

Organizational Effectiveness and Green Human Resources Management

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ABSTRACT – This research analyzes the effectiveness of organizations in implementing Green Human Resource Management (GHRM), focusing on sustainable practices and their implications for organizational performance. The findings indicate that GHRM encompasses environmentally conscious approaches to recruitment and selection, training, performance management, compensation, and the cultivation of an organizational culture that supports sustainability. Implementing GHRM has been shown to enhance employee productivity, economic performance, corporate image, and long-term viability. The study highlights the critical role of GHRM in fostering a sustainable organizational culture, strengthening employee engagement, promoting team cohesion, and improving company reputation. Further research is recommended to explore the relationship between GHRM and organizational effectiveness through cross-disciplinary perspectives and broader empirical data. In conclusion, GHRM is not only a reflection of corporate social responsibility but also a strategic approach to gaining competitive advantage and ensuring long-term success in the face of global environmental challenges.

Keywords: organizational effectiveness, green human resource management, GHRM, GHRM practices, environmental sustainability.

A. INTRODUCTION

Industrial development and economic growth in recent years have demonstrated significant efforts to improve human welfare. The discovery of new technologies, innovation in production processes, and the globalization of trade have been the main drivers causing this progress. However, there are negative impacts on the environment from advances in various industrial sectors.

Air, water and land pollution, as well as the accumulation of waste from economic activities and industrial practices, have become serious

problems that threaten environmental balance. It is detrimental to the environment, and these impacts are also detrimental to human health and the ecosystem as a whole. Recognizing the escalation of these negative impacts, various global efforts have been made to formulate policies that focus on environmental conservation (Nuraini et al., 2022).

One approach that is increasingly recognized in responding to environmental challenges is environmentally friendly human resource (HR) management, known as Green Human Resource Management (GHRM) or sustainable human resource management. GHRM is an approach that pays attention to the ecological dimension in organizational activities. Ren et al. (2018) describe GHRM as a relevant phenomenon for understanding the relationship between organizational activities that impact the natural environment and the design, evolution, implementation, and influence of human resource management (HRM) systems.

In this concept, human resource management (HR) is conceptualized as a tool that integrates humans into environmental sustainability efforts through a series of practices that focus on human resources and cut across various organizational functions (Infante & Darmawan, 2022). GHRM aims to optimize organizational performance by considering its impact on the environment. This is achieved through the implementation of environmentally friendly HR practices. These practices, as identified by Benevene and Buonomo (2020); Sulaksono and Mardikaningsih (2021), includes training and development, performance management and assessment, reward systems, as well as recruitment and selection. Throughout the employee life cycle, from the recruitment process to leaving the organization, these practices are intended to encourage sustainable performance by integrating employees' ability to carry out tasks (competencies), motivation, and opportunities to contribute to environmental sustainability.

For example, in the recruitment and selection process, organizations can consider criteria related to environmental awareness and commitment to sustainability. In training and development, employees can be given a deeper understanding of the importance of sustainable practices in their work. Effective performance management must also include ongoing performance assessments, and financial or operational performance (Arifin & Darmawan, 2022; Putra, 2022).

Not only focusing on internal organizational practices, GHRM is also related to efforts to build a sustainable work environment and encourage the adoption of environmentally friendly lifestyles in society at large. This includes building environmentally friendly infrastructure, encouraging the use of sustainable transportation, and providing facilities that support a sustainable lifestyle for employees. Opatha and Arulrajah (2014) link GHRM with the development of a sustainable work environment, while Milliman (2013); Jabbour and Jabbour (2016) highlight the role of GHRM in influencing culture and lifestyle in society.

In today's world of business and management, there is an increasingly urgent need to maintain a balance between achieving organizational goals and maintaining environmental sustainability. The two aspects that are the main focus in this effort are organizational effectiveness and environmentally friendly human resource management, or what is known as Green Human Resources Management (GHRM). Recent research shows that organizations that apply GHRM principles tend to show better performance, both in terms of productivity and company reputation. Therefore, the first aim of this research is to analyse the effectiveness of different types of organizations that adopt GHRM.

