THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT ON PERFORMANCE WITH GREEN LIFESTYLE MODERATION AND PERCEIVED ORGANIZATIONAL SUPPORT

Nathania, Christine Winstinindah Sandroto
Atma Jaya Catholic University of Indonesia, Jl. Jend. Sudirman Kav. 51, Jakarta 12930, Indonesia

Abstract: The purpose of this study was to analyze the effect of green human resources management on employee performance with a green lifestyle and perceived organizational support moderation on employees in Jakarta and Tangerang companies. This study uses a convenience sampling method with a sample of 228 respondents in Jakarta and Tangerang. The analytical method used is moderated multiple regression analysis, which is processed through SPSS version 25. Questionnaires that are applied as research instruments are green human resource management, green lifestyle, perceived organizational support, and employee performance. The results of this study indicate that green HRM has a significant effect on employee performance. Perceived organizational support and green lifestyle are proven to moderate the influence of green HRM on employee performance.

Keywords: green human resource management, green lifestyle, perceived organizational support, and employee performance

A. INTRODUCTION

Human resources are people who make total contributions in making decisions and taking risks that affect the surrounding stakeholders, one of which is the consequences of business activities on the environment have been carefully studied by various stakeholder groups (Waddock, Bodwell, & Graves, 2002). Human resources as a driver of company operations that bring sustainability need in Green Human Resource Management (GHRM). Business organizations implement HR policies, programs, processes, and techniques that bring environ-

*Corresponding Author.
e-mail: christine.wins@atmajaya.ac.id

mental impacts and sustainability practices to the organization (Dutta, 2012; Nijhawan, 2014; Arulrajah, Opatha, & Navaratne, 2015). GHRM also provides benefits for companies in reducing costs by developing green capabilities, motivating employees through green rewards, and green opportunities for employees to improve their performance resulting in higher productivity, quality, organizational performance, waste reduction, and profits. (Renwick, Redman & Maguire, 2013). GHRM is concerned with developing green capabilities in recruiting, selecting, training, and developing green leadership. GHRM is a managerial implication that can affect more positive work behavior, such as higher performance, according to Ragas et al. (2017).

According to the Ministry of Environment and Forestry of The Republic of Indonesia, the Minister of Environment and Forestry stated that 80 percent of marine pollution comes from land activities (Putri, 2018). Jakarta is the center of business, trade, and services. Tangerang city has also shown an increase in population mobility because companies and businesses in the area are getting wider. It can undoubtedly be one of the most significant contributors in Indonesia with poor environmental quality, so it is necessary to implement operations with GHRM standardization on employee performance through two approaches. The first approach is a green lifestyle, where the influence of GHRM on performance does not directly affect employee performance; it requires the support of employees' environmentally friendly behavior (green lifestyle), according to Kim et al. (2019). Studies show that Green Lifestyle applies green behaviors to one's daily practices that affect people's consumption patterns that are part of their lifestyle (Muster & Schrader, 2011). GHRM practices help employees become aware of natural resource operations and develop support for environmentally friendly products (Shaikh, 2010). According to Ragas et al. (2017), research findings show that a green lifestyle plays a moderate role in the impact of GHRM practices on performance; there is a strong positive relationship between applying GHRM practices and performance. It shows that when an employee uses GHRM practices in the workplace, he can incorporate them into his lifestyle by taking part in activities that involve environmental sustainability that can develop individuals to be environmentally responsible. Another factor that also plays a role in strengthening GHRM besides a green lifestyle is Perceived Organization Support (POS). Employee behavior in the organization is

not only influenced by the level of job satisfaction but is also influenced by POS, namely the employee's perception of the support provided by the organization as seen from the level of concern for the contribution and employee welfare as according to Eisenberger et al. (1986). Organizational support theory describes that to meet socio-emotional needs and assess performance improvement, POS is needed. Shaikh (2010) asserted that GHRM plays an essential role in organizations to support issues related to the environment through HR practice policies and train employees related to environmental protection. Employees and community associations know that GHRM is more economical and supports environmentally friendly activities. The results of the study by Shen, Dumont, & Deng (2016); Hur et al. (2015); and Aktar (2017) also show that the care, attention, and support provided by the organization can strengthen the positive influence.

