

THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF JOB SATISFACTION AMONG EMPLOYEES AT PT POS INDONESIA SURAKARTA BRANCH



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Abstract

Green Human Resource Management (GHRM) or human resource management in the context of sustainability can help an organization create a comfortable, productive, and ethical workplace. The purpose of this study is to analyze the impact of GHRM practices on employee performance, with job satisfaction acting as a mediator. This research employs a quantitative method with an expanded sample size of 150 respondents, including employees from multiple branches of PT Pos Indonesia to enhance generalizability. Data was collected by distributing questionnaires randomly to employees across different branches. The data analysis method used in this study is Partial Least Squares (PLS) with SmartPLS version 3 software. The findings of this study show that GHRM practices have a significant positive effect on job satisfaction. Similarly, job satisfaction has a significant positive effect on employee performance. Job satisfaction fully mediates the effect of GHRM practices on employee performance. Additionally, control variables such as job type, organizational culture, and individual personality traits were considered to ensure a more comprehensive analysis of factors influencing the relationship between GHRM practices, job satisfaction, and employee performance. The results of this study provide practical implications for PT Pos Indonesia, emphasizing the importance of implementing GHRM practices as a core part of their business strategy to enhance job satisfaction and employee performance across different branches and organizational contexts.

Keywords: Green Human Resource Management Practices, Employee Performance, Job Satisfaction

INTRODUCTION

Human resources are a vital part of management, directly related to the most valuable assets of any organization or company. In the context of sustainability, Human Resource Management (HRM) plays a significant role in fostering a comfortable, productive, and ethical workplace. One focus of this research is Green Human Resource Management (GHRM), where human resources contribute to environmental management within an organization (Alghamdi, 2021). By adopting an environmental approach, GHRM aims to create a green work environment by motivating employees to perform their duties responsibly toward the environment (Cahyo & Waskito, 2023). Many organizations are rapidly implementing GHRM to cultivate an environmentally conscious organizational culture, which reduces environmental impact amidst the rapid development of today's industrial era. All units within an organization, not just one, participate in environmental responsibility, promoting green behavior (Kuswati et al., 2024).

Despite the growing interest in GHRM, there remains a gap in understanding its impact on specific industries. While previous research has examined the effects of GHRM on employee behavior and performance in various sectors (Alghamdi, 2021; Alam & Niu, 2021; Prasetyo & Waskito, 2023; Wahyuni, 2024), little attention has been given to the postal and logistics industry. Moreover, existing studies have explored the direct relationship between GHRM practices and employee performance but have not sufficiently examined the mediating role of job satisfaction in this relationship (Abdelhamied et al., 2023). Understanding this mediating role is crucial, as job satisfaction can enhance employee motivation, commitment, and overall productivity. Addressing these gaps is essential for expanding academic knowledge and providing practical insights into how organizations in this sector can effectively implement GHRM practices to improve both employee well-being and business performance.

This study aims to investigate the impact of GHRM practices on employee performance, with job satisfaction as a mediating variable, specifically in the postal and logistics service sector in Solo. The main research questions guiding this study are: (1) How do GHRM practices influence employee performance in the postal and logistics sector? (2) What is the role of job satisfaction in mediating the relationship between GHRM practices

and employee performance? By addressing these questions, this research seeks to contribute valuable insights into the strategic implementation of GHRM in this sector and its implications for sustainable organizational performance.

To explore these relationships, PT Pos Indonesia (Solo Post Office) has been chosen as the research subject due to its relevance in the field. PT Pos Indonesia is a state-owned enterprise (SOE) in Indonesia, providing postal services, logistics, and financial transactions. Established in 1746, the company has expanded its offerings to include financial services, retail, and real estate. PT Pos Indonesia operates over 4,308 post office branches and more than 46,000 drop points across Indonesia, with a presence in 228 countries (PT Pos Indonesia, 2023). As part of its commitment to sustainability, PT Pos Indonesia has implemented several GHRM initiatives, including efforts to reduce carbon emissions, the use of recycled paper, and the adoption of eco-friendly transportation for employees. One of its most successful environmentally friendly practices is the enhancement of internal digital processes through paperless invoices and paperless letters (PT Pos Indonesia, 2023). These initiatives make PT Pos Indonesia an ideal case study for examining the relationship between GHRM practices, job satisfaction, and employee performance in the postal and logistics sector.

