

The Impact Of Green Human Resource Management to Environmental Performance

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Abstract

Purpose: This study examines how companies' environmental performance is affected by Green Human Resource Management (GHRM), with a focus on the moderating influence of corporate environmental ethics and the mediating effect of green organizational culture.

Methodology/approach: A quantitative research approach was employed, with data acquired through surveys aimed at organizations implementing GHRM policies. The links between GHRM, green organizational culture, corporate environmental ethics, and environmental performance were examined using path analysis.

Results/findings: Green organizational culture serves as a mediator between GHRM and environmental performance, and GHRM activities greatly improve corporate environmental performance. The positive correlation between GHRM and environmental performance is reinforced by corporate environmental ethics, underscoring the significance of ethical commitment in maximizing GHRM's advantages of GHRM.

Conclusions: Green organizational culture and environmental ethics are key to improving sustainability, while GHRM supports but does not directly drive performance. Companies should focus on building strong green values and ethical practices. GHRM, green culture, ethics, and performance are interconnected, with ethics moderating GHRM's impact of GHRM. To enhance GHRM's effectiveness of GHRM, firms should offer training, promote eco-values, and align policies with sustainability goals.

Limitations: As the data are restricted to companies that have implemented GHRM policies, the conclusions might not qualify as relevant to other companies. Deeper qualitative insights are not offered by quantitative methods.

Contribution: This study adds to the body of knowledge in GHRM by highlighting the vital roles that environmental ethics and green organizational culture play in improving corporate environmental performance.

Keywords: *Corporate Environmental Ethics, Environmental Performance, Green Human Resource Management, Green Organizational Culture.*

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1. Introduction

In recent decades, policy officials, scholars, and industry practitioners have paid more attention to sustainability, particularly after the United Nations Sustainable Goals (UNSDGs) were released (Elshaer, Sobaih, Aliedan, & Azazz, 2021). In this setting, businesses have come to understand that protecting the environment or natural resources is essential to their long-term viability (Tang, Chen,

Jiang, Paillé, & Jia, 2018). It is a well-established fact that when companies disregard the environment, it will eventually jeopardize both their financial and environmental sustainability (Benzidia, Makaoui, & Bentahar, 2021). Consequently, businesses now understand how important it is to include environmental, social, and financial sustainability into their operations and business models (Asiaei, Bontis, Alizadeh, & Yaghoubi, 2022). Consequently, academics' interest in "greening" organizations has increased recently (Marrucci, Daddi, & Iraldo, 2021). One example of this is the introduction of environmental management into HRM-related responsibilities through the development of green HRM (Nisar et al., 2021). It was discovered that GHRM was crucial in helping companies create a sustainable culture (Lu & Wang, 2021). Green HRM practices are often regarded as the most effective approach to planned environmental performance, and they offer a basic framework that enables businesses to more effectively manage their environmental effects.(Nson, 2024)

Research has confirmed that environmental performance depends on employees' abilities, capabilities, and motivation, which are the foundation of the environmental management system (Zameer, Wang, Vasbieva, & Abbas, 2021). Several areas of organizational management have faced substantial environmental performance challenges as a result of more than half a century of industrialization worldwide (Wang, Li, Li, & Wang, 2021). Moreover chemical-related measures and precautions help in mitigating issues such as climate change, environmental degradation, the release of numerous toxins that pollute the atmosphere and oceans, as well as the release of audio and visual contamination, and perhaps even the extermination of wildlife (Darvishmotevali & Altinay, 2022). Across the globe ecosystems and worldwide economic and social well-being are threatened by these manufacturing applications and their negative impacts on the environment (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2021). This critical scenario calls for increased public awareness of environmental or green issues such as reducing emissions, composting, and renewable technologies such as sunlight, wind, and hydropower (Aggarwal & Agarwala, 2023).

