
**EFFECT OF GREEN HRM PRACTICES, EMPLOYEE TRAINING ON
EFFICIENCY MEDIATED BY EMPLOYEE MOTIVATION AT PT PEGADAIAN**

Syifaa Nurjannah¹

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia
b100210550@student.ums.ac.id

Jati Waskito²

Universitas Muhammadiyah Surakarta, Surakarta, Indonesia
jw271@ums.ac.id



Abstract

Environmental challenges and climate change remain pressing global concerns, pushing organizations to adopt sustainable practices, including Green Human Resource Management (Green HRM). This study explores the impact of Green HRM practices and employee training on employee efficiency, with employee motivation serving as a mediating variable. The research was conducted at PT Pegadaian Area Semarang, involving 120 respondents. The central question addressed in this study is whether Green HRM and employee training can enhance employee efficiency directly and through the mediating role of employee motivation. The research objectives are to analyze the direct impact of Green HRM and training on efficiency and examine the role of motivation as a mediator. The research utilizes the Structural Equation Modeling (SEM) technique with a Partial Least Square (PLS) approach to analyze the data. The findings reveal that Green HRM and employee training do not directly affect employee efficiency. However, both significantly influence employee motivation, which, in turn, boosts employee efficiency. These results emphasize the critical role of motivation in mediating and driving efficiency improvements through Green HRM and training initiatives.

Keywords: Green HRM, Employee Training, Employee Motivation, Employee Efficiency

INTRODUCTION

Environmental problems and extreme Global climate change are still occurring issues that are still being addressed. Various natural phenomena are facts that need to be acknowledged by developed and developing countries. The issue of global warming caused by emissions is of concern to researchers. This phenomenon encourages countries to take mitigation measures, for example, increasing the use of renewable energy in energy efficiency targets (Kumar et al., 2018). One application of renewable energy for companies is the environmentally friendly concept of changing the traditional way the Human Resources department works for energy sustainability (Khan, Hameed, et al., 2022). Globally, Environmental concern is forcing the business world to move towards sustainable operations and formulate environmentally friendly policies.

The concept of Green HRM involves leveraging human resources in the workplace to meet organizational objectives while making intentional efforts to ensure that these processes support the sustainability of the environment. It aims to incorporate HR functions, policies, strategies, and practices as tools for managing the workplace environment in an eco-friendly manner (Mwita & M, 2022). Various companies in Indonesia have implemented environmentally friendly concepts. The Body Shop is a cosmetic company known for its natural products that has implemented an environmentally friendly program.

Through the company's website, the aim is to preserve the environment and protect endangered habitats. The implementation of this concept is realized by developing sustainable packaging innovation. Apart from that, large companies that have implemented this concept are IKEA, Apple, and Adidas. An environmentally friendly concept will benefit companies by lowering unnecessary expenses, enhancing resource efficiency, boosting environmental performance, and strengthening their corporate image (Gediminas, 2020).

Reviewing green HRM practices at PT Pegadaian Area Semarang based on the results of researchers' observations shows that the company has carried out planned and continuous training to improve employee competency starting from training via a special website from the pawnshop, providing training to produce certificates, workshops, and so

on. Various active benefits have been provided to employees, such as health insurance called "In Health". In terms of employee efficiency practices, PT Pegadaian has permanent and contract employees who are adjusted to the workforce needs in each area office and branch. However, at PT Pegadaian several employees have decided to resign from the company for various reasons, such as high job demands or choosing to try working at another company.

Several studies reveal that Green HRM practices such as staff development and training, have a big influence or influence on employee efficiency by creating awareness of the company's external environment (Khan, Hameed, et al., 2022). Meanwhile, other research discovered that staff training has a positive and significant impact on employee efficiency through the mediating variable of employee motivation (March 2020 Revised: 27, 2020). So, this research will directly test whether green HR practices and training have an effect on employee efficiency but through motivation as an intervening, this research will use quantitative methods.

