measurement Model Evaluation

Construct	Items	Loading Range	Cronbach's Alpha	rho_A	CR (rho_c)	AVE	Interpretation
Green Human Resource Management	14	0.710-0.766	0.937	0.938	0.944	0.547	Reliable and valid
Organizational Commitment	18	0.705-0.790	0.950	0.951	0.955	0.542	Reliable and valid
Sustainable Employee Performance	10	0.708-0.806	0.912	0.915	0.927	0.560	Reliable and valid

Source: SmartPLS output processed by the researcher

All maintained indications surpassed the practical loading criterion of 0.70, as Table 3 demonstrates, suggesting adequate indicator dependability. All constructs had composite reliability and Cronbach's alpha values more than 0.90, indicating excellent internal consistency. While such high values commonly reflect strong indicator reliability, values that approach or exceed 0.90 may also signal a degree of conceptual overlap among items within a construct, particularly for multi-item scales such as organizational commitment (18 items) and GHRM (14 items) used in this study. This concern is partly mitigated by the fact that individual indicator loadings remained within a moderate range (0.705–0.806) rather than being uniformly close to 1, suggesting that the high reliability values reflect genuinely consistent measurement rather than item duplication. Likewise, AVE numbers for GHRM, organizational commitment, and sustainable employee performance were all over 0.50, meaning that more than half of the variation of each construct's indicators was explained. Discriminant validity was further evaluated using the Heterotrait–Monotrait ratio (HTMT), as presented in Table 6. All HTMT values remained below the conservative threshold of 0.90, with the HTMT between GHRM and sustainable employee performance reaching the stricter benchmark of 0.85 (HTMT = 0.760), while the values between GHRM and organizational commitment (HTMT = 0.866) and between organizational commitment and sustainable employee performance (HTMT = 0.885) approached but did not exceed 0.90. These results confirm that the three constructs, while conceptually related, remained

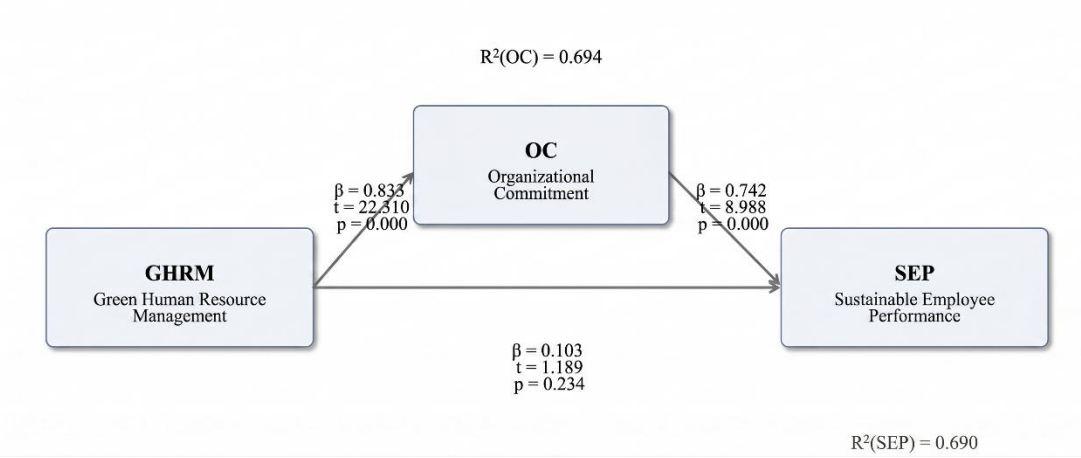
empirically distinguishable. Taken together, these findings show that the measuring model was suitable for the structural analysis that followed.

Table 6.
Heterotrait–Monotrait Ratio (HTMT) Matrix

	GHRM	Organizational Commitment	Sustainable Employee Performance
GHRM			
Organizational Commitment	0.866		
Sustainable Employee Performance	0.760	0.885	

Source: SmartPLS bootstrapping/algorithm output processed by the researcher.

Figure 1.
Structural Model of the Study



Source: Structural model reconstructed from the SmartPLS output reported in the study.

Figure 1 summarizes the structural relationships tested in the model. The strongest path was observed from GHRM to organizational commitment, followed by the path from organizational commitment to sustainable employee performance. By contrast, there was a minimal and statistically insignificant direct correlation between GHRM and sustainable staff performance. This pattern is significant since it shows that sustainability-oriented HR practices were more strongly associated with employees' psychological attachment to the organization than with immediate performance outcomes.

Structural Model Evaluation

Following the establishment of the measurement model's appropriateness, the structural model was assessed using effect size (f^2), coefficient of determination (R^2), and bootstrapping hypothesis testing. These statistics are useful for understanding not only whether the relationships are statistically significant, but also how substantively meaningful the constructs are within the model (Hair et al., 2019b, 2021).

