

# Green Human Resource Management and Organizational Sustainability: The Mediating Role of Employee Environmental Commitment in Private Higher Education Institutions in Makassar

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## ABSTRACT

This study aims to examine the effect of Green Human Resource Management (GHRM) on Organizational Sustainability, with Employee Environmental Commitment serving as a mediating variable among employees of Universitas Wira Bhakti and Universitas Muslim Indonesia. A quantitative research design with a survey approach was employed. The study population consisted of 460 employees, and 214 respondents were selected using the Slovin formula and proportionate stratified random sampling. Data were collected through a five-point Likert-scale questionnaire and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with Smart PLS 4. The findings indicate that Green Human Resource Management has a positive and significant effect on Employee Environmental Commitment ( $\beta = 0.981$ ;  $p < 0.001$ ). However, Green Human Resource Management has no significant effect on Organizational Sustainability ( $\beta = 0.647$ ;  $p = 0.113$ ), and Employee Environmental Commitment also has no significant effect on Organizational Sustainability ( $\beta = -0.704$ ;  $p = 0.062$ ). Furthermore, Employee Environmental Commitment does not mediate the relationship between Green Human Resource Management and Organizational Sustainability ( $p = 0.063$ ). These findings suggest that while Green Human Resource Management effectively enhances employees' environmental commitment, it has not yet translated into improved organizational sustainability within the sampled higher education institutions. Therefore, successful implementation of GHRM should be complemented by supportive organizational culture, environmentally oriented leadership, and sustainability-focused institutional policies to achieve long-term organizational sustainability.

**Keywords:** *Green Human Resource Management, Employee Environmental Commitment, Organizational Sustainability, PLS-SEM, Higher Education*

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## 1. INTRODUCTION

The topic of sustainability has evolved into a major paradigm in organizational governance, including in the private education sector, which implements organizational practices that are responsible toward the environment and society [1]. This transformation also drives higher education institutions to integrate sustainable principles into managerial aspects, including human resource management. Higher education institutions currently face the challenge of how organizations can develop strategically and sustainably, not only creating achievements and competitiveness but also providing sustainable benefits to society through environmental preservation and social ethics [2].

. One of the efforts made by higher education institutions in environmental preservation through the implementation of eco-friendly practices combining Green Human Resource Management (GHRM) policies with academic community engagement is still poorly understood [3]. The implementation of Green HRM is a policy to integrate the environment and sustainable resource use. It also represents a form of organizational commitment to adopt an eco-friendly approach based on core Human Resource Management principles in activities such as recruitment, selection, training [4], as well as performance appraisal and the application of reward systems to enhance employee performance [5].

The implementation of Green HRM leads to continuous improvement in long-term performance [6], and requires strong and comprehensive commitment from top management as the determinant of policy direction and corporate resource allocation [7]. Individual commitment is demonstrated in daily work behavior, as without strong commitment, organizations will experience delays in achieving sustainable organizational goals. Similarly, the application of Green HRM in higher education requires high commitment to realize sustainability goals [8]. Employee commitment to caring for the environment is crucial for the success of eco-friendly initiatives within the organization [9]. The entire academic community plays a primary role in determining the successful implementation of Green HRM policies. However, the effectiveness of Green HRM implementation heavily depends on the higher education institution's ability to build employee environmental commitment that fosters work behaviors supporting organizational sustainability. Several studies indicate that strong commitment and daily behavioral awareness influence the implementation of Green HRM in higher education to preserve environmental sustainability [10].

Research on Green HRM continues to develop in observing its direct effects and relationships with organizational sustainability. However, the mediating mechanism of employee environmental commitment on organizational sustainability remains limited [11], [12], including in the context of private higher education institutions. Addressing this gap, this study provides novelty by developing the conceptual model of the effect of Green HRM on enhancing organizational sustainability through the role of employee environmental commitment in private higher education institutions. This concept builds upon previous research by positioning employee environmental commitment as a psychological behavior bridging the implementation of Green HRM managerial functions toward achieving organizational sustainability, particularly in higher education settings which are rarely investigated [13], [14].

## 2. LITERATURE REVIEW

### 2.1 *Green Human Resource Management*

Green HRM is defined as a series of human resource management policies, practices, and systems designed to encourage employees' eco-friendly behavior while enhancing the organization's environmental performance [9]. Its objective is to align HR execution with sustainable organizational goals. Previous studies indicate that the implementation of Green HRM can enhance green behavior alongside organizational performance [5].

Tunio [15] explains that Green HRM is an organizational working method that integrates environmental sustainability into all stages of human resource management, from the recruitment process to career development. This paradigm shows that organizations not only possess employees with technical capabilities but also personal awareness and commitment to environmental preservation within the organization.