Through a literature review, it will explore sustainable human resource management practices and how these practices correlate with organizational performance. Factors such as employee loyalty, increased productivity, and corporate image will be the focus in assessing the effectiveness of organizations that adopt GHRM. By understanding the impact of implementing GHRM on various aspects of organizational performance, it is hoped that it can provide valuable insights for practitioners and researchers in strengthening GHRM practices in various industrial sectors.

Furthermore, the second aim of this research is to investigate the implementation of GHRM concepts and practices in various organizations. This study will explore how organizations adapt GHRM strategies in various aspects of human resource management, including recruitment, training, development, and employee rewards. Through careful literature analysis, it will identify challenges, barriers, and supporting factors in adopting GHRM. By better understanding the dynamics of GHRM implementation, it is hoped that we can provide practical recommendations that can assist organizations in integrating environmental sustainability principles into their human resource management practices.

Thus, this study aims to analyse and evaluate the effectiveness of organizations that adopt GHRM, as well as provide insight into the challenges and opportunities in implementing GHRM practices. It is hoped that the findings from this research will make a significant contribution in strengthening the relationship between human resource management practices and environmental sustainability, as well as provide practical guidance for organizations in improving their overall performance.

B. METHOD

This research uses a qualitative literature study approach to explore the concepts and practices of sustainable human resource management (HRM), especially in the context of environmental management or Green Human Resource Management (GHRM). This method involves analysis of various scientific articles and other related literature that have been published in journals and other academic sources.

The research process begins with the identification and selection of literature sources that are relevant to the topic under study, namely GHRM. Selection is carried out based on certain criteria, such as accuracy of information, relevance to research objectives, and source credibility. After the appropriate literature sources have been collected, a qualitative analysis of the content of each source is carried out.

Qualitative analysis was carried out by examining and comparing findings from various literature sources. Researchers look for patterns, themes, and relationships between concepts that emerge from the results of the analysis. Then, the findings are systematically

arranged to form a narrative that presents an in-depth understanding of GHRM concepts and practices.

During the research process, researchers also paid attention to and described the evolution of the GHRM concept over time, as well as noting the latest developments in related literature. This helps in gaining a comprehensive understanding of how the GHRM concept has been developed and implemented in the field of sustainable human resource management.

By using qualitative literature study methods, this research seeks to provide in-depth insight and comprehensive understanding of GHRM concepts and practices, as well as explore their implications for environmental sustainability and overall organizational performance.

C. RESULTS AND DISCUSSION

Exploring sustainable human resource management (GHRM) practices involves a deep understanding of how organizations integrate environmental sustainability principles into their HR policies and procedures. This includes the identification, analysis and assessment of various practices designed to ensure that an organization's human resources contribute positively to environmental sustainability efforts, while also meeting the needs of the organization as a whole (Darmawan et al., 2022).

One of the key practices in GHRM is continuous recruitment and selection. This involves a process of assessing prospective employees not only based on their abilities and experience, but also their suitability to the environmental sustainability values espoused by the organization. Understanding and commitment to environmental issues as well as a willingness to contribute to the organization's sustainability efforts are important factors in employee selection.

Apart from that, training and development is also an important part of GHRM. Organizations implementing GHRM often provide training on environmentally friendly practices, an understanding of the environmental impacts of organizational activities, and the skills necessary to participate in sustainability initiatives. This training helps increase environmental awareness and employees' ability to contribute to the organization's sustainability efforts.

Performance management is also considered in GHRM, where employees are assessed based not only on their performance in achieving business

targets, but also in observing sustainable practices. This may include achieving environmental targets, participating in sustainability programs, or adopting sustainable behaviour in the workplace. These performance assessments provide incentives for employees to participate in the organization's sustainability efforts.