By conducting this study, we aim to provide a deeper understanding of how GHRM practices influence employee performance and how job satisfaction mediates this relationship. The findings will offer practical recommendations for organizations looking to implement sustainable HRM strategies, particularly in the postal and logistics industry, while also contributing to the broader academic discourse on GHRM and organizational sustainability.

REVIEW OF LITERATURE

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) refers to the utilization of human resources to promote sustainable practices within a company or organization, aiming for environmental preservation. This term is often used to describe the concern of individuals and executives in developing approaches and practices toward a company's ecological plan

(Shafaei et al., 2020). The growth of GHRM involves systems and policies that incorporate the use of resources in a manner that benefits individuals, society, and the natural environment (Mishra, 2017).

The Resource-Based View (RBV) theory provides a critical theoretical underpinning for GHRM. RBV suggests that firms gain a competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In this context, human capital is a key resource, and GHRM practices enhance an organization's sustainability by developing employee competencies aligned with environmental goals (Renwick et al., 2013). Additionally, the Ability-Motivation-Opportunity (AMO) framework further supports GHRM by highlighting how green training, incentives, and employee participation can enhance pro-environmental behaviors (Paillé et al., 2014).

Organizations implementing GHRM must employ high management and technical expertise to develop employees and create operations focused on environmental impact, gaining employee support and fostering a work environment with a positive mindset toward environmental conservation for the organization's socio-economic well-being and the public (Sharma & Agarwal, 2021). The implementation of GHRM can lead to operational efficiency, pollution prevention, and conservation of valuable resources to achieve a better environment (Gill et al., 2021). Successful application of GHRM requires all business parties to enhance their technical and managerial skills, tied to all green initiatives (Samola & Tumewu, 2022).

Employee Performance

Employee performance is a crucial factor influencing the success of an organization or company. Successful organizations recognize that human resources are a significant factor directly affecting performance (Qudah et al., 2014). Employee performance involves utilizing experience, knowledge, skills, and expertise to carry out specific tasks assigned by leadership effectively and efficiently (Alghamdi, 2021). Herzberg's Two-Factor Theory provides insights into employee motivation and performance by distinguishing between hygiene factors (e.g., salary, work conditions) and motivators (e.g., recognition, job significance) (Herzberg, 1959). GHRM practices, such as green rewards and eco-friendly

policies, may enhance both intrinsic and extrinsic motivators, fostering higher employee engagement and productivity.

As stated by Samola and Tumewu (2022), employees are expected to show their best performance in completing assigned tasks. Furthermore, various factors contribute to employee performance, which ultimately impacts the overall goals of the organization or company where they work. A key aspect is how organizations shape HR practices to support employee performance through training, incentives, and empowerment.

Job Satisfaction

Job satisfaction occurs when an employee feels content with their work, leading to higher motivation, commitment to the organization, and strong contributions to their tasks, which can enhance their performance (Hastuti & Muafi, 2022). If job satisfaction is not well-maintained, it may result in reduced participation or contribution from the employee toward the organization or company (Hardiyono et al., 2017).

According to Paulet et al. (2021) and Pham et al. (2020), job satisfaction is an emotional response reflecting an employee's feelings of happiness or dissatisfaction with their job. Herzberg's Two-Factor Theory provides further depth to this understanding, as it highlights how intrinsic factors such as recognition, responsibility, and achievement contribute to job satisfaction. A company's environmental culture can help foster GHRM practices and improve employee job satisfaction, ultimately enhancing their performance (Shafaei et al., 2020). However, specific GHRM practices, such as green training and eco-friendly incentives, may impact different facets of job satisfaction (intrinsic vs. extrinsic satisfaction), requiring further exploration.