There are several key dimensions in Green HRM implementation. The first dimension is Green recruitment and selection, which is the recruitment process that considers the values, competencies, and environmental concern of candidates [16]. Through this process, organizations will acquire sustainability-oriented employees, making it easier to build an eco-friendly organizational culture. Embedding eco-friendly criteria integrates environmental standards as indicators to depict environmental concern during the recruitment process. Selecting candidates with pre-

existing environmental values shows that organizations prioritize candidates who already possess pro-environmental values, attitudes, and behaviors prior to being hired [17].

The second dimension is green training and development, serving as a training program aimed at enhancing employees' knowledge, skills, and awareness regarding environmental preservation [18]. The indicator used is the continuous ecological literacy program [19]. Training staff on sustainable campus practices outlines specific training programs for employees in executing their daily tasks [20].

. The third dimension is green performance management. Measuring this dimension utilizes the indicator integrating environmental responsibility. Resource conservation metrics into formal evaluations is used to measure the extent to which campus organizations utilize metrics related to resource use efficiency [17].

The fourth dimension relates to green reward and compensation, which emphasizes the provision of financial and non-financial compensation to employees [21], [22]. Another indicator is non-financial reward in the form of organizational recognition for employees for their contributions to supporting environmental sustainability.

## 2.2 *Environmental Commitment*

Employee commitment is reflected in dedication and loyalty to the organization, as well as values influencing organizational effectiveness and success [9]. Essentially, the relationship established between employees and the organization is a reciprocal and mutually beneficial exchange [23].

Employee commitment encompasses various dimensions, namely affective environmental commitment, which is measured through emotional care indicators [24]. Organizational pride serves as an indicator of employees' pride in being change agents [25]. Voluntary employee engagement acts as an indicator of affective commitment [2].

The normative environmental commitment dimension can be seen from employees' belief in preserving the environment as a moral responsibility. Employees also strive to fulfill organizational values that emphasize the importance of environmental sustainability [26].

The continuance environmental commitment dimension can be indicated by an awareness of the negative impacts and consequences if the organization ignores environmental sustainability practices [2]. Environmental sustainability as a dimension can be measured through the organization's ability to optimize energy, water, and other resource usage [22]. Economic sustainability can be assessed through operational cost efficiency. Social sustainability involves organizational efforts to provide a safe physical and psychological working environment for employees [27]. Sustainable performance is consistently positioned as the dependent variable because Green HRM implementation enhances employees' environmental commitment.

## 3. METHODS

This study employs a quantitative research approach with an explanatory (causal) method. It is designed to verify hypotheses and explain causal relationships between independent and dependent variables through statistics [28], [29], [30]. The research subjects are employees of

Universitas Wira Bhakti and Universitas Muslim Indonesia. The research objects focus on Green HRM implementation, Organizational Sustainability, and employee environmental commitment.

The primary research instrument is a structured questionnaire measured using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, which has been widely utilized in sustainable management research [31], [29], [32].

The sampling technique used in this study is Proportionate Stratified Random Sampling. The sample size was determined using the Slovin formula at a 5% error rate, yielding 214 respondents out of a total population of 460 employees. Data sources comprise primary and secondary data. Data were processed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.

## 4. RESULTS AND DISCUSSION

### 4.1 Outer Model dan Inner Model

Based on the measurement model (Outer model) data processing results, all indicators for the Green HRM, Employee Environmental Commitment, and Organizational Sustainability variables exhibit outer loading values above 0.70 (ranging from approximately 0.703 to 0.826). These values indicate that all indicators satisfy the requirements for convergent validity.

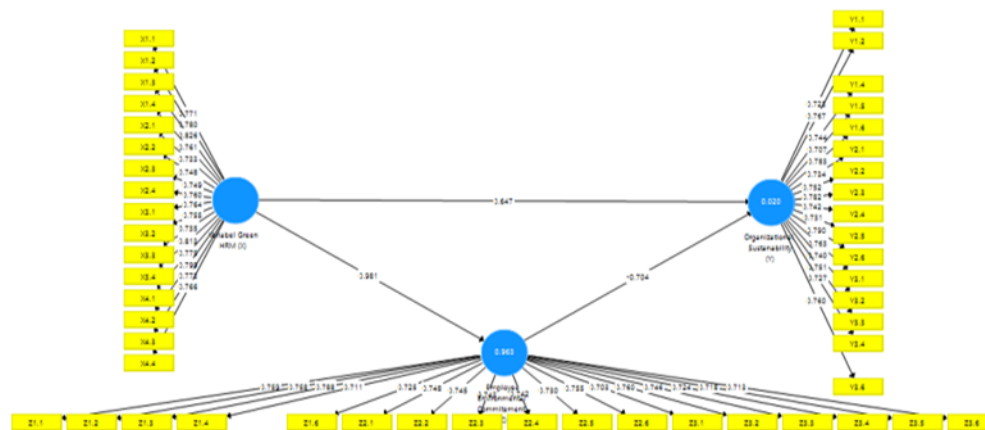


Figure 1. Outer Model and Inner Model

Structural model (Inner Model) analysis indicates that the Employee Environmental Commitment variable has a coefficient of determination ( $R^2$ ) of 0.963 or 96.3%. The Organizational Sustainability variable has an  $R^2$  value of 0.920 or 92%.