The relationship between Green HRM and employee training influences employee efficiency. Through training, employees can increase productivity in producing good output for themselves and the company. Apart from this, creating an environmentally friendly program can create a pleasant work environment so that it can give rise to innovations regarding company sustainability. According to Tzenios (2019) The effects of the workplace on social relationships and morale is an additional way wherein worker productivity and performance may be affected.

The relationship between variables that are interconnected and adapted to environmental issues in the business world has become a favorite topic for researchers to maintain environmental sustainability and the sustainability of various companies through new innovations in an era of rapidly developing technology. Through ecological environmental performance based on the advantages of environmentally green products, eco-friendly processes, and eco-friendly goods innovation, integration of factors consistent with nature into the organization's operating model and merchandise development process (Niazi et al., 2023).

This research aims to analyze several important aspects related to Green HRM and employee training on employee efficiency and motivation at PT Pegadaian. First, this research aims to examine the direct influence of Green HRM practices on employee efficiency. Second, this research also analyzes how employee training contributes to increasing work efficiency. In addition, this research wants to identify the influence of Green HRM practices on employee motivation, as well as the impact of employee training on their motivation. Not only that, this research also tests the role of employee motivation as a mediating variable, both in the influence of Green HRM on employee efficiency, and in the influence of employee training on employee efficiency. This study is anticipated to yield deeper insight into the factors that influence employee efficiency and the important role of motivation in strengthening this relationship.

REVIEW OF LITERATURE

Green HRM

Human resources (HR) Green Human Resources Management is all the activities involved in developing, implementing, and continuously maintaining a system that emphasizes employees in green organizations (All activities related to the development, implementation, and continuous maintenance of a system designed to promote environmentally-friendly behavior among employees in an organization) (Rabiul et al., 2021). GHRM involves practices and policies to help organizations achieve organizational financial goals through environmentally friendly branding while protecting the environment from various negative impacts that can be caused by organizational activities and policies (Shoaib et al., 2021). GHRM practices include the integration of organizational ecological management goals into HR processes including areas like hiring and choosing, education and training, and performance evaluation and evaluation, as well as reward and recognition (Kumar et al., 2020).

Previous research conducted by Gediminas (2020) which results in a significant influence between GHRM practices and employee efficiency. Meanwhile, according to research conducted by (Cheema et al., 2020). which results in Green HRM practices having

a positive effect on employee efficiency. Various types of green HRM such as green training & development, recruitment & selection can be one of the programs to create efficiency. Green HRM has a positive and significant influence on employee motivation (Ifzal et al., 2021). Meanwhile, research conducted by (Aina et al., 2019) has similarities, namely that green HRM has a significant effect on employee motivation. Green HRM innovation practices are able to increase employee motivation at work and increase awareness of the environment, thereby creating a comfortable work environment.

H1: The impact of Green HRM practices positively and significantly affects employee efficiency.

H3: The impact of Green HRM has a positive and significant influence on employee motivation.

Employee Training

Training is fundamentally a series of instructions, methods, and skills designed to enhance employees' abilities to meet the desired goals (Alvi et al., 2020). Training is one of the main keys to increasing the level of work efficiency and employee performance causing higher company productivity. Another way to explain it is that training is a structured component of the overall program aimed at educating human resources and guiding them toward achieving high levels of efficiency by enhancing and developing their performance. (Mira & Odeh, 2019). Training practices primarily aim to build a foundation of skills necessary for employees to engage in their work but also communicate with employees that the organization is committed to, and ready to invest in employees (Guan, 2020).

Employee training is a vital activity in all organizations in determining organizational effectiveness and efficiency. These results are backed by earlier studies carried out by Mohammed & Ababneh (2022) This leads to the conclusion that employee training has a positive and substantial impact on employee efficiency, as demonstrated by research conducted by (Ozkeser, 2019) that employee training has an important impact on employee efficiency. Employee training has a significant influence on employee motivation (Hajiali et

al., 2022). Just like the research carried out by Naz et al., (2021) employee training has a significant and positive influence on employee motivation.