Environmental performance in manufacturing firms and GHRM on green organizational culture were significantly correlated (Chen & Huang, 2024). In addition to being a tool for implementing environmental management within the company, GHRM practices can aid in promoting environmental management. By spearheading the organization's green management and sustainability, green culture facilitates the spreading of green ideals among all personnel.(Ichdan, 2024) The issue of environmental awareness affects how the HR department integrates environmental management and practices into HRM operations.(Udodiugwu et al., 2024) Additionally, it was discovered that GHRM practices promote green organizational culture, which in turn mediates the beneficial association between GHRM practices and environmental performance (Khammadee & Ninaroon, 2022). Corporate environmental ethics is the overall view of an organization about environmental concepts like environmental protection, policy, management, and environmentalism (Lin & Chang, 2009) Corporate environmental ethics consists of six components: ethics codes, ethics committees, ethics communication systems, ethics officers, ethics training programs, and disciplinary processes. Corporate environmental ethics also includes non-financial implications and non-financial implications. Corporate ethics improves corporate reputation, creating a competitive edge and other benefits for companies (Naveed & Bashir, 2019).

Based on what was discussed, Green HR Management and Green Organization Culture are factors that improve organizational sustainability and performance is a significant field in the Work environment (Setyawan, 2021). To contribute, the study proposed the role of these variables in the development of organizational sustainability and how much they contribute to organizational awareness. The research uses existing theories to analyze between, Green HR Management, and Organization Culture with Enviromental Performance (Setyawan, 2021).

Differs from other studies in the subject of Green Human Resource Management (GHRM) by emphasizing environmental performance as the main outcome (Aditia, Dharma, & Nur, 2022). While many GHRM studies focus on behavioral or social goals, including operational efficiency or employee happiness, this study is unique in that it emphasizes environmental performance, or the observable

effects of organizational policies on the environment (Jabbar & Abid, 2014). Instead of just improving internal procedures or employee attitudes, this method allows for a more tangible evaluation of how GHRM practices, bolstered by green organizational culture and corporate environmental ethics, can result in quantifiable environmental improvements. This provides deeper insights into how effective GHRM is at reaching true sustainability goals (Jabbar & Abid, 2014).

2. Literature Review and Hypothesis Development

2.1 Green Human Resource Management

The term "green human resource management" refers to all the efforts that go into creating, implementing, and maintaining a system that tries to make an organization's employees more environmentally friendly. (Ichdan & Maryani, 2024) This branch of human resource management is concerned with transforming ordinary employees into "green" workers in order to meet the organization's environmental objectives and, ultimately, significantly contribute to environmental sustainability (Opatha, 2013). This study is predicated on the notion that putting green HRM techniques into practice fosters the development of a green organizational culture (GOC), which gives businesses a competitive edge. This study demonstrates that firms are only getting started with their implementation. green HR strategies.(Adula et al., 2022) In 2023, Aggarwal and Agarwala This study attempts to fill a gap in the empirical literature by examining the role that the three dimensions of GOC—diffusion, depth, and degree—play in the relationship between green human resources and EP (Aggarwal & Agarwala, 2023).

2.2 Green Organizational Culture

Green organizational culture refers to common attitudes about environmental management and challenges. Organizational culture influences environmental management behaviors through shared symbols, beliefs, values, and conventions (Nurhaedah, Irmayani, Ruslang, & Jumrah, 2023). Green organizational culture emphasizes environmental conservation and management, influencing employee behavior and perception (Shahriari, Tajmir Riahi, Azizan, & Rasti-Barzoki, 2023). Green initiatives are incorporated into the organization's mission statement to guide the organization's workers (Imran, Arshad, & Ismail, 2021). They also build a workforce capable of handling environmental conflicts to achieve environmental performance (Imran et al., 2021). One of the main reasons for using a green culture approach is to ensure that the idea of environmental sustainability is instilled in the minds of every worker (Pervin & Begum, 2022).