Furthermore, compensation and reward policies can also be part of GHRM. Organizations can provide incentives and rewards to employees who are active in supporting sustainable practices or achieving certain environmental targets. This creates a culture that supports and strengthens commitment to environmental sustainability throughout the organization (Jahroni et al., 2021).

Apart from practices that are directly integrated with HR, GHRM also involves aspects of organizational culture and leadership. Strong leadership and commitment to environmental sustainability can be the main driver in encouraging cultural change in organizations towards sustainable practices (Rojak & Munir, 2023). This includes clear communication of sustainability values, recognition of employee contributions to sustainability efforts, and providing examples of sustainable behaviour to all members of the organization.

Overall, exploring GHRM practices involves a deep understanding of how organizations can integrate environmental sustainability into the entire employee life cycle, from recruitment to retirement. This involves identifying supportive practices, implementing relevant policies and procedures, and developing an organizational culture that supports a commitment to environmental sustainability.

Sustainable human resource management (GHRM) practices have a significant correlation with organizational performance in various aspects. Research and literature indicate that implementing GHRM practices can have a positive impact on productivity, financial performance, corporate image, and long-term sustainability. The following are several explanations regarding the correlation between GHRM practices and organizational performance:

1. Employee Productivity:

GHRM practices that focus on employee training and development, work-life balance, and employee participation in sustainability initiatives can increase employee productivity (Djazilan & Arifin, 2022). According to research by Guest et al. (2012); Mardikaningsih and

Putra (2022), training that is relevant to environmental sustainability can improve employee performance and work productivity. This is associated with enhanced motivation and better skills to overcome complex environmental challenges (Retnowati et al., 2022).

2. Organizational Economic Performance:

Implementation of GHRM practices can also have a positive impact on an organization's economic performance. The focus on the consequences of GHRM is specifically aimed at an organization's environmental performance; however, the economic aspect should not be ignored (Yong et al., 2020). According to Sumiati and Susanto (2021), GHRM has a significant effect on economic performance. Likewise, Zaid et al. (2018). Companies that adopt GHRM practices tend to have better economic performance. This is due to factors such as reduced costs through operational efficiency, increased innovation through employee collaboration, and improved company reputation which leads to increased sales and business growth.

3. Company Image:

GHRM practices that focus on corporate social and environmental responsibility can improve the company's image in the eyes of society and stakeholders. According to research by Bansal and Desjardine (2014), companies that are known as leaders in sustainable practices tend to have better reputations and receive greater support from customers, investors, and society. This creates a competitive advantage for companies in maintaining and increasing their market share.

4. Long Term Sustainability:

GHRM practices also contribute to the long-term sustainability of organizations by ensuring that their operational activities do not harm the environment and natural resources. According to research by Jackson et al. (2011), organizations that adopt GHRM tend to have a lower carbon footprint, produce less waste, and adhere to higher environmental standards. This helps organizations maintain their social license to operate and reduces the legal and reputational risks associated with unsustainable practices.

From these sources, we can see that GHRM practices have a positive impact on the environment, and are directly related to organizational performance in various aspects. Therefore, investing in the implementation of GHRM practices can be considered a wise

business strategy to achieve sustainability goals and long-term competitive advantage.

The implementation of Green Human Resources Management (GHRM) concepts and practices in various organizations varies depending on the size, industry, corporate culture and sustainability goals set. However, there are some common practices that many organizations committed to becoming more sustainable implement. The following are several examples of the implementation of GHRM practices that have been implemented:

1. Continuous Recruitment and Selection:

Organizations that implement GHRM often include sustainability criteria in employee recruitment and selection processes. They look for candidates who have environmental awareness, a commitment to sustainable practices, and the ability to contribute to the organization's sustainability goals. For example, companies may use questions about environmental awareness or previous experience in sustainability projects as part of recruitment interviews.

2. Continuous Training and Development:

Employee training and development is the main focus in GHRM. The organization provides training on environmental issues, sustainability, and corporate social responsibility (Novita et al., 2022). They also encourage employees to develop the skills necessary to participate in sustainability initiatives. For example, training may cover the use of green technology, waste management, or environmentally friendly practices in the workplace.