H2: Employee training has a positive and significant impact on employee efficiency.

H4: The impact of employee efficiency has a positive and significant influence on employee motivation.

Employee Efficiency

Efficiency can be defined as the correct way of doing something, and the ability to carry out tasks well and precisely without wasting money, time, and energy (Extension & View, 2022). Employee efficiency in a company is very important because it has an impact on employee performance. Efficiency is viewed as a tool for accomplishing organizational objectives, and management wants high efficiency so that the organization achieves great efficiency. Efficiency among employees can be summed up as the employee's ability to complete work with minimal waste. Efficiency is a measure of the level of resource use in a work process. The more economical or minimal use of resources, the more efficient the process is said to be (Dua & Rumerung, 2022).

Employee Motivation

Motivation is seen as a crucial element in organizational growth, and employers are responsible for implementing the most effective motivational strategies to achieve sustainable development (Kalogiannidis, 2021). Motivation is a psychological mechanism that gives meaning and guidance to employee actions, serving as an internal impetus to fulfill employee needs, while also being influenced by internal dynamics and external factors associated with organizational behavior (Paais & Pattiruhu, 2020). The motivation process typically starts when an individual identifies an unmet need. Following this, they establish a goal to fulfill that need. Additionally, rewards and incentives may be offered to those who successfully reach their goals (Ali & Anwar, 2021).

Three variables, namely green HRM, employee efficiency, and employee motivation are interrelated and have a positive influence on the variables (Extension & View, 2022). Meanwhile, other research conducted by Shoib et al. (2021) produces the same effect,

namely significant and positive, on all variables. Employee motivation has a significant influence on employee efficiency on employee training which is mediated by employee motivation (Reviews, 2021). Meanwhile, other research conducted by Bashir et al. (2020) shows the same results, namely significant.

H5: Employee motivation serves as a mediator in the relationship between Green HRM and employee efficiency.

H6: Employee motivation serves as a mediator in the relationship between employee training and employee efficiency.

RESEARCH METHOD

This research uses a quantitative approach to examine the influence of Green HRM practices and employee training on employee efficiency, with employee motivation as a mediating variable. The research was conducted at PT Pegadaian Area Semarang involving 120 respondents. The design of this research is cross-sectional, where data is collected at one specific time. This design is suitable for analyzing relationships between variables in a specific context (Hair et al., 2022).

The population of this research includes all PT Pegadaian employees in the Semarang area, totaling 150 people, and a purposive sampling technique was used to select 120 respondents based on certain criteria. Data were collected using a closed structured questionnaire and using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questions in the questionnaire were developed based on existing literature to ensure validity and were tested for reliability using Cronbach's Alpha to ensure internal consistency (Sarstedt et al., 2020).

Table 1
Questionnaire Items

Variable	Questionnaire Statements	Source
Green HRM Practices	PT Pegadaian sets environmental goals for employees.	(Khan, UI Hameed, et al., 2022)
	PT Pegadaian provides green training to employees to promote green values.	
	PT Pegadaian provides green training to enhance employees' knowledge and skills in green management.	

Employee Training	PT Pegadaian considers green behavior in the workplace when assessing employee performance.	(Khan, UI Hameed, et al., 2022)
	PT Pegadaian provides me with opportunities to improve my skills. There are many opportunities for employees to learn new things at PT Pegadaian.	
	PT Pegadaian frequently organizes training programs for employees.	
Employee Efficiency	I benefit from working at PT Pegadaian.	(Khan, UI Hameed, et al., 2022)
	I always complete my assigned tasks on time.	
	I always provide the best service to PT Pegadaian's customers. I feel capable of managing my time effectively to accomplish the tasks given.	
Employee Motivation	I feel satisfied when I can do my job well.	(Mendonça et al., 2021)
	I feel dissatisfied when I cannot perform my job well.	
	I like to reflect on my daily tasks with the feeling that I have completed them well.	