2.3 Environmental Performance

Initially, environmental protection (EP) was defined as an organization's commitment to conserve and safeguard its natural surroundings by taking actions like maintaining water quality, air, soil, and so on (Nguyen, Elmagrhi, Ntim, & Wu, 2021). To measure the impact of an organization's business operations and products on the natural environment, EP measures are classified in two categories: direct approaches and indirect approaches (Nguyen et al., 2021). These facilitators encourage staff members to concentrate on implementing green initiatives within the company, which lowers toxic emissions from organizational operations and, in the end, improves the company's environmental performance (Sentoso & Putra, 2021).

2.4 Corporate Environmental Ethics

The core ethical attitudes, convictions, and ways of thinking that underpin a company's environmental concerns are known as corporate environmental ethics (Chang, 2011). It molds the core beliefs and standards of environmentally responsible behavior for businesses (Han, Lin, Wang, Wang, & Jiang, 2019). The variations in corporate environmental ethics across different companies can be seen in six different ways: codes of ethics, ethics committees, ethics officers, ethics training programs, and disciplinary procedures (Han et al., 2019).

2.5 Model Development

H1: Relationship between GHRM and Environmental Performance

According to the literature, most organizations concentrate on implementing green HR practices to address environmental issues (Baah et al., 2021). shows that green employee acceptance helps organizations in reducing environmental degradation and producing better results, and that green training and development increases value for employees. (Mishra, 2017) shows that companies concentrate on obtaining synergistic joint effects from collaborative efforts as opposed to depending on individual factors. GHRM also achieves this combined effect through the implementation of green initiatives. simultaneously, creating a synergistic effect and helping to produce a greater effect on environmental performance. Organizations have concentrated on assessing and studying how GHRM bundles affect environmental performance (Aggarwal & Agarwala, 2023). This Research is same research as (Aggarwal & Agarwala, 2023) which states that Green Human Resource Management has a significant and positively influence on Environmental Performance. This shows that the organization's environmental initiatives have been successfully implemented. This research also same research as (Sobaih, Hasanein, & Elshaer, 2020) which states Green human resource management significantly and positively influence environmental performance.

H2: The Relationship between GHRM and GOC

In the past ten years, organizations have prioritized environmental preservation. This has encouraged companies to implement environmentally friendly measures, which helps in long-term profits (Tang et al., 2018). Green HR practices encourage pro-environmental initiatives in organizations, which helps in developing and promoting GOC (Attaianese, 2012), Green hiring is one of the five green HR practices that aids in luring environmentally conscious workers to the organization. It teaches new employees about the company's environmental culture, supporting the company's environmental initiatives (Aggarwal & Agarwala, 2023). This research is same research as (Aggarwal & Agarwala, 2023) Which states that Green Human Resource has a significant and positively influence on Green Organizational Culture. This link and concluded that having green personnel helps the company achieve its environmental goals, which in turn boosts productivity. Aggarwal and Agarwala (2023) This research reveals a significant positive relationship between Green Human Resource Management and environmental performance (Roscoe, Subramanian, Jabbour, & Chong, 2019).

H3: GHRM to EP relationship moderated by Corporate Environmental ethics

A sustainable work environment is largely dependent on the interaction between Green Human Resource Management (GHRM) and the promotion of a Green Organizational Culture, which is regulated by Corporate Environmental Ethics. Aggarwal and Agarwala (2022) Organizational culture is significantly shaped by GHRM practices, which include environmental factors into HR policies and processes (Almaida & Purnomo, 2021). These CEE-moderated programs instill environmental principles in workers, laying the groundwork for a green business culture. Through coherence and consistency in building a green culture, this alignment guarantees that GHRM efforts also connect with the broader company ethos and support environmental sustainability. Saeed et al. (2019) This research is same research as (Marrucci et al., 2021) which states that Moderating effect1 has a significant and positively influence on Environmental Performance. Apart from hiring and engaging, which are also important for circular performance, training also helps the organization operate better environmentally. Conversely, no control variable crosses the statistical tolerance barrier this time, demonstrating that all types of organizations can enhance their environmental performance (Marrucci et al., 2021).