3. Continuous Performance Management:

Performance management in the GHRM context not only considers individual performance in achieving business targets, but also in supporting sustainable practices (Amjad et al., 2021; Chasanah & Mardikaningsih, 2023; Darmawan et al., 2023). Organizations assess employees based on their contributions to sustainability goals, such as participation in environmental projects, innovation to reduce environmental impacts, or adoption of sustainable behaviour in the workplace.

4. Ongoing Compensation and Rewards:

Compensation and rewards in GHRM are often tied to achieving sustainability goals. Organizations provide incentives to employees who are active in supporting sustainable practices or achieving certain environmental targets. This could take the form of sustainability bonuses, public recognition, or

promotions for employees who excel in sustainability efforts.

5. Sustainable Organizational Culture:

Implementing GHRM also involves establishing a sustainable organizational culture, where environmental awareness and commitment to sustainability are integrated in corporate values and employee behaviour. This requires clear communication about the importance of sustainability, leaders who lead by example, and the creation of a work environment that supports sustainable practices.

Concrete examples of this can be found in various case studies and sustainability reports from companies leading the way in GHRM practices. Case studies like this show how organizations from various industries and regions are implementing GHRM practices to achieve their sustainability goals.

In addition, the application of GHRM concepts and practices in various organizations can be reviewed from several studies on the challenges, obstacles and supporting factors in adopting GHRM. One example of research investigating the implementation of GHRM in various organizations is research by Renwick et al. (2013). This research presents a comprehensive review of GHRM practices, identifies barriers to implementing these practices, and evaluates their impact on organizational performance and environmental sustainability. These sources can provide extensive insight into various aspects of GHRM implementation and their implications for the organization.

Another source that can be used to support the analysis of GHRM practices is the article by Jackson et al. (2011). This article provides an in-depth review of currently implemented GHRM practices and future research directions in this area.

As a resource supporting the assessment of the impact of GHRM practices, the article by Guest et al. (2012) can be used as a reference. This research examines the relationship between human resource management practices and overall organizational performance, which can provide useful insights into the impact of GHRM practices on organizational performance.

Thus, the relationship between organizational effectiveness and Green Human Resources Management (GHRM), can be explained through GHRM practices which have become an important element that shapes overall

organizational performance. Based on research that has been conducted, the implementation of GHRM practices has been proven to have a significant positive impact on various aspects of organizational effectiveness. Renwick et al. (2013) show that GHRM practices, such as continuous employee training and development, as well as rewards related to sustainability performance, can improve employee performance and their work productivity. Meanwhile, Jackson et al. (2011) stated that GHRM practices oriented towards environmental sustainability can help organizations achieve operational efficiency and reduce costs, which in turn contributes to better financial performance. In addition, GHRM practices also form a sustainable organizational culture, which can improve employee engagement, team cohesion, and overall company reputation (Bansal & DesJardine, 2014). Guest et al. (2012) added that organizations that integrate sustainable GHRM practices in their business strategies tend to have a clearer and more focused vision, which allows them to respond better to market changes and customer demands. From this point of view, GHRM practices are not only corporate social responsibility, but also a smart business strategy to increase overall organizational effectiveness. By strengthening a sustainable organizational culture, creating alignment between organizational goals and the environment, and improving employee performance, GHRM practices can help organizations achieve competitive advantage and long-term success.

According to Schuler and Jackson (2014) there has been an evolution in understanding of the relationship between human resource management and organizational effectiveness over the last three decades. In the past, understanding of human resource management and organizational effectiveness used a more limited stakeholder model, which only took into account a few stakeholders (Darmawan, 2024). However, currently, understanding uses a broader stakeholder model, which takes into account many more stakeholders. The impact of using a broader stakeholder model is that HR professionals have the opportunity to demonstrate the many ways in which HRM can influence organizational effectiveness, not just based on company profits alone. Thus, understanding of the relationship between HRM and organizational effectiveness has changed significantly over the past three decades, and

wider use of stakeholder models offers more opportunities for HR professionals to demonstrate their influence and impact.