Table 4.
Structural Model Evaluation

Metric Type	Relationship / Construct	Statistic	Value	Interpretation
Effect size (f^2)	GHRM to Organizational Commitment	f^2	2.271	Very large effect
Effect size (f^2)	GHRM to Sustainable Employee Performance	f^2	0.011	Negligible effect
Effect size (f^2)	Organizational Commitment to Sustainable Employee Performance	f^2	0.543	Large effect
Explanatory power	Organizational Commitment	R^2 / Adjusted R^2	0.694 / 0.692	Substantial
Explanatory power	Sustainable Employee Performance	R^2 / Adjusted R^2	0.690 / 0.685	Substantial

Source: SmartPLS output processed by the researcher.

Table 4 shows that GHRM had a very significant impact on organizational commitment ($f^2 = 2.271$), while its direct effect on sustainable employee performance was negligible ($f^2 = 0.011$). In contrast, organizational commitment exerted a large effect on sustainable employee performance ($f^2 = 0.543$). It is implied by these results that organizational commitment was central in explaining how sustainability-oriented HR practices were translated into more stable performance outcomes. The model's capacity for explanation was also substantial. GHRM explained 69.4% of the variance in organizational commitment, whereas GHRM and organizational commitment jointly explained 69.0% of the variance in sustainable employee performance. The small difference between R^2 and adjusted R^2 for both constructs indicates that the model remained stable after adjustment and retained strong explanatory capability.

Hypothesis Testing

Bootstrapping was used to evaluate the structural routes' relevance. When the t-statistic was greater than 1.96 and the p-value was less than 0.05, the hypothesis was deemed supported. Table 5 summarises the direct-path outcomes.

Table 5.
Hypothesis Testing Results

Hypothesis	Path	Path Coefficient	t-Statistic	p-Value	Decision
H1	GHRM to Sustainable Employee Performance	0.103	1.189	0.234	Rejected
H2	Organizational Commitment to Sustainable Employee Performance	0.742	8.988	0.000	Supported

H3	GHRM to Organizational Commitment	0.833	22.310	0.000	Supported

Source: SmartPLS bootstrap output processed by the researcher.

Table 5 shows that the path from GHRM to organizational commitment was positive and highly significant, while the path from organizational commitment to sustainable employee performance was also positive and significant. By contrast, the direct path from GHRM to sustainable employee performance was not statistically significant. This pattern suggests that the company's green-oriented HR practices were more strongly associated with the development of employee commitment than with immediate improvements in sustainable employee performance. It also implies that organizational commitment was the more proximal driver of sustainable employee performance in this study.

Green Human Resource Management and Sustainable Employee Performance

According to the research findings, there was no statistically significant direct impact of green HRM on sustainable employee performance ($\beta = 0.103$; $t = 1.189$; $p = 0.234$). This finding suggests that the existence of green-oriented HR practices alone was not sufficient to produce immediate and measurable changes in long-term employee performance at PT Arteria Daya Mulia. A plausible explanation is that the company's formal performance assessment still emphasized operational indicators such as production target achievement, error control, discipline, and 5S implementation. As a result, employees may have perceived GHRM more as an organizational policy orientation than as a direct basis for evaluating their individual performance outcomes. This interpretation is in line with research showing that the influence of GHRM on employee-level outcomes often becomes stronger when mediated by psychological or behavioral mechanisms, such as employee engagement, green climate, or perceived relevance of green practices to daily work (Ababneh, 2021a; Islam et al., 2025d; Lin et al., 2024b)

This result does not necessarily weaken the strategic value of GHRM. Instead, it indicates that in a manufacturing context, sustainability-oriented HR systems may need to be translated more explicitly into operational performance criteria if organizations expect them to affect performance directly. In addition, the finding refines prior evidence that generally reports positive associations between GHRM and employee outcomes. Ratna Wati & Almadana (2025), for example, argue that GHRM may improve employee performance, yet the present study shows that such influence may not emerge directly when green practices are not fully internalized in the formal appraisal logic of employees' work

Organizational Commitment and Sustainable Employee Performance

According to the study, sustainable employee performance was positively and significantly impacted by organisational commitment ($\beta = 0.742$; $t = 8.988$; $p = 0.000$). This means that employees who felt more attached to the organization were more likely to maintain responsible, stable, and consistent work behavior over time. In a manufacturing setting, where performance is closely linked to routine discipline, adherence to procedures, and sustained output quality, organizational commitment functions as a key psychological resource that supports long-term performance. Employees who identify with organizational goals tend to be more willing to maintain work standards and continue contributing even when the work requires persistence and consistency.

This finding is strongly aligned with prior studies demonstrating how job performance is influenced by organisational commitment both directly and through related behavioral mechanisms. (Loan, 2020)demonstrates that commitment is linked to higher job performance, while (Nurlinda & Hidayat, 2024)show in the IIJSE context that employee performance is often strengthened by organizational and psychological mechanisms rather than by formal managerial direction alone. The present finding also resonates with recent Indonesian evidence showing that performance outcomes are reinforced when internal organizational conditions support motivation and attachment (Azizah et al., 2025).Therefore, the result suggests that sustainable employee performance in this study was not merely a technical issue, but was also deeply rooted in employees' sense of belonging and willingness to uphold the organization's standards over time.