The Impact of Green Human Resource Management Practices on Job Satisfaction

Previous studies have shown that Green Human Resource Management (GHRM) practices are considered a business strategy (Alam & Niu, 2021). Freire and Pieta (2022) also stated that when there is alignment between individuals and the values of an organization, positive outcomes lead to increased employee job satisfaction. However, when there is a misalignment, negative results such as work stress are expected. The Person-Organization Fit theory (French et al., 1974) suggests that alignment between individuals and an organization impacts both subjective and objective aspects for both parties. Previous

research confirms that GHRM practices significantly influence job satisfaction (Abdelhamied et al., 2023; Benny & Abraham, 2023; Freire & Pieta, 2022; Malokani et al., 2023; Susanto, 2023). Based on these findings, the following hypothesis can be proposed:

H1: Green Human Resource Management practices have a significant positive impact on job satisfaction.

The Impact of Job Satisfaction on Employee Performance

Human resource practices support employees by enhancing their confidence, providing motivation, and fostering job satisfaction through additional programs and enthusiasm for work. This leads to increased employee performance in achieving organizational goals (Astuti et al., 2020; Pradhan et al., 2019). Job satisfaction is considered crucial by Alsafadi and Altahat (2021) because employees' actions and beliefs significantly affect their behavior and relationships within an organization. This is further supported by research from Idris et al. (2020), who emphasize the importance of job satisfaction in HR practices. Numerous studies have demonstrated that job satisfaction significantly impacts employee performance (Alsafadi & Altahat, 2021; Astuti et al., 2020; Hastuti & Muafi, 2022; Idris et al., 2020; Pradhan et al., 2019). Based on these findings, the following hypothesis can be formulated:

H2: Job satisfaction has a significant positive impact on employee performance.

The Role of Job Satisfaction as a Mediator in the Effect of Green Human Resource Management (GHRM) on Employee Performance

Research on job satisfaction as a mediator in the Green Human Resource Management (GHRM) framework has been widely considered. A study found that job satisfaction in organizations implementing environmentally friendly practices functions as a mediator, where employees who are satisfied with their work contribute to better performance (Ramzan & Shah, 2024). According to research by Ishfaq and Shahjehan (2024), high job satisfaction positively affects productivity, attendance, and organizational participation. Findings from Al-Sabi et al. (2024), Ishfaq and Shahjehan (2024), and Ramzan and Shah (2024) strengthen the notion that job satisfaction fully mediates the impact of GHRM practices on employee performance. However, some studies suggest that the mediating effect may vary depending on industry-specific factors, such as organizational

culture and leadership style (e.g., GHRM in logistics vs. corporate settings). Based on these explanations, the following hypothesis can be proposed:

H3: Job satisfaction mediates the impact of Green Human Resource Management practices on employee performance.

RESEARCH METHOD

This research employs a quantitative method with a descriptive approach to collect data from respondents. The population of the study consists of all employees of PT. Pos Indonesia in the Surakarta branch, totaling 150 individuals. A sample of 60 respondents was selected through simple random sampling, based on calculations using the Slovin formula. The selection of this sample size is justified as it provides a sufficient representation of the population while ensuring statistical power for path analysis.

The data used in this study consists of primary and secondary data. Primary data was obtained through the distribution of questionnaires to employees, while secondary data was sourced from company documents and relevant literature. The data collection method employed is a survey using a Likert scale questionnaire to measure the variables of Green Human Resource Management (GHRM) practices, employee performance, and job satisfaction.

The Likert scale is chosen as it allows respondents to express their level of agreement or perception regarding the variables in a structured manner, making it a suitable tool for measuring attitudes and perceptions related to GHRM practices, employee performance, and job satisfaction. The questionnaire used in this study was adapted from existing validated instruments in previous research to ensure reliability and validity. The items measuring GHRM practices, employee performance, and job satisfaction were carefully selected based on relevant literature and prior empirical studies.

This study operationalizes three main variables: Green Human Resource Management practices as the independent variable, employee performance as the dependent variable, and job satisfaction as the mediating variable. Data analysis is conducted using path analysis with SmartPLS 3 software. This involves measurement model testing to ensure the validity and reliability of the indicators, as well as structural model testing to assess the

significance of the relationships between variables through path coefficients, R-Square (R^2), Q-Square (Q^2), and effect size (f^2).