Source: Primary Data, 2024

These questions are taken from sources that have been validated in the literature regarding Green HRM, employee training, and employee motivation so that the research instrument has good content validity and reliability. To ensure the instrument was valid, a convergent validity test was carried out, while reliability was tested using Cronbach's Alpha and Composite Reliability, where all values were greater than 0.7, indicating that this instrument was reliable. Discriminant validity tests were also carried out to ensure that each construct could be distinguished from each other (Haji-othman, 2022).

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is very suitable for small sample sizes and complex models (Hair et al., 2022). PLS was chosen for its ability to handle non-normal data and to test complex mediation effects. Hypothesis testing was carried out using bootstrapping techniques with 5,000 subsamples to determine the significance of the relationship between variables, and the hypothesis was considered significant if the p-value was less than 0.05. Research also evaluates the strength of the influence of the independent variable on the dependent variable using the R-squared (R^2) value (Sarstedt et al., 2020).

From an ethical perspective, all participants provided informed consent, and their confidentiality was maintained throughout the study. Participants were assured that the information they provided would only be used for academic purposes, and the data was anonymized before analysis. A sample size of 120 respondents is considered adequate for the PLS-SEM analysis technique, because it is sufficient to detect significant effects with moderate to strong relationships, according to the complexity of the model and the number of constructs used (Hair et al., 2022).

RESULTS AND DISCUSSION

The findings from this research will be thoroughly explained with the assistance of tables and detailed interpretations of each table that have been generated through the analysis conducted using Smart PLS 3. The tables will serve as a visual representation of the statistical results, while the accompanying interpretations will provide a comprehensive explanation of the relationships between the variables, including the significance levels, path coefficients, T-values, and P-values derived from the analysis. Each interpretation will aim to clarify the implications of the results for the study's hypotheses and offer insights into the underlying dynamics between the variables under investigation.

The image of the latent variable and its manifest is as follows:

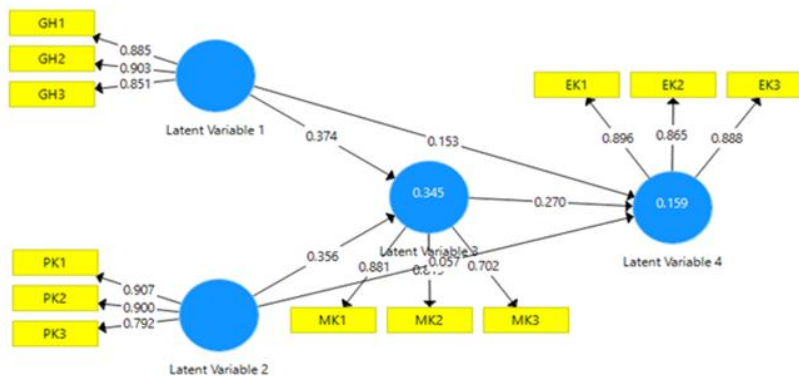


Figure 2
Latent Variable

Table 2
Respondents' Frequency Based on Gender

Category	Frequency	Percentage
Male	88	73,3%
Female	32	26,7%
Total	120	100%

Source: Primary Data, 2024

The data above shows that the respondents who filled out the questionnaire in this study were dominated by male employees, namely 88 people or 73.3%. Meanwhile, there are 32 female employees, or 26.7%.

Table 3
Respondents' Frequency Based on Age

Category	Frequency	Percentage
20 - 25 years old	33	27,5%
26 - 33 years old	42	35%
34 - 41 years old	26	21,7%
42 - 45 years old	11	9,1%
> 45 years old	8	6,7%
Total	120	100%

Source: Primary Data, 2024

The data above shows that 33 respondents or 27.5% of employees were aged 20-25 years. Employees aged 26-33 years are 42 people or 35%. As many as 26 or 21.7% of employees are aged 34-41 years, while employees aged 42-45 years are 11 people or 9.1% and for employees aged over 45 years there are 8 people or 6.7% who have filled out this research questionnaire. This means that in the research those with the highest percentage were employees aged 26-33 years, while those in second place were employees aged 20-25 years. Respondents aged 34-41 years were in third place, then employees aged 42-45 years and employees aged over 45 years had the lowest percentage in this study.