H4: Corporate Environmental Ethics influences Environmental Performance

According to Ahmed, Montagno, and Firenze (1998), corporate environmental ethics refers to the core moral attitudes, convictions, and ways of thinking that underpin a company's environmental concerns. It molds businesses' core beliefs and demands for environmentally responsible actions. Six areas show heterogeneities in the corporate environmental ethics of different companies: ethics codes, ethics committees, ethics officers, ethics training programs, and disciplinary procedure. Additionally businesses can reduce waste caused by inefficient manufacturing, improve environmental performance,

and lessen the expense of penalties associated with breaking green regulations by implementing corporate environmental ethics (Ahmed et al., 1998).

H5: GOC influences Environmental Performance

Environmental performance and green organizational culture in Chinese manufacturing businesses were significantly correlated with GHRM. Most of the earlier study was conducted on manufacturing enterprises in the analytical unit. Hadjri, Perizade, and Farla (2019) However, there are other industries outside manufacturing that have the potential to harm the environment, like hospitals and other health-related businesses. This study was carried out at the hospital analysis unit in response to the research deficit, as the number of hospitals in the city of Palembang has rapidly increased in recent years (Hadjri et al., 2019). This research is same research as (Han et al., 2019). Which is stated that Corporate Environmental Ethics has a significant and positive influence on Environmental Performance. The significance of corporate environmental ethics in enhancing performance could not be assessed in a vacuum; rather, it also demonstrated the process by which the effects were achieved through the integration of managerial and strategic planning. Han et al. (2019) This research is also same as (Roscoe et al., 2019) which states that green organizational culture have a major part in driving environmental performance.

H6: GHRM affects Environmental Performance through GOC

While green policies and practices are being adopted by enterprises to promote sustainability and GHRM is gaining traction, these actions alone will not increase an organization's environmental performance (EP) (Aggarwal & Agarwala, 2023). The company needs to take the necessary actions to integrate green practices into its culture. This will provide the company with a competitive edge and assist it meet environmental challenges. investigated the mediating role of three dimensions of GOC on GHRM and EP of the organization, but none of the studies examined the role of GOC as a mediator on the relationship between green manufacturing and green buying practices and the EP of the organization. Aggarwal and Agarwala (2023) This research is different research result by Aggarwal and Agarwala (2023) which stated that Green Organizational Culture does not play a significant mediating role on Green Human Resource Management to Environmental performance, other research by (Fang, Shi, Gao, & Li, 2022) which stated that Green Organizational Culture does play a significant mediating role on Green Human Resource Management to Environmental Performance.

The relationship between variables is modeled as in the following picture.