Furthermore, hypothesis testing is conducted to examine the relationships between variables by analyzing both direct and indirect effects. The hypothesis is accepted if the t-values are greater than 1.96 and the p-values are less than 0.05, ensuring statistical significance in the relationships examined. The choice of sample size and analysis method aligns with the requirements of path analysis, ensuring that the findings contribute meaningful insights into the study of GHRM practices and their effects on employee performance and job satisfaction.

RESULTS AND DISCUSSION

PT Pos Indonesia, established on August 26, 1746, in Batavia (now Jakarta) by Governor-General G.W. Baron Van Imhoff, was created to secure mail, especially for traders and travelers. Over time, it expanded its network, opening offices in Semarang and other cities. On June 20, 1995, it became a limited company, PT Pos Indonesia. Today, it operates 24,000 service points across Indonesia, covering nearly all cities, regencies, districts, and 42% of villages. This history is detailed in the 2023 annual report, with the Solo office being the focus of this research.



Figure 1.

Network and History of PT Pos Indonesia

The business activities of Pos Indonesia include postal and giro services, including cash and giro financial services (accounts), communication services, logistics, retail, agency services for postal and giro as per the law, as well as efforts to utilize and develop resources owned by Pos Indonesia to support the company's main activities (PT Pos Indonesia, 2023). The services available at the Solo Post Office include communication services, parcel delivery (logistics), and financial services. The service coverage at the Solo Post Office

extends to remote areas of Indonesia that are not reachable by technology signals or advanced transportation tools.

From the explanation of the business activities at PT Pos Indonesia, it can be concluded that the company has a responsibility to implement practices that support environmental sustainability, given the high use of paper in its logistics activities. As a company focused on shipping and logistics services, the use of large amounts of paper is often involved in PT Pos Indonesia's operations, such as administrative processes and packaging. Therefore, implementing environmentally friendly measures is crucial for PT Pos Indonesia. One of the environmentally friendly practices currently being successfully implemented at PT Pos Indonesia is the enhancement of internal digitization processes through Paperless Invoices & Paperless Letters (PT Pos Indonesia, 2023).



Meningkatkan peran PosIND dalam program ESG

- Program TJSL telah melakukan penyaluran dana kolaborasi ke Bank Rakyat Indonesia (Persero) Tbk. sebesar 17 M & penyaluran bantuan CSR sebesar 10,4 M.
- Peningkatan Digitisasi Internal Process melalui *Paperless Invoice & Paperless Letter*.

Figure 2.

GHRM Practices at PT Pos Indonesia

Respondent Description

Table 1.

Respondent Data Collection

Day, Date	Number of Respondent Data
Tuesday, November 19, 2024	21 data
Wednesday, November 20, 2024	17 data
Thursday, November 21, 2024	16 data
Friday, November 22, 2024	6 data

Source: Primary data, 2024

The total number of respondent data collected was 60. The data collected will be processed using the SmartPLS 3 application. Below are the characteristics of the respondents in this study:

Table 2.
Descriptive Statistics of Respondents Based on Gender, Age, and Position

Category	Subcategory	Number of Respondents	Percentage (%)
Gender	Male	44	73.33
	Female	16	26.67
Age	21-30 years	31	51.67
	31-40 years	21	35.00
	> 40 years	8	13.33
Position	Customer Service	4	6.67
	Service (Counter)	8	13.33
	Logistics, Sales, and Courier Staff	3	5.00
	Retail Sales Staff	6	10.00
	Finance Staff	6	10.00
	Sales Account Manager	3	5.00
	Puri	3	5.00
	Courier (Oranger Antaran)	21	35.00
	Operational Staff	3	5.00
	Office Boy	3	5.00
Total		60	100

Source: Primary Data, 2024

The survey data shows that most respondents from PT Pos Indonesia's Surakarta branch are male (73.33%), while females make up 26.67% of the total respondents. In terms of age, the majority are between 21 to 30 years old (51.67%), followed by 31 to 40 years (35%), and those over 40 years old constitute 13.33%. As for job positions, the majority of respondents work as couriers (35%), with smaller proportions in various other roles: customer service (6.67%), service (counter) (13.33%), and retail sales, logistics, and finance

staff (5% to 10% each). This demographic profile provides a broad understanding of the respondent group, which includes employees from diverse roles across the company.