Table 4
Convergent Validity Test Results

No.	Green HRM (GH)	Employee Training (PK)	Employee Motivation (MK)	Employee Efficiency (EK)
GH1	0,885			
GH2	0,903			
GH3	0,851			

PK1	0,907		
PK2	0,900		
PK3	0,792		
MK1		0,881	
MK2		0,819	
MK3		0,702	
EK1			0,896
EK2			0,865
EK3			0,888

Source: Primary Data, 2024

Judging from Table 3, A good indicator is one with a loading factor value greater than 0.7, according to the validity test standards (Haji-othman, 2022). The table shows a loading factor value of more than <0.7, indicating that the results of this study meet convergent validity.

Table 5
Discriminant Validity Test Results

	Green HRM (GH)	Employee Training (PK)	Employee Motivation (MK)	Employee Efficiency (EK)
GH1	0,885	0,284	0,450	0,226
GH2	0,903	0,278	0,424	0,304
GH3	0,851	0,212	0,389	0,259
PK1	0,227	0,907	0,382	0,133
PK2	0,369	0,900	0,513	0,245
PK3	0,100	0,792	0,254	0,204
MK1	0,382	0,398	0,881	0,267
MK2	0,425	0,366	0,819	0,272
MK3	0,344	0,357	0,702	0,350
EK1	0,261	0,203	0,367	0,896
EK2	0,259	0,173	0,285	0,865
EK3	0,274	0,225	0,322	0,888

Source: Primary Data, 2024

Based on Table 4, it can be seen that the value that has a green color indicates the loading value between constructs, whereas the cross-loading value has a greater value than the value of other constructs. It can be concluded that the latent variable has good discriminant validity.

Table 6
Multicollinearity Test Results

	VIF
GH1	2,209
GH2	2,407
GH3	1,896
PK1	2,835
PK2	1,981
PK3	1,964
MK1	2,200
MK2	1,946
MK3	1,220
EK1	2,208
EK2	2,089
EK3	2,205

Source: Primary Data, 2024

Based on table 5, all variable indicators in the study did not experience multicollinearity, because the indicators of the variables Green HRM (GH), Employee Training (PK), Employee Motivation (MK), and Employee Efficiency (EK) had VIF values <5.

Table 7
Composite Reliability Results

Variable	Chonbach's Alpha	Composite Reliability	AVE
Green HRM (X1)	0,854	0,911	0,774
Employee Training (X2)	0,842	0,902	0,754
Employee Motivation (Z)	0,720	0,845	0,647
Employee Efficiency (Y)	0,859	0,914	0,780

Source: Primary Data, 2024

Based on Table 6, it can be seen that the Cronbach's Alpha and Composite Reliability values of the Green HRM (X1), Employee Training (X2), Employee Motivation (Z), and Employee Efficiency (Y) variables have values > 0.70 (Sarstedt et al., 2020), which means that all variables in this study have met the requirements to be said to be reliable.

Table 8
Nilai R-Square

	R Square	R Square Adjusted
EMPLOYEE MOTIVATION (Z)	0,345	0,334
EMPLOYEE EFFICIENCY (Y)	0,159	0,137

Source: Primary Data, 2024

Based on the R-Square test value in table 7, it shows that the research on employee motivation variables is 34.5%. The R-Square value of 0.345 indicates that the independent variables studied, namely Green HRM and employee training, have a moderate influence on employee motivation variables. While the employee efficiency variable is 15.9%. The R-Square value of 0.159 indicates that the independent variables studied have a weak influence on employee motivation variables.