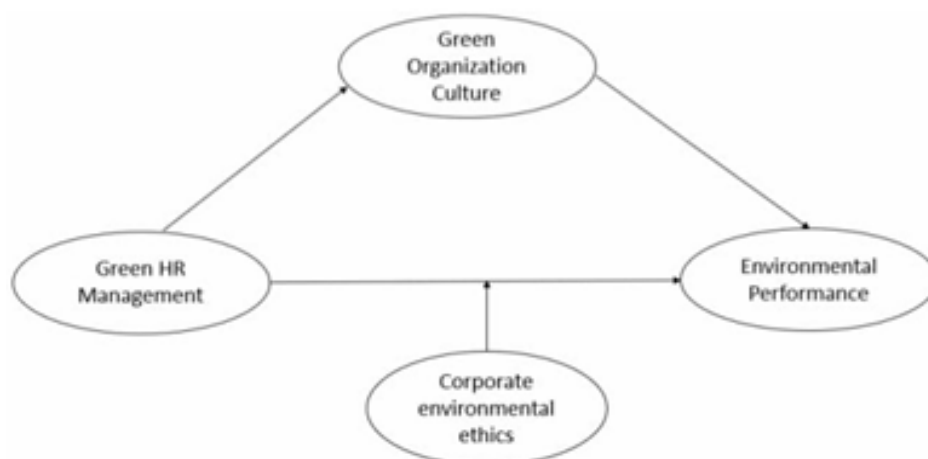


Figure 1. Research Model

3. Research Method

Quantitative research is the methodology used in this investigation. Research techniques founded on positive understanding are known as quantitative research techniques. Populations and data samples can be examined using quantitative research methodologies; randomized sample collecting procedures, research equipment are used for data gathering; quantitative or statistical data analysis is performed with the intention of testing the study's hypotheses (Sugiyono, 2022). The focus of quantitative research design is on testing ideas by using statistics and numerical measurements of study variables to analyze data (Prof. Dr. H.M. Sidik Priadana, 2021).

The population in this study were garment workers in Batam. The data collected used the Google Forms questionnaire method to get respondents to obtain data. The sampling method uses (Hair & Sarstedt, 2021), with a ratio of 1:10 where, for each question given, 10 respondents are needed from each question. This study contains 21 statements, with a minimum number of respondents of 210. A total of 223 respondents were collected.

The research included both primary and secondary sources of information. Primary data collected by giving out questionnaires to garment workers in Manufacturing Industries. The distributed questionnaire asked about the demographics of the respondents as well as their views on corporate environmental ethics, environmental performance, green organizational culture, and green human resource management. Secondary data is information that is gathered for research purposes from the internet, journal articles, and other sources.

3.1 Data analysis methods

The PLS-SEM program and the SPSS program were used to process the data from the questionnaire to test this research. According to (Ashraf & Ahmed, 2022), PLS-SEM is a causal-predictive approach to SEM that places an emphasis on prediction while estimating statistical models, the framework of which is intended to offer causal explanations. Latent variables, or variables that are measured using indicators rather than direct measurements, can be described by the PLS approach (Purwanto et al., 2021).

4. Result and Discussion

4.1 Description of Respondent Character Data

Data from 223 respondent in all have been gathered, according to the data. Hair's calculations indicate that the number of respondents has reached the required minimum. There were 110 males and 113 women among the respondents who completed the distributed questionnaire. The respondents' ages ranged from 21 to 25 and from 26 to 30. The dominant age that has filled out this questionnaire is in the age range of 26-30 years and women have a higher percentage of filling out the questionnaire than men, namely 50.7%. Most of the participants held a high school Scholar or its equivalent, and their tenure at the company ranged from four to six years. The demographic information of the respondents is displayed in the table below.

Table 1. Respondent Description

Demographics Information		Jumlah	Percentage
Total Respondent	Male	110	49.3%
	Female	113	50.7%
Age	18-20 Years old	2	0.9%
	21-25 Years old	62	27.9%
	26-30 Years old	99	44.6%
	30-35 Years old	42	18.9%
	36-40 Years old	15	6.8%

	>40 Years old	2	0.9%
Last Education	SMA/SEDERAJAT	70	31.5%
	DIPLOMA	32	14.4%
	SARJANA (S1)	109	49.1%
	MAGISTER (S2)	10	4.5%
	DOKTORAL (S3)	1	0.5%
Length of time working in the company	0-3 Years	77	34.7%
	4-6 Years	113	50.9%
	7-9 Years	30	13.5%
	>10 Years	2	0.9%

Source: Data Processed (2024)

According to the Rule of Thumb, which is typically used to evaluate convergent validity, for exploratory research, the outer loading value must be greater than 0.6. investigational study. However, the outer loadings value of 0.5–0.6 is still regarded as enough for preliminary research and measuring scale development.