Instrument Test

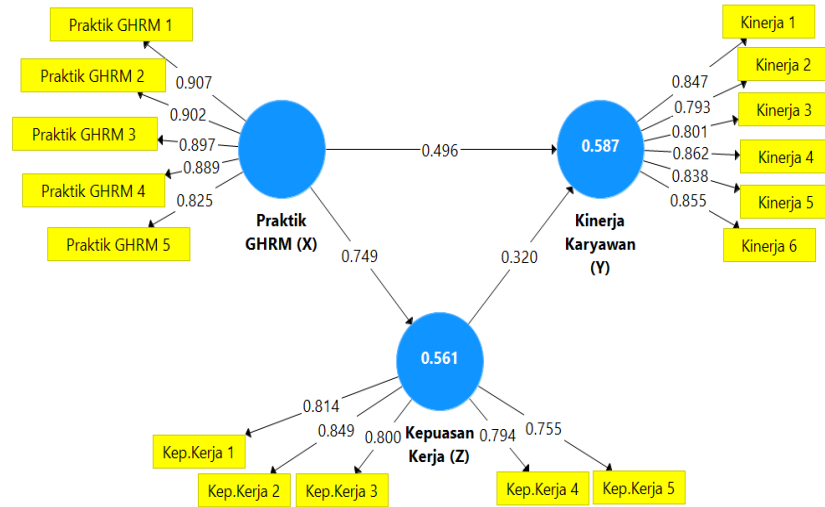


Figure 3.
Outer Model

Convergent Validity

Table 3.
Results of Convergent Validity Measured by Loading Factor

Variable	GHRM Practices	Employee Performance	Job Satisfaction	Cut Off	Remarks.
P.GHRM 1	0,907			0,5	Valid
P.GHRM 2	0,902			0,5	Valid
P.GHRM 3	0,897			0,5	Valid
P.GHRM 4	0,889			0,5	Valid
P.GHRM 5	0,825			0,5	Valid
Performance 1		0,847		0,5	Valid
Performance 2		0,793		0,5	Valid
Performance 3		0,801		0,5	Valid
Performance 4		0,862		0,5	Valid
Performance 5		0,838		0,5	Valid
Performance 6		0,855		0,5	Valid
Job Satisfaction 1			0,814	0,5	Valid
Job Satisfaction 2			0,849	0,5	Valid
Job Satisfaction 3			0,800	0,5	Valid
Job Satisfaction 4			0,794	0,5	Valid

Job Satisfaction 5	0,755	0,5	Valid
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Source: Primary Data, 2024

Table 3 shows that all loading factor values exceed 0.5, ranging from 0.755 to 0.907. This indicates that all variables are valid, as the loading factor values surpass the minimum threshold. Based on these results, it can be concluded that the model successfully reflects the relationship between all indicators and the measured latent variables. Green Human Resource Management (GHRM) practices, employee performance, and job satisfaction are valid because their loading factor values meet the convergent validity measurement criteria of > 0.5 .

Table 4.
Results of Convergent Validity Measured by AVE

Variable	AVE	Cut Off	Remarks
GHRM Practices	0.782	0.5	Valid
Employee Performance	0.694	0.5	Valid
Job Satisfaction	0.645	0.5	Valid

Source: Primary Data, 2024

Table 4 shows that all indicators are valid because the model measurement results meet the minimum criteria, with AVE values greater than 0.5, ranging from 0.645 to 0.782.