Research on GHRM is still sparse. In Jakarta and surrounding areas, it has not been studied how GHRM practices can influence employee performance. Research on the effect of GHRM in Jakarta and Tangerang is vital because many companies operate in Jakarta and Tangerang, and pollution levels are high. The purpose of the study was to determine how the effect of GHRM on performance is moderated by green lifestyle and perceived organizational support.

B. LITERATURE REVIEW

1. Green Human Resource Management

Jabbour (2011) defines GHRM as the level of greening in HR management practices as a functional and competitive dimension of HRM. GHRM is when organizations in business implement HR policies, programs, processes, and techniques that impact the environment and sustainable practices within the organization. (Dutta, 2012; Nijhawan, 2014). GHRM is also defined as all activities involved in developing, implementing, and maintaining a sustainable system. The aim is to make employees achieve the goals of a green organizational environment, as well as one of the significant contributions in preserving the environment for the benefit of individuals and society, natural environment, and business (Opatha & Arulrajah, 2014). According to Ragas et al. (2017), GHRM

practices have two dimensions: environmental sustainability and green health and waste segregation.

'Green' has a meaning related to the context of employees in managing the company or in HRM (Opatha & Arulrajah, 2014), namely: preservation of the natural environment, conservation of the natural environment, avoiding or minimizing environmental pollution, and producing similar natural places, such as making parks or places that have plants, trees, and grass.

According to Masood (2018), the importance of GHRM in companies is to protect environmental aspects such as global warming, climate change, and the energy crisis. It makes work more meaningful in a healthy workplace inside and outside the company, then encourages employees physically and mentally. financial and non-financial to carry out their activities in an environmentally trustworthy manner, as well as improve the company's performance with certain HR functions such as employee training, empowerment, and environmental management system rewards to motivate employees in developing the company's environmentally friendly capabilities in providing products and operations or in implementing environmental programs. On the other hand, implementing GHRM also has challenges where it is not easy to change the culture and tradition of GHRM in the company. Both the performance and activities of employees a fast time because green initiatives require a lot of support and dedication from company management and the government. According to Opatha & Arulrajah (2014), there is a process of input to the output of green employee behaviour in doing GHRM: Input is to create green employees from their competencies and attitudes by having sufficient knowledge and skills about GHRM because without both achieve green employees cannot be achieved (Collier & Esteban, 2007; Garavan et al., 2010; Sudin, 2011). The right green attitude is cognitive and affective and intends to behave related to the four roles above in employees realizing GHRM. In the process stage, showing green employee performance because a sustainable environment requires changes in employee behaviour (Harris & Tregidga, 2012) as well as all organizational members at all levels within the company, as the main requirement in green behaviour (Daily, 2009). Green behaviour includes green interpersonal citizenship behaviour and green official behaviour. In green interpersonal citizenship behaviour defines the extent to which employees are involved in positive actions to help companies achieve

GHRM in the form of green lifestyle behaviour, not only in the form of a requirement as a formal job but also as a habit given by employees in doing so. In contrast, official green behaviour defines the extent to which employees are involved in official duties related to green activities, with specific procedures that employees must follow in reducing waste. The overall output is the existence of green innovations in the form of new environmental initiatives and solutions to reduce waste and pollution (Govindarajulu & Daily, 2004). The second is environmentally friendly results by working with natural light, reducing electricity use, and increasing performance targets (Daily, 2009). In GHRM planning, the company estimates the number of employees per position needed to implement GHRM programs such as ISO 14001. It is about cleaner production and more responsible operation maintenance. It is involved in deciding strategies to meet the estimated demand in implementing GHRM, such as using expert consultants on environmental and energy audits (Arulrajah, Opatha, & Navaratne, 2015). According to Astuti & Wahyuni (2018), there are five criteria for GHRM (1). Recruitment, including environmental elements in the company's recruitment strategy, communicating company policies or commitments to environmental sustainability during the recruitment process, and incorporating elements of knowledge about the environment in advertisements. jobs, as well as informing that the company will recruit prospective employees who have environmental management competencies. (2). Selection, namely considering candidates who have an interest and concern for the environment, asking questions related to environmental management during interviews with prospective employees, selecting prospective employees who are aware of environmental management, and selecting prospective employees who have personally carried out environmental management. Criterion (3). Training and development include developing employee skills and knowledge about environmental management through training (4). Performance evaluation includes establishing an environmental management information system, environmental audit, integrating environmental management objectives, mastering overall environmental performance standards, integrating environmental performance elements in employee performance appraisals, setting environmental targets and responsibilities, providing employee feedback and socializing the environmental advantages generated by employees, providing incentives for employees who behave in an environmentally friendly manner.