The relationship between organizational effectiveness and GHRM is a complex and important topic related to environmental sustainability and human well-being. Through the previous review it has been revealed that GHRM practices have a significant impact on organizational performance in various aspects. GHRM practices can increase employee productivity through ongoing training and development and better work-life balance. Renwick et al. (2013) show that employees who engage in GHRM practices tend to be more motivated and have better skills to overcome complex environmental challenges. This means GHRM practices not only impact individual performance, but also the overall productivity of the organization.

GHRM implementation can also contribute to an organization's economic performance. Through operational efficiencies, reduced costs, and improved corporate reputation, organizations that adopt GHRM tend to achieve better financial performance. Research by Sumiati and Susanto (2021) shows that GHRM has a positive effect on an organization's economic performance. This shows that GHRM practices not only have an impact on environmental aspects, but also on the economic sustainability of organizations.

GHRM practices can shape a better company image in the eyes of society and stakeholders. By becoming leaders in sustainable practices, organizations can improve their reputation and gain greater support from customers, investors, and the public. Research by Bansal and DesJardine (2014) highlights the importance of corporate image in supporting sustainable GHRM practices.

Implementing GHRM can also help ensure the long-term sustainability of an organization by minimizing its negative impact on the environment. Organizations that adopt GHRM tend to have a lower carbon footprint, produce less waste, and adhere to higher environmental standards. Research by Jackson et al. (2011) show that environmental sustainability-oriented GHRM practices can help organizations achieve operational efficiency and reduce legal and reputational risks associated with unsustainable practices.

Thus, GHRM practices constitute corporate social responsibility, and are a smart business

strategy to increase overall organizational effectiveness. By strengthening a sustainable organizational culture, creating alignment between organizational goals and the environment, and improving employee performance, GHRM practices can help organizations achieve competitive advantage and long-term success.

In further research, it is important to note that to gain a deeper understanding of the correlation between GHRM and organizational effectiveness, a cross-disciplinary approach and broader empirical data are needed. Longitudinal studies involving different types of organizations and industry contexts can provide richer insights into how GHRM practices can change organizational performance over time. In addition, in-depth qualitative research can also help understand the mechanisms and factors that mediate the relationship between GHRM and organizational effectiveness.

Further studies are needed to understand the relationship between organizational effectiveness and GHRM so that it can become the basic foundation for building more sustainable and inclusive organizations for a better future for all.

D. CONCLUSION

This study has explained that the implementation of GHRM has a significant impact on organizational effectiveness in various aspects. GHRM practices contribute to employee performance and organizational productivity, as well as economic performance, corporate image, and long-term sustainability. This shows that GHRM is corporate social responsibility, and is a smart business strategy to achieve competitive advantage and long-term success.

Further research in the field of Green Human Resources Management (GHRM) can take strategic steps to increase understanding of the role of GHRM in increasing organizational effectiveness and supporting sustainability. First, longitudinal studies involving different types of organizations and industry contexts are crucial for understanding changes in organizational performance over time as GHRM practices are implemented. This approach will provide deeper insight into the long-term impact of GHRM practices on various aspects of organizational performance. In addition, adopting a cross-disciplinary

approach in research is important to understand the complex relationship between GHRM and overall organizational effectiveness, including environmental, social, and economic aspects. In-depth qualitative research is also needed to understand the mechanisms and factors that mediate the relationship between GHRM and organizational effectiveness, as well as identify barriers and opportunities in adopting GHRM practices. Finally, conducting further analysis of case studies and sustainability reports from companies that have successfully implemented GHRM practices will provide insight into effective implementation strategies and the challenges faced in the process. By taking these steps, continued research can make a significant contribution to strengthening GHRM's role in creating a more sustainable future for all parties involved.

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