Green Human Resource Management and Organizational Commitment

The relationship between GHRM and organisational commitment was positive, highly significant ($\beta = 0.833$; $t = 22.310$; $p = 0.000$), and linked to a very large impact size ($f^2 = 2.271$). This is one of the strongest findings in the model. It indicates that sustainability-oriented HR practices at PT Arteria Daya Mulia were meaningfully associated with the strengthening of employees' attachment to the organization. In practical terms, when employees perceive that organizational policies reflect long-term responsibility, environmental concern, and investment in human development, they are more likely to feel that the organization is worth supporting and staying with.

This interpretation is consistent with Shoaib et al. (2021b), who report that GHRM practices can strengthen organizational commitment through human-capital and psychological processes. It is also in line with Pham et al. (2020b), who show that sustainability-oriented HR systems can deepen employees' positive attachment to the organization. The result is further compatible withHatipoğlu & Akduman (2025c), who find that green HRM practices are positively associated with commitment in a contemporary organizational setting. Although (Mahadianto et al., 2025)do not study GHRM directly, their findings remain relevant because they demonstrate that organizational conditions such as justice, information quality, and collectivist values play a strong role in shaping employee commitment. Taken together, these studies support the idea that commitment grows when employees perceive organizational systems as meaningful, fair, and aligned with shared values.

Integrated Interpretation of the Structural Pattern

Although the study did not report a separate bootstrapped indirect-path coefficient, the overall structural pattern clearly suggests that organizational commitment was central in linking GHRM with sustainable employee performance. The direct GHRM to sustainable employee performance path was weak and non-significant, yet GHRM strongly predicted organizational commitment, and organizational commitment strongly predicted sustainable employee performance. In addition, the explanatory power of the model for sustainable employee performance was substantial ($R^2 = 0.690$). This combination of findings indicates that sustainability-oriented HR practices became more meaningful for performance when they were translated into stronger organizational attachment.

From an interpretive standpoint, this means that sustainable employee performance in manufacturing organizations may be better developed through an integrated route: GHRM provides the institutional and normative basis for sustainability, while organizational

commitment supplies the psychological energy that sustains employee discipline and consistency. This interpretation is coherent with broader studies on sustainability-oriented HRM in manufacturing and performance contexts, which emphasize that organizational systems and employee attachment often work together in shaping durable outcomes(Khaskhely et al., 2022b; Lin et al., 2024a). Thus, the present findings contribute a more nuanced explanation: GHRM may matter less as a direct driver of employee performance than as a strong organizational mechanism for fostering commitment, which then supports more stable long-term performance.

Overall, the results show that the sustainability agenda at the human-resource level is most effective when it is not treated as a symbolic organizational policy, but as a system that shapes how employees understand their relationship with the organization. In this study, the company's sustainability-oriented HR practices appeared to strengthen commitment more clearly than direct performance. This is an important insight for manufacturing firms, because it suggests that sustainable employee performance is built not only through rules and technical targets, but also through psychological commitment, collective responsibility, and the internalization of organizational values.

CONCLUSION

The study's conclusion is that PT Arteria Daya Mulia Cirebon's sustainable employee performance is mostly explained by organisational commitment. The empirical findings demonstrate that while organisational commitment has a positive and substantial impact on sustainable employee performance, green HRM has a positive and significant impact on organisational commitment. Conversely, there is no statistically significant relationship between Green HRM and sustainable employee performance.. These findings indicate that sustainability-oriented human resource practices do not automatically translate into stronger long-term employee performance unless they are accompanied by a strong psychological attachment between employees and the organization.

From a theoretical perspective, this study demonstrates the impact of Green HRM, adding to the expanding body of research on sustainable HRM is better understood through organizational and behavioral mechanisms rather than through a purely direct performance pathway. In the context of manufacturing organizations, this finding reinforces the view that employees' long-term performance depends not only on the existence of sustainability-oriented HR systems, but also on the extent to which such systems strengthen employees' identification, loyalty, and commitment to organizational goals.

Practically speaking, the results suggest that PT Arteria Daya Mulia and other manufacturing firms should not treat GHRM merely as a formal environmental policy. Instead, green-oriented recruitment, training, appraisal, and employee involvement should be integrated with managerial efforts to strengthen employee commitment. When workers believe that sustainable practices are fair, significant, and consistent with the organization's long-term direction, they are more likely to maintain responsible and consistent performance over time. Thus, the improvement of sustainable employee performance requires an integrated strategy that combines sustainability-oriented HR practices with efforts to build stronger organizational commitment.

There are various limitations to this study. First, the study was carried out in a single manufacturing company, which can restrict how broadly the results can be applied to other

industries or organisational contexts.. Second, the study relied on cross-sectional survey data, so the relationships identified reflect associations at one point in time rather than changes over time. Third, the direct and integrated effects observed in this study suggest that future research should examine the mediating role of organizational commitment more explicitly through indirect-effect testing and broader structural models.

Future studies are therefore recommended to involve broader industrial settings, compare multiple companies, and incorporate additional factors like leadership style, organisational culture, green innovation atmosphere, or work engagement to gain a more thorough picture of sustainable employee performance. Further studies may also strengthen the relevance of this topic to the wider discourse of sustainability-oriented management and ethics in organizations.

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