2. Green Lifestyle

According to Ragas et al. (2017), a green lifestyle means implementing green behavior in daily practice. Green behavior affects people's consumption patterns that are part of their lifestyle or what is also called a green lifestyle (Muster & Schrader, 2011). Muster & Schrader (2011) stated that the practice of GHRM can give birth to green lifestyle behavior because the personal lives of employees shape the behavior and attitudes of employees' environmental perceptions formed by the company. Ragas et al. (2017) also formulate two dimensions of a green lifestyle: Green health and environmental development and greenhouse gas emission reduction, which measures how often to use and maintain vehicles. To reduce gas emissions.

3. Perceived Organizational Support

POS is organizational support that provides confidence for employees that the organization where they work appreciates their contributions and cares about their welfare (Rhoades & Eisenberger, 2002). Rhoades & Eisenberger (2002) also stated that POS is organizational support that assesses the extent to which the organization contributes, pays attention to welfare, hears complaints, pays attention to life, and treats employees fairly.

Rhoades & Eisenberger's (2002) research on a sample of employees from various organizations found that employees who feel that they have the organization's support will have a sense of meaning within the employee. Suppose employees perceive that the organizational support they receive is high. In that case, the employee will integrate membership as a member of the organization into their identity and develop a more positive relationship and perception of the organization. It improves the quality of employee performance with a positive view of the company. The consequences of POS not only impact the attitudes shown by employees to the job and the organization but also impact the behavior shown by employees. When employees feel there is organizational support, they will show behaviors that can help achieve organizational goals; they are willing to work with extra effort. According to Rhoades & Eisenberger (2002), POS includes trustworthy, reliable organizations that show members'

interest and welfare. According to James and Purba (2017), it is stated that three factors influence perceptions of organizational support, namely fair work procedures, support from supervisors, and rewards and working conditions. According to Woo & Chelladurai (2012), POS is divided into three dimensions: support from colleagues, supervisors, and the organization itself.

4. Employee Performance

Performance results from a person's behaviour in completing tasks and responsibilities given within a certain period (Kasmir, 2016 in Jauhar & Suratman, 2022). Employee performance is the behavior of employees in doing their work (Jankingtong & Rurkkhum, 2012; Ragas et al., 2017). Employees completing their tasks are expected to give the best performance because it provides an essential factor for company goals which is the result of quality and quantity achieved by employees based on their responsibilities (Astuti & Wahyuni, 2018).

Employee performance is driven by the willingness to carry out an activity on the expected results (Sahin, Koksal, & Ucak 2015); it is necessary to know the importance of the structure model of employee performance dimensions, as in the research of Ragas et al. (2017) which describes it into four dimensions, namely: (1) task competency, (2) flexibility and efficiency, (3) professional development, and (4) work efficiency.

While the first dimension of employee performance is task performance, namely the employee output, the second is contextual performance, namely behavior, and processes to which employees contribute. Third is adaptive performance, namely the ability of employees to respond if there is a change in the environment or circumstances; fourth is a performance that is given through personality, namely in conveying thoughts, behaviors, and feelings.