Table 9
Significance Test Results

Variabel	Path Coefficient	Sample Mean	Standard Deviation	T-Value	P-Value	Description
GH → EK	0,153	0,155	0,090	1,699	0,090	Not Significant
PK → EK	0,057	0,063	0,102	0,559	0,577	Not Significant
GH → MK	0,374	0,376	0,076	4,947	0,000	Significant
PK → MK	0,356	0,358	0,078	4,572	0,000	Significant
MK → EK	0,270	0,270	0,103	2,633	0,009	Significant
GH → MK → EK	0,101	0,102	0,046	2,206	0,028	Significant
PK → MK → EK	0,096	0,096	0,042	2,299	0,022	Significant

Source: Primary Data, 2024

Table 9 presents the results of significance testing to analyze the effects of various variables on employee efficiency (EK) and employee motivation (MK). Each variable was assessed based on the path coefficient, sample mean, standard deviation, T-value, and P-

value to determine whether the relationships were significant. The interpretation of these results is detailed as follows:

First, the direct effect of Green HRM (GH) on employee efficiency (EK) shows a path coefficient of 0.153, with a T-value of 1.699 and a P-value of 0.090. Since the P-value is greater than 0.05, the effect of GH on EK is considered not significant.

Second, for the relationship between Work Process (PK) and employee efficiency (EK), the path coefficient is 0.057, with a T-value of 0.559 and a P-value of 0.577. With a P-value higher than 0.05, this relationship is also deemed not significant. This implies that changes in the Work Process do not have a direct and significant impact on employee efficiency.

Third, the effect of Green HRM on employee motivation (MK) shows different results. The path coefficient is 0.374, with a T-value of 4.947 and a P-value of 0.000, indicating significance at a high confidence level ($P < 0.05$). This means that Green HRM policies significantly increase employee motivation within the organization.

Fourth, Work Process is also shown to have a significant effect on employee motivation, with a path coefficient of 0.356, a T-value of 4.572, and a P-value of 0.000. This result suggests that improvements or enhancements in the Work Process can significantly boost employee motivation.

Fifth, the relationship between employee motivation and employee efficiency shows a path coefficient of 0.270, a T-value of 2.633, and a P-value of 0.009. Because the P-value is less than 0.05, this relationship is considered significant. Thus, increasing employee motivation positively impacts their efficiency at work.

Next, the mediation effect through employee motivation was also analyzed. The results show that the effect of Green HRM on employee efficiency through the mediation of employee motivation is significant, with a path coefficient of 0.101, a T-value of 2.206, and a P-value of 0.028. This indicates that employee motivation plays a crucial role as a mediator in strengthening the relationship between Green HRM and employee efficiency.

Lastly, the effect of the Work Process on employee efficiency through the mediation of employee motivation is also significant, with a path coefficient of 0.096, a T-value of 2.299, and a P-value of 0.022. This suggests that employee motivation mediates the relationship between the Work Process and employee efficiency, meaning that an effective Work Process can enhance employee efficiency by first increasing their motivation.

Overall, these results confirm that although Green HRM and Work Process do not directly improve employee efficiency, both can significantly enhance efficiency through the increase in employee motivation as a mediating factor.

CONCLUSION

Considering the study's findings on the influence of Green HRM and employee training on employee efficiency mediated by employee motivation at PT Pegadaian Area Semarang with 120 respondents, several things can be concluded. First, Green HRM practices do not significantly impact employee's efficiency. Although it is able to increase environmental awareness and attitudes, the direct impact of Green HRM on employee efficiency is not strong enough. Second, employee training also does not show a significant influence on efficiency, although it can increase employee skills and knowledge. However, both G motivation of employees, which is ultimately Green HRM, and employee training have been shown to have a significant influence on employee motivation, which in turn can support their performance and loyalty to the company. This study also found that employee motivation is an important mediating factor in increasing the influence of Green HRM and training on employee efficiency, strengthening the relationship between these variables.