Table 2. Outer Loading test

Indicator	CEE	EP	EP	GHRM	GOC	MODERATING EFFECT 1
CEE_1	0,814					
CEE_2	0,756					
CEE_3	0,767					
EP_1		0,740				
EP_2		0,754				
EP_3		0,757				
GHRM_1				0,859		
GHRM_2				0,857		
GOC_1					0,793	
GOC_2					0,787	
GOC_3					0,789	
GOC_4					0,766	
GHRM*CEE						1,844

Source: Data Processed (2024)

The AVE value must be more than 0.5 in order to demonstrate convergent validity, according to the Rule of Thumb(Shrestha, 2021). The AVE value ought to exceed 0.5.(Shrestha, 2021) The "Construct Reliability and Validity" output of the Smaprt PLS software displays the AVE value. By the data in the table above all of the variables are Exceed 0.5 it indicates good convergent validity.

Table 3. Average Variance Extracted (AVE) Results

Variable	Average Variance Extracted (AVE)	Result
Corporate Environmental Ethics	0,608	Valid
Environmental Performance	0,563	Valid
Green HR Management	0,736	Valid
Green Organizational Culture	0,614	Valid
Moderating Effect 1	1,000	Valid

Source: Data Processed (2024)

The amount of variance a construct absorbs in relation to the degree of variation caused by measurement error is measured by the AVE. AVE is a metric used to evaluate convergent validity. The degree of correlation between several indicators of the same construct that agrees is measured using convergent validity. Convergent validity must be verified by computing the items' factor loading, composite reliability, and average variance extracted (Shrestha, 2021).

Table 4. Summary of Discriminant Validity Analysis Results (Fornel Larcker Criterion Method)

Indicator	Corporate Environmental Ethics	Environmental Performance	Green HR Management	Green Organizational Culture	Moderating Effect 1
Corporate Environmental Ethics	0,780				
Environmental Performance	0,730	0,750			
Green HR Management	0,579	0,608	0,858		
Green Organizational Culture	0,747	0,715	0,716	0,784	
Moderating Effect 1	-0,671	-0,587	-0,650	-0,631	1,000

Source: Data Processed (2024)

The correlation between each indication is displayed by the cross-loading value. Indicators must converge on their corresponding variables for cross loading to occur, with a minimum value of 0.7 (Rasoolimanesh, 2022). The table demonstrates that every indicator has converged or is highly linked with each variable, even though several indicators have correlation values of less than 0.7. changeable.

Table 5. Cross loading

Indicator	Corporate Environmental Ethics	Environmental Performance	Green HR Management	Green Organizational Culture	Moderating Effect 1
CEE_1	0,814	0,657	0,533	0,645	-0,643
CEE_2	0,756	0,510	0,413	0,545	-0,405
CEE_3	0,767	0,521	0,390	0,546	-0,495
EP_1	0,491	0,74	0,522	0,538	-0,46
EP_2	0,576	0,754	0,397	0,498	-0,477
EP_3	0,574	0,757	0,452	0,573	-0,389
GHRM_1	0,475	0,479	0,859	0,655	-0,590
GHRM_2	0,518	0,565	0,857	0,574	-0,526
GOC_1	0,603	0,564	0,595	0,793	-0,532
GOC_2	0,576	0,552	0,578	0,787	-0,538
GOC_3	0,605	0,523	0,551	0,789	-0,538
GOC_4	0,559	0,602	0,521	0,766	-0,398
Green HR Management * Corporate Environmental Ethics	-0,671	-0,587	-0,650	-0,631	1,000

Source: Data Processed (2024)

To demonstrate the consistency and precision of the instrument in measuring constructions, reliability tests are carried out. There are two methods for conducting the reliability test in PLS-SEM: Cronbach's Alpha and Composite Reliability (Dillon - Goldstein's). Composite dependability, according to (Prasetyo, Mursitama, Simatupang, & Furinto, 2022), is a metric that can evaluate a construct in terms of the coefficients of latent variables. If the result of this measurement is more than 0.70, the construct is considered extremely reliable. A reliability test called Cronbach's Alpha is utilized to improve the composite dependability of findings. A variable is considered reliable if its Cronbach's alpha value is greater than 0.70.