Discriminant Validity

Table 5.
Results of Discriminant Validity Measured by HTMT

Variable	GHRM Practices	Employee Performance	Job Satisfaction	Cut Off	Remarks
GHRM Practices		0,795	0,832	< 0,85	Valid
Employee Performance			0,769	< 0,85	Valid
Job Satisfaction				< 0,85	Valid

Source: Primary Data, 2024

Table 5 shows that the HTMT measurement meets the minimum discriminant validity criterion of being less than 0.85. While GHRM practices may be related to job satisfaction, and job satisfaction can be related to employee performance, they do not share the same concept, as they do not indicate identical constructs. Therefore, all variables are valid, as the HTMT values range from 0.769 to 0.832 in this study.

Reliability

Table 6.
Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Cut Off	Remarks
GHRM Practices	0,930	0,947	0,70	Reliable
Employee Performance	0,912	0,931	0,70	Reliable
Job Satisfaction	0,862	0,901	0,70	Reliable

Source: Primary Data, 2024

Table 6 shows that all variables have Cronbach's Alpha values greater than 0.70, with GHRM practices (0.930), employee performance (0.912), and job satisfaction (0.862). Additionally, the composite reliability values also exceed 0.70, with GHRM practices (0.947), employee performance (0.931), and job satisfaction (0.901). This indicates that all instruments are reliable.

Structural Model Data Analysis

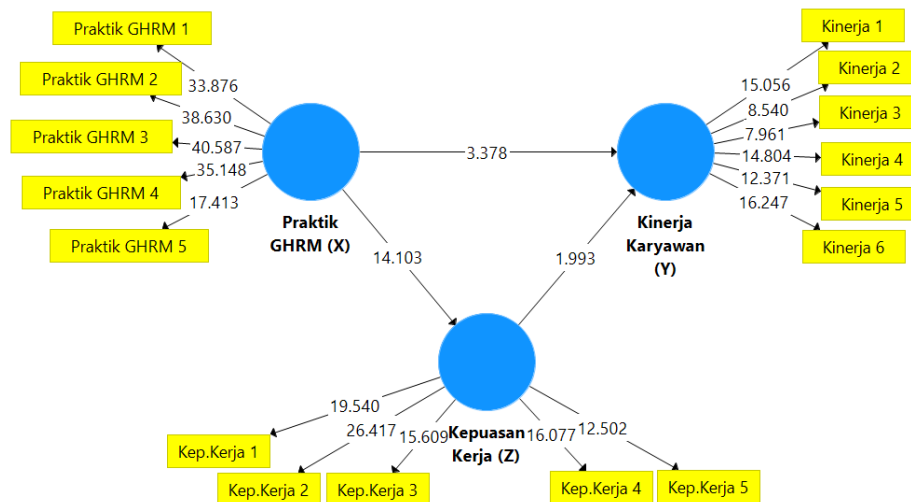


Figure 4.
Inner Model

In the inner model (structural model) test, there are 3 latent variables, and 4 standard orders are used in structural model measurement: path coefficients, R-Square (R2), predictive relevance (Q2), and effect size (f2). Hypothesis testing is conducted through bootstrapping analysis.

R-Square (R²)

Table 7.
R-Square (R²) Test Results

Variable	R-Square	Adjusted R-Square	Remarks
Employee Performance	0.561	0.553	Medium
Job Satisfaction	0.587	0.572	Medium

Source: Primary Data, 2024

Based on Table 7, the R2 value for employee performance is 0.553 (55.3%), which means the influence of GHRM practices on employee performance is 55.3%, indicating a medium relationship. The R2 value for job satisfaction is 0.572 (57.2%), meaning the influence of GHRM practices on job satisfaction is 57.2%, also indicating a medium relationship.

Predictive Relevance (Q²)

Table 8.
Q2 Test Results Measured by Construct Crossvalidated Redundancy

Variable	SSO	SSE	Q2 (=1-SSE/SSO)	Remarks
GHRM Practices	300,000	300,000		
Employee Performance	360,000	229,534	0,362	Moderate
Job Satisfaction	300,000	193,480	0,355	Moderate

Source: Primary Data, 2024

Based on the Q2 calculations in Table 8, it can be concluded that Green Human Resource Management (GHRM) practices have moderate predictive relevance on employee performance, with a Q2 value of 0.362. Furthermore, GHRM practices also have moderate predictive relevance on job satisfaction, with a Q2 value of 0.355.