Based on this conclusion, PT Pegadaian is advised to continue to develop a Green HRM program that not only fosters environmental awareness but also emphasizes more on its relationship to work efficiency. In addition, the effectiveness of employee training also needs to be improved to have a more significant impact on efficiency. Further researchers are advised to consider other variables, such as job satisfaction or organizational culture, which may affect employee efficiency. Research in other sectors can also provide more comprehensive results. For academics, the findings of this study may serve as an additional

source of information for future research on human resource management, especially related to Green HRM and employee training.

REFERENCES

- Aina, N., Mohd, B., & Norazman, I. (2019). *The Relationship between Employee Motivation towards Green HRM Mediates by Green Employee Empowerment : A Systematic Review and Conceptual Analysis*. 1(2).
- Ali, B. J., & Anwar, G. (2021). *An Empirical Study of Employees' Motivation and its Influence Job Satisfaction*. January. <https://doi.org/10.22161/ijebrm.5.2.3>
- Alvi, A. K., Kayani, U. S., & Mir, G. M. (2020). *Relationship of Employee Training, Employee Empowerment, Teamwork with Job Satisfaction*. 7(2), 185–198.
- Bashir, A., Amir, A., Jawaad, M., Hasan, T., Bashir, A., Amir, A., Jawaad, M., & Hasan, T. (2020). Cogent Business & Management Work conditions and job performance : An indirect conditional effect of motivation Work conditions and job performance : An indirect conditional effect of motivation. *Cogent Business & Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1801961>
- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9–21. <https://doi.org/10.1002/csr.1769>
- Dua, I. L., & Rumerung, J. J. (2022). *KARYAWAN BIDANG ADMINISTRASI PADA PT . MANADO*. 4(1), 118–132.
- Extension, S. R., & View, D. (2022). *Impact of authentic leadership on employee engagement in the banking sector of Karachi Malik Muhammad Sheheryar Khan * Muhammad Muzammil Ghayas*. 23, 90–98.
- Gediminas, V. (2020). *A qualitative study of Green HRM practices and their benefits in the organization : An Indonesian company experience*.
- Guan, X. (2020). *How perceptions of training impact employee performance : Evidence from two Chinese manufacturing firms Article information : July*. <https://doi.org/10.1108/PR-05-2017-0141>
- Haji-othman, Y. (2022). *Assessing Reliability and Validity of Attitude Construct Using Partial Least Squares Structural Equation Modeling*. May. <https://doi.org/10.6007/IJARBSS/v12-i5/13289>

- Hajjali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Ifzal, A., Kifayat, U., & Asif, K. (2021). The International Journal of Human Resource The impact of green HRM on green creativity : mediating role of pro-environmental behaviors and moderating role of ethical leadership style. *The International Journal of Human Resource Management*, 0(0), 1–33. <https://doi.org/10.1080/09585192.2021.1931938>
- Isbahi, M. B. (2023). Factors Influencing Purchase Behavior: Consumer Interest, Price, and Product Quality (Literature Review HRM). *Danadyaksa: Post Modern Economy Journal*, 1(1), 18–36. <https://doi.org/10.69965/danadyaksa.v1i1.6>
- Kalogiannidis, S. (2021). *IMPACT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PERFORMANCE : September*. <https://doi.org/10.61426/sjbcm.v8i3.2064>
- Khan, A. J., Hameed, W. U., & Iqbal, J. (2022). *motivation in emerging small businesses Green HRM and employee efficiency : The mediating role of employee motivation in emerging small businesses. November*. <https://doi.org/10.3389/fenvs.2022.1044629>
- Khan, A. J., Ul Hameed, W., Iqbal, J., Shah, A. A., Tariq, M. A. U. R., & Bashir, F. (2022). Green HRM and employee efficiency: The mediating role of employee motivation in emerging small businesses. *Frontiers in Environmental Science*, 10(November). <https://doi.org/10.3389/fenvs.2022.1044629>
- Kumar, S., Del, M., Chierici, R., & Graziano, D. (2020). Technological Forecasting & Social Change Green innovation and environmental performance : The role of green transformational leadership and green human resource management. *Technological Forecasting & Social Change*, 150(November 2019), 119762. <https://doi.org/10.1016/j.techfore.2019.119762>
- Kumar, S., Yau, Y., & Sahoo, L. (2018). *Climate Change , Photosynthesis and Advanced Biofuels The Role of Biotechnology in* (Issue September 2020). <https://doi.org/10.1007/978-981-15-5228-1> March 2020 Revised: 27. (2020). 1(2), 358–372. <https://doi.org/10.38035/DIJEFA>
- Mendonça, P., Soares, A. D. C., Riana, G., & Da Costa, C. A. de J. (2021). The Influence of Employee Involvement, Work Environment, and Teamwork on Employee Performance (Case Study: Ministry of Agriculture and Fisheries, Dili Timor-Leste). *Timor Leste Journal of Business and Management*, 3(I), 12–23. <https://doi.org/10.51703/bm.v3i1.32>