C. RESEARCH MODEL

Based on the picture above, GHRM is the X variable influencing employee performance (Y), as POS moderates as Moderation 1 and green lifestyle as Moderation 2.
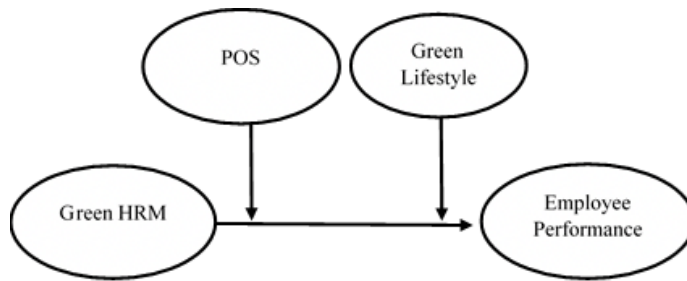
Figure 1 Research Model

D. HYPOTHESIS

The concept of an environmentally friendly company cannot be separated from human resources that reach environmentally friendly aspects because the quality and strategy of human resources can affect the company's performance results (Lee, Lee, & Wu, 2010). Increasing initiatives to address environmental management problems increase perspectives on GHRM practices. According to Muster & Schrader (2011), implementing GHRM in organizations can improve employee performance outcomes. Then the following hypothesis is tested:

Hypothesis 1: GHRM has a positive effect on employee performance.

The role that strengthens the influence of GHRM is the support provided by the organization. Shaikh (2010) asserted that GHRM plays an essential role in organizations to support issues related to the environment through HR practice policies and train employees related to environmental protection. Employees and community associations know that GHRM is more economical and supports environmentally friendly activities. Shen, Dumont, & Deng (2016), Hur et al. (2015), & Aktar (2017) also stated that POS could moderate GHRM performance. Based on previous research, the following hypotheses were tested:

Hypothesis 2: There is effect of GHRM on performance will be moderated by perceived organization support.

Employees tend to react positively to the practice of GHRM because it provides opportunities for employees to participate in a green lifestyle. According to Kim et al. (2019), GHRM can improve employee performance with the support of a green lifestyle; Ragas et al. (2017) also stated that a green lifestyle

could moderate the influence of GHRM on employee performance outcomes. It shows that when an employee uses GHRM practices at work, he can incorporate them into his lifestyle by taking part in environmental sustainability activities. Based on previous research, the following hypotheses were tested:

Hypothesis 3: There is an effect of GHRM on performance moderated by a green lifestyle.

E. RESEARCH METHODS

This study's population is employees working in companies in Jakarta and Tangerang. Jakarta with a population of 4,836,977 people, according to the Central Bureau of Labor Statistics as of 2019 (Jakarta.bps.go.id, 2020), and 5.26 million people in Tangerang, according to the Tangerang Regency Central Statistics Agency as of February 2018 (tangselkota.bps.go.id, 2020).

Sampling was carried out in 2020, and many still applied to work from home (due to the outbreak of the covid-19 outbreak). This study took a sample of 250 employees working in Jakarta and Tangerang companies. Of the 250 data collected, 228 data can be processed. This number of samples is considered sufficient because, according to Roscoe (Sekaran & Bougie, 2016), the minimum acceptable sample for correlational research is no less than 30. The data collection technique is convenience sampling.

To measure all indicators, the authors use a Likert scale of 1–5. On a scale of 1: never, up to a scale of 5, always. The GHRM questionnaire was adapted from Ragas et al. (2017). Examples of items being asked include: Encouraging employees to use boxes/dining boxes to reduce packaging waste, Using teleconferencing to reduce business trips and vehicle gas emissions. To measure the Green lifestyle, adapted from Ragas et al. (2017). Examples of items to be asked are: I buy food by paying attention to its nutritional value, and I plant trees or flowers in my yard. The author's POS questionnaire was adapted from Woo & Chelladurai (2012). Examples of items to ask are: My supervisor supports me when I have work problems, and the organization cares about my well-being. Performance measure by self-assessment with a measuring instrument adapted from Ragas et al. (2017). Examples of items asked are: I easily identify problems and solve problems, and I can do my job without the supervisor's supervision.