Effect Size (f²)

Table 9.
Effect Size (f²) Test Results

Variable	GHRM Practices	Employee Performance	Job Satisfaction
GHRM Practices		0,262	1,276
Employee Performance			
Job Satisfaction		0,109	

Source: Primary Data, 2024

Table 9 shows that GHRM practices have a large effect size on job satisfaction, with an f^2 value of 1.276, which is greater than 0.350. GHRM practices also have a moderate effect on employee performance, with an f^2 value of 0.262, indicating a value between 0.150 and 0.350. Meanwhile, job satisfaction has a small effect on employee performance, with an f^2 value of 0.109, indicating a value between 0.020 and 0.150.

Goodness-of-Fit (GoF)

Table 10.
Goodness-of-Fit (GoF) Test Results

	Saturated Model	Estimated Model
SRMR	0,071	0,071
d_ULS	0,680	0,680
d_G	0,513	0,513

Source: Primary Data, 2024

Based on Table 10, the SRMR value is 0.071, which is below the minimum criterion of 0.080. This can be concluded that the model used in this study has a good fit, as the sample covariance matrix aligns well with the model covariance matrix.

Hypothesis Testing

Path Coefficients

Table 11.
Direct Effect Test Results with Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
GHRM Practices → Job Satisfaction	0,749	0,753	0,053	14,103	0,000
Job Satisfaction → Employee Performance	0,320	0,333	0,161	1,993	0,047

Source: Primary Data, 2024

Based on Table 11, it can be determined whether the influence between variables is significant by analyzing the t-statistic and p-values. The values in the original sample column indicate the magnitude of the path coefficients. Here are the interpretations based on the path coefficients results:

The relationship between GHRM practices and job satisfaction is positive, as the original sample value is 0.749. The t-statistic is $14.103 > 1.96$ and the p-value is $0.000 < 0.05$. Thus, it can be concluded that the hypothesis is accepted, and GHRM practices have a significant positive effect on job satisfaction (H1 accepted).

The relationship between job satisfaction and employee performance is positive, as the original sample value is 0.320. The t-statistic is $1.993 > 1.96$ and the p-value is $0.047 < 0.05$. Therefore, it can be concluded that the hypothesis is accepted, and job satisfaction has a significant positive effect on employee performance (H2 accepted).

Specific Indirect Effect

Table 12.
Indirect Effect Test Results with Specific Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
GHRM Practices → Job Satisfaction → Employee Performance	0,240	0,248	0,118	2,026	0,043

Source: Primary Data, 2024

Based on Table 12, the indirect effect results show that the relationship between GHRM practices and employee performance, with job satisfaction acting as a mediator, is positive, as the original sample value is 0.240. The t-statistic is $2.026 > 1.96$ and the p-value is $0.043 < 0.05$. Therefore, it can be concluded that job satisfaction significantly mediates the effect of GHRM practices on employee performance (H3 accepted):

The Effect of Green Human Resource Management (GHRM) Practices on Job Satisfaction

Based on the direct testing data through Smart PLS 3 in Table 4.13, the Green Human Resource Management (GHRM) variable has a significant effect on Job Satisfaction. This is evidenced by the t-statistic value of 14.103, which is greater than 1.96, and the p-value of 0.000, which is smaller than 0.05. These findings support the first hypothesis (H1), which asserts that the consistent implementation of green human resource management practices by the company can improve job satisfaction. The impact of GHRM practices on Job

Satisfaction at PT Pos Indonesia is attributed to the importance of environmentally friendly initiatives, particularly given the large use of paper in administrative and packaging activities. As a result, employees feel more comfortable in the work environment due to the implementation of GHRM practices in the company.

This finding aligns with previous studies by Abdelhamied et al. (2023), Benny and Abraham (2023), Freire and Pieta (2022), Malokani et al. (2023), and Susanto (2023), all of which demonstrated that GHRM practices have a significant impact on Job Satisfaction. This research further supports the evidence that environmentally sustainable approaches can increase employees' pride in their organization. Thus, GHRM practices not only benefit the environment but also positively influence employees' psychological well-being and overall job satisfaction.