Table 6. Composite reliability test results

Indicator	Cronbach's Alpha	Composite Reliability	Result
Corporate Environmental Ethics	0,680	0,823	Reliable
Environmental Performance	0,612	0,794	Reliable
Green HR Management	0,612	0,848	Reliable
Green Organizational Culture	0,791	0,864	Reliable
Green HR Management * Corporate Environmental Ethics	1,000	1,000	Reliable

Source: Data Processed (2024)

The Path Coefficient test is used to calculate the significance value of direct relationships between variables. The t statistic value is less than 1.96 and the P-values are greater than 0.05, which, according to the Rume of Thumb, demonstrates that apparent value is not discernible influence on purchase decision. shows the importance, direction, and size of the relationship between latent variables T statistic greater than 1.96 indicates a significant influence. P-Value less than 0.05 indicates a significant effect. (Subhaktiyasa, 2024).

Table 7. Path Coefficient

Indicator	T Statistic (O/STDEV)	P Values	Result
GHRM > EP	1.480	0.139	Rejected
GHRM > GOC	13.053	0.000	Accepted
ME1 > EP	0.377	0.706	Rejected
CEE > EP	3.958	0.000	Accepted
GOC > EP	2.978	0.005	Accepted

Source: Data Processed (2024)

The substantial impact of latent variables on latent variables is assessed using the R-squared value. The first R class is divided into three groups: the strong group, the medium group, and the weak group (Choirunnisyah, 2022). Hair and others. R-square values of 0.50, 0.75, and 0.25, according to (Gao, 2024), respectively, fall into the medium and weak categories, whereas R-square values of 0.75 are in the strong category. Not only may R-squared be applied to regression analysis, but it can also be used to evaluate any model to assess its overall quality. R-squared can be used, for instance, to run a model in a time series other than MSE. verify the model that is produced (Choirunnisyah, 2022). Consequently, it is evident that both organizational performance and performance fall into the weak category.

Table 8. R Square

Indicator	Sample Mean (M)
EP	0.630
GOC	0.519

Source: Data Processed (2024)

The study model's mediating variables' function is demonstrated by the indirect effect. demonstrates the size, direction, and importance of the intervening (mediating) variable. T statistic > 1.96 indicates a noteworthy impact Significant effect is indicated by a P-Value <0.05.

Table 9. Indirect Effect

Hypothesis	T Statistic (O/STDEV)	P Values	Result
GHRM > GOC > EP	2.753	0.006	Accepted

Source: Data Processed (2024)

4.2 Discussion

H1: Green Human Resource Management to Environmental Performance

The results of this research state that Environmental Performance does not have a significant influence on Environmental Performance. This research is same as (Elshaer et al., 2021) which states that GHRM does not have a significant influence on Environmental Performance. This research is same as (Iswantoro, 2024) which states that GHRM does not have a significant influence on Environmental Performance GHRM has no effect on environmental performance, as indicated by its t-statistic value of 1.105, magnitude of influence of 0.185, and P- value of 0.270. There is no relationship between environmental performance and Green human resource management. This research has a similarity as (Ravisa Viningka Selsa Gitaya & Jati Waskito, 2024) which states that green human resources management is positive but does not have a significant influence on Environmental Performance.

H2: Green Human Resource Management to Green Organizational Culture

The results of this research state that Green HR Management has a significant positive influence on Green Organizational Culture. This research is same research as (Aggarwal & Agarwala, 2023). Which

states that Green Human Resource has a significant and positively influence on Green Organizational Culture. This link concluded that having green personnel helps the company achieve its environmental goals, which in turn boosts productivity. (Aggarwal & Agarwala, 2023) This research reveals a significant positive relationship between Green Human Resource Management and environmental performance (Roscoe et al., 2019).