### 4.2 Model Fit

#### Model\_Fit

| Fit Summary |                 | rms Theta       |  |
|-------------|-----------------|-----------------|--|
|             | Saturated Model | Estimated Model |  |
| SRMR        | 0.063           | 0.063           |  |
| d_ULS       | 4.928           | 4.928           |  |
| d_G         | 5.684           | 5.684           |  |
| Chi-Square  | 4477.247        | 4477.247        |  |
| NFI         | 0.603           | 0.603           |  |

Figure 2 Model Fit

Model fit evaluation was conducted to determine the conformity level of the conceptual model. Data processing results yielded a Standardized Root Mean Square Residual (SRMR) of 0.063, which satisfies the model feasibility criteria as it is below the SRMR threshold of 0.08.

### 4.3 Hypothesis Testing

Hypothesis testing was conducted using the Bootstrapping procedure with a 5% significance level. Decision making is based on T-statistic > 1.96 and P-value < 0.05.

Table 1. Hypothesis Testing

Mean, STDEV, T-Values, P-Values

|                                                                           | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|---------------------------------------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Employee Environmental Commitment (Z) → Organizational Sustainability (Y) | -0,704              | -0,799          | 0,377                      | 1,867                    | 0,062    |
| Variabel Green HRM (X) → Employee Environmental Commitment (Z)            | 0,981               | 0,981           | 0,003                      | 390,626                  | 0,000    |
| Variabel Green HRM (X) → Organizational Sustainability (Y)                | 0,647               | 0,736           | 0,407                      | 1,590                    | 0,113    |

The test results using the Bootstrapping procedure indicate that Green HRM has a positive and significant effect on Employee Environmental Commitment (path coefficient = 0.981, T-statistic = 390.636, P-value = 0.000). However, the relationship between Green HRM and Organizational Sustainability is insignificant (coefficient = 0.647, T-statistic = 1.590, P-value = 0.113). The effect of Employee Environmental Commitment on Organizational Sustainability is also insignificant (P-value = 0.062).

### 4.4 Mediating Effect

Indirect testing was performed to determine whether Employee Environmental Commitment acts as a mediating variable in the relationship between Green HRM and Organizational Sustainability.

## Discussion

### The Effect of Green HRM on Employee Environmental Commitment

The research findings show that Green Human Resource Management has a positive and significant effect on Employee Environmental Commitment. This indicates that Green Human Resource Management practices such as eco-friendly recruitment, environmental training, green performance appraisal, and reward systems successfully enhance employee awareness and commitment toward environmental preservation. These findings are in line with (Prasaputra Utama et al., 2022) and (Ambarwati et al., 2023), who state that the implementation of Green Human Resource Management shapes pro-environmental values, thereby fostering employee environmental commitment.

### The Influence of Green HRM on Organizational Sustainability

This study reveals that Green Human Resource Management has not yet had a significant effect on Organizational Sustainability. This finding indicates that although Green Human Resource Management practices have been implemented, their execution is not yet strong enough to produce tangible changes in organizational sustainability. Such conditions can be caused by sustainability policies that are still at the administrative stage and have not yet been fully integrated into all of the organization's operational activities. Therefore, the enhancement of Green Human Resource Management practices needs to be accompanied by leadership support, organizational culture, and consistent institutional policies.

### **The Influence of Employee Environmental Commitment on Organizational Sustainability**

The research results show that Employee Environmental Commitment has no significant effect on Organizational Sustainability. This finding indicates that high employee environmental commitment does not automatically result in improved organizational sustainability performance. This can occur because organizational sustainability is influenced not only by individual employee behavior but also by other factors such as management support, institutional policies, budget availability, green infrastructure, and organizational culture.

### **The Mediating Role of Employee Environmental Commitment**

The test results show that Employee Environmental Commitment has not been able to mediate the relationship between Green Human Resource Management and Organizational Sustainability. This finding indicates that Green Human Resource Management practices have not yet been able to drive Organizational Sustainability through an increase in employee environmental commitment.

In other words, although Green Human Resource Management successfully enhances Employee Environmental Commitment, this increased commitment is not yet strong enough to generate changes in Organizational Sustainability. This condition suggests that there are other variables likely more dominant in explaining the relationship, such as Green Organizational Culture, Green Leadership, Environmental Management System, or Top Management Support, which can be considered in future research.

## **CONCLUSION**

The implementation of Green Human Resource Management has a positive and significant effect on Employee Environmental Commitment, demonstrating that practices ranging from recruitment to environment-based compensation successfully enhance employee awareness. However, Green Human Resource Management and Employee Environmental Commitment do not have a significant effect on Organizational Sustainability. Furthermore, employee environmental commitment is unable to mediate the relationship between GHRM and organizational sustainability. The enhancement of GHRM practices at the studied higher education institution is not yet fully integrated operationally to achieve organizational sustainability directly.

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