The Effect of Job Satisfaction on Employee Performance

According to the direct testing data through Smart PLS 3 shown in Table 4.13, the Job Satisfaction variable has a significant effect on Employee Performance. This is evidenced by the t-statistic value of 1.993, which is greater than 1.96, and the p-value of 0.047, which is smaller than 0.05. These results support the second hypothesis (H2), emphasizing that Job Satisfaction plays a crucial role in motivating employees to contribute more to the company. The significant positive effect is due to the high level of comfort provided by the company to employees, including a supportive work environment, recognition for achievements, good working relationships, and a balance between workload and rewards. This support greatly contributes to improving Employee Performance. When a company values its employees' contributions, employees are more motivated to be responsible in completing their tasks effectively, on time, and with high quality.

This finding is supported by earlier studies such as Alsafadi and Altahat (2021), which state that Job Satisfaction is critical because each employee's actions and beliefs can significantly impact their behavior and relationships within the organization. Other studies, including Astuti et al. (2020), Hastuti and Muafi (2022), Idris et al. (2020), and Pradhan et al. (2019), have also demonstrated that Job Satisfaction significantly affects Employee Performance. This indicates that a satisfied workforce tends to be more productive, engaged, and committed to achieving the organization's goals.

The Role of Job Satisfaction as a Mediator in the Effect of GHRM Practices on Employee Performance

Based on the indirect testing data through Smart PLS 3 in Table 4.14, the Job Satisfaction variable fully mediates the effect of Green Human Resource Management (GHRM) practices on Employee Performance. This is evidenced by the t-statistic value of 2.026, which is greater than 1.96, and the p-value of 0.043, which is smaller than 0.05. These findings support the third hypothesis (H3), confirming that GHRM practices can enhance Job Satisfaction, and through this improvement, Employee Performance can also increase. It can be concluded that Job Satisfaction serves as the connecting link between the implementation of GHRM practices and better Employee Performance.

The results of this study align with research by Ramzan and Shah (2024), which emphasizes that in organizations implementing environmentally friendly practices, Job Satisfaction acts as a mediator, reflected in employees' satisfaction with their work and their improved performance. This is also supported by earlier studies, such as those by Al-Sabi et al. (2024) and Ishfaq and Shahjehan (2024), which affirmed that Job Satisfaction fully mediates the relationship between GHRM practices and Employee Performance. These findings highlight the significance of environmentally oriented approaches and human resource management in enhancing Employee Performance within companies. Therefore, companies should continuously improve their GHRM practices, ensuring that employees perceive them as beneficial to both their work environment and their overall job satisfaction, ultimately leading to better performance outcomes.

CONCLUSION

This study analyzed the impact of Green Human Resource Management (GHRM) practices on Employee Performance, with Job Satisfaction as a mediator at PT Pos Indonesia. The findings, based on Partial Least Squares (PLS) analysis, show that GHRM practices positively affect Job Satisfaction, which in turn enhances Employee Performance, with Job Satisfaction fully mediating this effect. These results support previous research by Renwick et al. (2013) and Dumont et al. (2017), reinforcing the idea that environmentally responsible HRM practices boost job satisfaction and organizational effectiveness. Unlike Zaid et al.

(2018), which found only partial mediation, our study shows full mediation, emphasizing Job Satisfaction's key role in linking GHRM to performance. From a strategic perspective, GHRM can help PT Pos Indonesia strengthen its sustainability commitment, enhance its industry reputation, and attract eco-conscious talent. To maximize these benefits, PT Pos Indonesia should focus on sustainable recruitment, training, performance assessments, and recognize employees excelling in green initiatives, while also promoting work-life balance and a supportive work environment to further boost Job Satisfaction and Employee Performance.

However, the study has some limitations, including its focus solely on PT Pos Indonesia, a limited sample size of 60 respondents, and the exclusion of other potentially influential variables like organizational culture or employees' perceptions of sustainability. Future research should expand the sample size, consider other industries, and include additional variables to provide a more comprehensive understanding.

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