F. RESULT

1. Statistical Tool

This study has two moderating variables, and the analytical method used is moderated multiple regression (Hayes model 2). The analysis method is processed through SPSS Process 25.00.

2. Validity Test and Reliability Test

This study performed the reliability test, validity test, descriptive statistics, p plots normality test, average value analysis, and Preacher Hayes analysis. Validity and reliability test results show the scale to be valid (some invalid items have been dropped) and reliable. Correlation coefficient GHRM ranged from 0.348-0.379; $p<0.05$, green lifestyle coefficient ranged from 0.358-0.419; $p<0.05$ correlation coefficient perceived organization support ranged 0.432-0.670; $p<0.05$, and employee performance 0.436-0.559; $p<0.05$. The Cronbach's Alpha values >0.6 are as follows: GHRM: 0.614; green lifestyle: 0.617; perceived organization support 0.859 and employee performance: 0.754. The data processed is normally distributed so that the normality test is fulfilled.

3. Respondent Demographics

The demographics of the respondents are shown in the following table.

Table 1 Respondent Demographics

	Description		Frequency	Percentage
1.	Gender	Male	108	47.4%
		Female	120	52.6%
		Total	**228**	**100%**
2.	Education	Senior High School	16	7%
		Diploma	7	3.1%
		Undergraduate degree	161	70.6%
		Postgraduate degree	44	19.3%
		Total	**228**	**100%**
3.	Marital Status	Not married yet	101	44.3%
		Married	122	53.5%
		Widow/widower	5	2.2%
		Total	**228**	**100%**

Based on the table above: the majority of respondents are female (52.6%), the latest education is Strata 1 (70.6%), and married (53.5%).

4. Mean Score

The overall mean score of GHRM is 3.37, indicating that GHRM is perceived as sufficient. The overall mean score of green lifestyle is 3.62, indicating that the green lifestyle is perceived as high. The overall mean score for POS is 3.86, indicating that POS is perceived as high, and the overall mean score for employee performance is 4, indicating that employee performance is perceived as high.

5. Hypothesis Testing

In conducting tests using the Preacher-Hayes (the simple mediation model), Model = 2; Y = Employee Performance (EP); X = Green HRM (GHRM); W = Perceived Organization Support (POS), and Z = Green Lifestyle (GL).

Table 2 Model Summary of Test Results

R	R-sq	MSE	F	df1	df2	p
Model Summary Outcome EP:						
.5805	.3370	.0592	22.5642	5.0000	222.0000	.0000

Table 3 Test Results

Description	coeff	se	t	p	LLCI	ULCI
Outcome EP:						
Constant	.4384	.9066	.4836	.6292	-1.3482	2.2259
GERM	.5236	.2509	2.0868	.0380	.0291	1.0182
POS	1.0542	.2489	4.2357	.0000	.5637	1.5447
Int_1	-.2256	.0674	-3.3486	.0010	-.3583	-.0928
GL	-.2330	.1905	-1.2233	.2225	-.6083	.1424
Int_2	.1011	.0506	1.9956	.0472	.0013	.2008
Interactions:						
Int_1	GERM	X	POS			
Int_2	GERM	X	GL			

Table 4 Test (s) of Highest Order Unconditional Interaction(s)

Description	R2-change	F	df1	df2	p
X*W	.0335	11.2129	1.0000	222.0000	.0010
X*Z	.0119	3.9825	1.0000	222.0000	.0472
BOTH	.0357	5.9837	2.0000	222.0000	.0029

6. Reporting Research Results

The table above shows that GHRM has a positive effect on employee performance (p = 0.0380 < 0.05; LLCI = .0291, ULCI = 1.0182), thus Hypothesis 1 is accepted. POS is proven to moderate the effect of GHRM on Employee Performance (p=0.0010<0.05; LLCI= -.3583, ULCI= -.0928), thus, Hypothesis 2 is accepted. The moderating coefficient is -0.2256, which means that POS has the effect of weakening the influence of GHRM on employee performance. In R2-chg, X*W shows the number 0.0335, which means that the moderating effect of POS (W) accounts for a variation of 3.35%.