H3: Moderating effect 1 > Environmental Performance

The result of this research states that Moderating effect 1 does not have a positive influence on Environmental Performance. This research is different from (Marrucci et al., 2021) which states that Moderating effect1 has a significant and positively influence on Environmental Performance. Apart from hiring and engaging, which are additionally important for circular performance, training also helps the organization operate better environmentally. this research is different from (Al-Swidi et al., 2024) Which states that moderating effect 1 has a significant influence on Environmental performance. This research has a similar effect from (Dafa et al., n.d.) which states that Moderating effect 1 does not show an significant relationship with Environmental performance.

H4: Corporate Environmental Ethics > Environmental Performance

The results of this research state that Corporate Environmental Performance has a positive influence on Environmental Performance. This research is same research as (Han et al., 2019). Which is stated that Corporate Environmental Ethics has a significant and positive influence on Environmental Performance. The significance of corporate environmental ethics in enhancing performance could not be assessed in a vacuum; rather, it also demonstrated the process by which the effects were achieved through the integration of managerial and strategic planning (Han et al., 2019).

H5: Green Organizational Culture > Environmental Performance

The Results of this research state that Green Organizational Culture has a significant positive influence on Environmental Performance. This research Is same as (Imran et al., 2021) that's suggest GOC has an important role with EP which state that Green Organizational culture does play a significant role on Environmental Performance. Green organizational cultures and environmental performance, for example, have a favorable and supportive relationship. In the meantime, green organizational culture plays a major role in determining how green innovation affects organizational performance. Imran et al. (2021) This research is also same as (Roscoe et al., 2019) which states that green organizational culture plays a significant role in driving environmental performance.

H6: Green Human Resource Management to Environmental Performance mediated by Green Organizational Culture

The results of this research state that Green Human Resource Management does have a significant positive influence on Environmental Performance which is mediated by Green Organizational Culture. This research is different research result by (Aggarwal & Agarwala, 2023) which stated that Green Organizational Culture does not significantly act as a mediator on Green Human Resource Management to Environmental performance, other research by (Fang et al., 2022) which stated that Green Organizational Culture does play a significant mediating role on Green Human Resource Management to Environmental Performance.

5. Conclusions

Based on the above research, It is vital to stress that a green organizational culture and corporate environmental ethics are essential in promoting sustainability results, even while GHRM by itself does not directly result in improvements in environmental performance. Establishing a positive green culture and incorporating corporate environmental principles into all aspects of business operations should be the main priorities of companies looking to enhance their environmental performance. According to this study, firms should focus on improving their organizational culture and environmental ethics as the main variables to achieve better sustainability outcomes. GHRM can serve as a supportive element in this regard.

Within the framework of corporate sustainability, green HR management, green organizational culture, environmental performance, and corporate environmental ethics are interconnected components. Green Organizational Culture upholds standards and values that motivate staff members to engage in eco-friendly activities, whereas Green HR Management incorporates human resource management techniques that promote environmental sustainability. The result is an improvement in Corporate Environmental Ethics, which guarantees that business decisions and activities are based on environmentally responsible ethical standards, and Environmental Performance, which gauges an organization's influence on the environment. The beneficial interaction of these four ideas enhances an organization's environmental performance and builds its standing as a sustainable practitioner of social and environmental responsibility. In addition, the business's environmental etiquettes function as moderators, which negatively impacts the relationship between GHRM and environmental jobs. A strong environmental ethos inside an organization can foster a positive relationship between GHRM and environmental worker ethics, stressing the need for environmental integrity and awareness in the process of developing and implementing policies.

To enhance the impact of Green Human Resource Management (GHRM) on local labor, businesses need to concentrate on a few strategic initiatives. First, enhancing the organizational culture of health is very important. This can be done by implementing routine training on health, integrating health-related values into internal communications, and providing active staff training in environmental practice. Finally, businesses need to regularly assess and refine their GHRM policies to ensure that they consistently align with their desired business goals and environmental labor force. Further research is advised to investigate potential impact factors between GHRM and environmental job roles as well as to examine the use of this concept in other industries. By putting these guidelines into practice, businesses may maximize the benefits of GHRM and create long-lasting positive effects on their employees' work environment.

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