- Mira, M. S., & Odeh, K. (2019). *Management Science Letters*. 9, 381–388. <https://doi.org/10.5267/j.msl.2018.12.011>
- Mohammed, O., & Ababneh, A. (2022). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 0(0), 1–23. <https://doi.org/10.1080/09640568.2020.1814708>
- Mwita, & M, K. (2022). *CONCEPTUAL REVIEW OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES Kelvin Mwita To cite this version : HAL Id : hal-03621106*.
- Naz, S., Jamshed, S., Nisar, Q. A., & Nasir, N. (2021). *Green HRM , psychological green climate and pro-environmental behaviors : An efficacious drive towards environmental performance in China Green HRM , psychological green climate and pro-environmental behaviors : An efficacious drive towards environmental . March*. <https://doi.org/10.1007/s12144-021-01412-4>
- Niazi, U. I., Nisar, Q. A., Nasir, N., Naz, S., Haider, S., & Khan, W. (2023). Green HRM , green innovation and environmental performance : the role of green transformational leadership and green corporate social responsibility. *Environmental Science and Pollution Research, January*. <https://doi.org/10.1007/s11356-023-25442-6>
- Ozkeser, B. (2019). ScienceDirect ScienceDirect Impact of training on employee motivation in Impact of training on employee motivation in human resources management human resources management. *Procedia Computer Science*, 158, 802–810. <https://doi.org/10.1016/j.procs.2019.09.117>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Rabiul, M., Rubel, B., Mui, D., Kee, H., & Rimi, N. (2021). *The influence of green HRM practices on green service behaviors : the mediating effect of green knowledge sharing*. May. <https://doi.org/10.1108/ER-04-2020-0163>
- Reviews, S. S. (2021). *MEDIATING ROLE OF ETHICAL LEADERSHIP BETWEEN EMPLOYEES EMPOWERMENT AND COMPETITIVE EDGE : A CASE OF COMMERCIAL*. 9(2), 219–231.
- Sarstedt, M., Ringle, C. M., Cheah, J. H., Ting, H., Moisescu, O. I., & Radomir, L. (2020). Structural model robustness checks in PLS-SEM. *Tourism Economics*, 26(4), 531–554. <https://doi.org/10.1177/1354816618823921>

Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., Saqib, S., Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Shoaib, M., Abbas, Z., Yousaf, M., & Zámečník, R. (2021). Cogent Business & Management The role of GHRM practices towards organizational commitment : A mediation analysis of green human capital The role of GHRM practices towards organizational commitment : A mediation analysis of green human capital. *Cogent Business & Management*, 8(1). <https://doi.org/10.1080/23311975.2020.1870798>

Toha, Mohamad & Supriyanto. (2023). Factors Influencing the Consumer Research Process: Market Target, Purchasing Behavior and Market Demand (Literature Review Of Consumer Behavior). *Danadyaksa: Post Modern Economy Journal*, 1(1), 1–17. Retrieved from <https://e-journal.bustanul-ulum.id/in>

Tzenios, N. (2019). *The Impact of Health Literacy on Employee Productivity : An Empirical Investigation*.