Green Lifestyle is proven to moderate the effect of GHRM on employee performance (p=0.0472<0.05, LLCI= .0013, ULCI= .2008), which means that Hypothesis 3 is accepted. The moderating coefficient of Green Lifestyle is 0.1011, which means that Green Lifestyle strengthens the effect of GHRM on Employee Performance. In R2-chg, X*Z shows the number 0.0119, which means that the moderating effect of GL (Z) accounts for the variation of 1.19%.

G. DISCUSSION

The study's results found that GHRM positively affected employee performance. It is crucial to improve the practice of GHRM in companies in Jakarta and Tangerang because it can improve employee performance. This finding is also in line with research by Ragas et al. (2017); Shen, Dumont & Deng (2016); Wulansari, Witiastuti, & Ridloah (2019), who said that GHRM had a positive effect on employee performance.

POS is proven to moderate the effect of GHRM on employee performance. However, the resulting moderation is negative, where the presence of POS weakens the influence of GHRM on employee performance. The moderating

effect of POS is different from previous research by Ragas et al. (2017), Eisenberger et al. (1986), Wulansari, Witiastuti, & Ridloah (2019); Shen, Dumont, & Deng (2016), Hur et al. (2015), Aktar (2017) that POS positively moderates the effect of GHRM on employee performance.

A green lifestyle has been shown to moderate the effect of GHRM on employee performance positively. These results align with Ragas et al. (2017) research. Kim et al. (2019) also suggested that GHRM can improve employee performance with the support of Green Lifestyle. It means that it is essential for companies in Jakarta and Tangerang to improve green lifestyle practices in the world of work because this will strengthen the influence of GHRM on employee performance.

Based on the mean score, it can be concluded that employees in Jakarta and Tangerang perceive that applying GHRM practices in the company is in a suitable category. The category is sufficient due to the pandemic that makes GHRM less applicable in the office. However, implementation of GHRM needs to be improved because it has been proven to influence employee performance positively. The overall mean score for the Green Lifestyle practice that the company has implemented according to employees is in the high category. It is already good, but it can be further improved because it is proven that the existence of a Green Lifestyle can strengthen the influence of GHRM on employee performance.

It is recommended that the company further enhance the implementation of GHRM and a Green lifestyle in the world of work. Currently, through the Ministry of Industry, Indonesia encourages business actors to support environmental sustainability through GHRM to reduce greenhouse gas emissions by 29% or 41% with foreign assistance in 2030 (kemenperin.go.id, 2017). According to the Industrial Research and Development Agency (BPPI) of the Ministry of Industry, Indonesia is taking an approach through industry 4.0 in improving sustainability following the mandate that has been mutually agreed upon globally in the Sustainable Development Goals (SDGs). According to the Ministry of Industry, Indonesia, measuring how far the company's performance has implemented a green industry can be seen from the significant efforts in efficiently using material, energy, and water resources. This measure is seen from the report on the implementation of environmental management and monitoring for the

past year, a description of the production process accompanied by a flow chart, mass or material balance, energy balance, and water balance during the production process. In 2019, the Ministry of Industry awarded the Green Industry award to 151 companies (99 industries, 42 pharmaceutical and textile chemical industries, 10 metal machinery, transportation equipment, and electronics industries), 85 of which received level 5 awards (the highest recognition), (kemenperin.go id, 2019).

This research contributes both in theory and practice. Theoretically, the research results re-examined previous studies and obtained the same results (Muster & Schrader, 2011; Ragas et al., 2017; Shen, Dumont, & Deng, 2016; Hur et al., 2015; & Aktar, 2017), but in this study POS negatively moderates the effect of GHRM on performance. The practical contribution is that companies in Jakarta and Tangerang need to improve GHRM practices because they are proven to improve employee performance. In addition, it is essential to make a green lifestyle a habit because the application of a green lifestyle can strengthen the influence of GHRM on performance. It is currently recognized that good HR practices and climate can influence other variables; for example, HRD climate can mediate the effect of self-efficacy on work engagement (Wijaya & Sandroto, 2020), e-HRM practices have a significant positive effect on employee productivity (Wijayadne, 2021)

H. CONCLUSION

The purpose of the study was to determine how the effect of GHRM on performance is moderated by a green lifestyle and perceived organizational support. The results of the study found that GHRM has a significant effect on Employee Performance, and Perceived Organizational Support and a Green Lifestyle are proven to moderate the effect of GHRM on employee performance. POS is proven to moderate the effect of GHRM on employee performance. However, the resulting moderation is negative, where the presence of POS weakens the influence of GHRM on employee performance. The difference in the results from previous studies is probably because this research was conducted during a pandemic when many companies implemented work-from-home. It

makes the support from the organization abstract and less natural for employees. Also, the questionnaire items at POS are more about co-workers in the context of routine work that is less related to GHRM.

I. LIMITATION

The weakness of this study is that this research was conducted during a Covid-19 pandemic which affected the results of respondents' answers so that they could not be equated when in normal circumstances, where many people work at home, so GHRM is not applied in the office. The perceived organizational support can be different. At the same time, they were working at home and in the office. The employee performance questionnaire is assessed by self-assessment by the employees themselves. Self-assessment can provide a subjective perspective on the achievements that employees have or do not have if their superiors or surrounding areas do not support claims for their performance. Self-assessment also allows interpreting the criteria for less precise statements so that it can be concluded that the assessment should be carried out from various perceptions to measure more objectively.

Suggestions to be considered for further research are POS, which moderates negatively on the effect of GHRM on employee performance and needs to be tested again in the following study. Research conducted in a state of the Covid-19 pandemic affects the results of respondents' answers. So that it causes GHRM to be less applied in the office, and the perceived organizational support can be different when working at home and in the office. Statements on employee performance are assessed on self-perception. It is suggested in further research that employee performance statements are assessed by superiors who have the highest appraisal qualifications so that both the assessment and the final results can provide a more objective picture.

J. REFERENCES

Akhtar, A. (2017). The Relationship between Employee Engagement, HRM practices, and Perceived Organizational Support: Evidence from Banking Employees. *International Journal of Human Resource Studies,* 7(3), 1–22.

Arulrajah, A., Opatha, H. D. N., and Navaratne, N. (2015). "Green human resource management practices: a review." *Sri Lankan Journal of Human Resource Management*, Vol. 5, No. 1, pp. 1–16.

Astuti, M. & Wahyuni, H.C. (2018). Strategi Implementasi Green Human Resource Management pada Usaha Mikro, Kecil, dan Menengah (UMKM). *Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan*, 12(2), 121–128.

Collier, J. & Esteban, R. (2007). Corporate Social Responsibility and Employee Commitment. *Business Ethics: A European Review*, 16(1), 19–33.

Daily, B. (2009). Conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243–256.

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 82(5), 812–820.

Dutta, S. (2012). "Greening people: a strategic dimension." *Zenith International Journal of Business Economics & Management Research*, 2 (2), 143–148.

Garavan, T. N., Heraty, N., Rock, A., & Dalton, E. (2010). Conceptualizing the behavioral barriers to CSR and CS in organizations: a typology of HRD interventions. *Advances in Developing Human Resources,* 12(5), 587–613.

Govindarajulu, N. & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial Management & Data Systems, Business*, 104, 364–372.

Harris, C. & Tregidga, H. (2012). HR managers and environmental sustainability: strategic leaders or passive observers? *The International Journal of Human Resource Management*, 23(2), 236–254.

Hur, Won-Moo., Su-Jin Han, Jeong-Ju Yoo, & Tae Won Moon. (2015). The moderating role of perceived organizational support on the relationship between emotional labor and job-related outcomes. *Management Decision*, 53(3), 605–624.

Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning, and teamwork? *A Brazilian Study, Industrial and Commercial Training*, 43(2), 98–105.

Jakarta.bps.go.id, 2020.

James, A. & Purba, S. D. (2017). Efek Moderasi Dukungan Organisasi dan Mediasi Work Life Balance pada Pengaruh Pengembangan Karier terhadap

Kepuasan Kinerja (Studi Kasus Karyawan Wanita di PT Bank Central Asia, Tbk.). *Jurnal Manajemen*, 14(1), 53–73.

Jauhar, M. F. & Suratman, A. (2022). Transformational Leadership on Performance: Mediating Role of Flexible Work Arrangements and Work Engagements (Study on the Coffee Shop Industry in Yogyakarta). *Review of Management and Entrepreneurship*, 6(1), 35–50.

Kemenperin.go.id, 2017.

Kemenperin.go.id, 2019.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees'-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83–93.

Lee, F., Lee, T., & Wu, W. (2010). The relationship between human resource management practices, business strategy and firm performance: evidence from the steel industry in Taiwan. *The International Journal of Human Resource Management*, 21(9), 1351–1372.

Muster, V. & Schrader, U. (2011). "Green work-life balance: a new perspective for green HRM," *German Journal of Research in Human Resource Management*, 25(2), 140–156.

Masood, R. Z. (2018). Green HRM: A Need for 21st Century. *Jeter International Research Journal*. 5(6), 356–359.

Nijhawan, G. (2014). Green HRM – a requirement for sustainable organization. *Indian Journal of Research*, 3(10), 69–70.

Opatha, H. H. D. N. P. & Arulrajah, A. A. (2014). Green Human Resources Management: Simplified General Reflections. *International Journal Research*, 7(8), 101–112.

Putri, Z. (2018, 31 Des). Menteri LHK: 80 Persen Sampah Laut Berasal dari Darat. https://news.detik.com/berita/d-4365461/menteri-lhk-80-persen-sampah-laut-berasal-dari-darat.

Ragas, S. F. P., Tantay, F. M. A., Chua, L. J. C., & Sunio, C. M. C. (2017). Green Lifestyle Moderates GHRM's Impact to Job Performance. *International Journal of Productivity and Performance Management*, 66(7), 857–872.

Renwick, D., Redman, T., & Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Reviews*, 15(1), 1–14.

Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.

Sahin, F., Koksal, O., & Ucak, H. (2015). Measuring the Relationship between Managerial Resourcefulness and Job Performance. *Procedia Economics and Finance*, 43(2), 98–105.

Sekaran, Uma & Bougie, Roger. (2016). *Research Methods for Business: a Skill Building Approach.* John Wiley & Sons.

Shaikh, M. (2010). Green HRM: a requirement of 21st Century, *Journal of Research in Commerce and Management*, 1(10), 122–127.

Shen, J. Dumont, J., & Deng, X. (2016). Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group and Organization Management,* 43(4). 594 622

Sudan, S. (2011). Strategic Green HRM: A proposed model that supports Corporate Environmental Citizenship. *Paper Presented at the International Conference on Sociality and Economics Development*, IPEDR, 10, 79–83.

Tangselkota.bps.go.id, 2020.

Waddock, S., Bodwell, C, & Graves, S. (2002). Responsibility: The New Business Imperative. *Academy Management Perspective*,16(2), 132–148.

Wijaya, V. & Sandroto, C. W. (2020). Effect of Self-Efficacy on Work Engagement Mediated by HRD Climate on Outsourced Bank Employees. *Review of Management and Entrepreneurship*, 4(2), 117–130.

Wijayadne, D. R. (2021). Increased Employee Productivity with the Application of E-HRM (Case Studies At Pradita University). *Review of Management and Entrepreneurship*, 5(2), 151–163.

Woo, B. & Chelladurai, P. (2012). Dynamics of Perceived Support and Work Attitudes: The Case of Fitness Club Employees. *Human Resources Management Research*, 2(1), 6–18.

Wulansari, N. A., Witiastuti, & R. S., Ridloah, S. (2019). Green Lifestyle dan Perceived Organizational Support: Manakah Memiliki Peran Terbesar dalam Memengaruhi Pengaruh Green Human Resources Management terhadap Kinerja Karyawan? *Jurnal Bisnis dan Manajemen*, 20(1), 3–14.