



The Impact of Green Human Resource Management Practices on Employee Well-being and Job Satisfaction

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ABSTRACT: This study delves into the positive impact of Green Human Resource Management practices on job satisfaction and employee well-being within Indonesian companies, with a specific focus on the real estate development sector. As part of a burgeoning global movement towards environmental consciousness, Indonesian businesses are increasingly embracing eco-friendly practices to bolster their competitive edge, cultivate an environmentally responsible image, and attract employees who prioritise sustainability. The research meticulously examines the efficacy of distinct GHRM practices, such as environmental training and decision-making involvement, in nurturing employee well-being and job satisfaction. The methodology employs a quantitative approach, utilising online surveys distributed to top Indonesian property development company employees. The analysis unequivocally confirms that GHRM practices significantly enhance employee well-being and job satisfaction, with employee well-being serving as a mediator that amplifies the positive effect of GHRM on job satisfaction. The findings underscore the pivotal role of comprehensive GHRM strategies in fostering a supportive and sustainable work environment, thereby contributing to overall organisational success. This study enriches the literature on sustainable human resource management, underscoring the imperative for companies to implement GHRM practices to bolster employee well-being and job satisfaction, and convincing the audience of the commitment needed for this transformative process.

Keywords: GHRM, Job Satisfaction, Employee Well-Being



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INTRODUCTION

According to a study by Paillé et al. (2014), companies are increasingly recognising the importance of Green Human Resource Management (GHRM) practices. This is largely due to the increasing awareness among stakeholders regarding environmental issues and the recognition that employees who engage with and support environmental principles are critical to achieving sustainability goals. The study emphasises that specific HRM practices, such as environmental training and involvement in decision-making, can positively influence individual employee behaviours that contribute to better environmental performance. As the world becomes more environmentally conscious, companies in Indonesia are no exception to adopting green practices. These practices

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enhance their competitiveness, portray an environmentally responsible image, and contribute to attracting and retaining employees who value sustainability. Failure to adopt GHRM practices in Indonesia can lead to difficulties in attracting and retaining employees, reputational risks, legal challenges, and financial problems ([Paillé et al., 2014](#))

Indonesia's rapid economic growth has unfortunately led to environmental degradation and raised sustainability concerns. The government has set ambitious targets to reduce greenhouse gas emissions and promote renewable energy sources. However, Indonesian companies need to accelerate the adoption of green practices, and employee awareness of sustainability needs to be improved. This results in a gap between the sustainability efforts of companies and their employees, leading to a lack of motivation and commitment to environmental sustainability goals ([Paillé et al., 2014](#))

In terms of GHRM practices, PT XYZ, a development company in Indonesia, is far ahead of its competitors. The company has been implementing GHRM practices for several years and has won various awards for its sustainability efforts. For example, Corporate Knights named the company the World's Most Sustainable Company in 2021, and it has been included in the Dow Jones Sustainability Index for several consecutive years ([Dow Jones Sustainability Indices, 2022](#)). This shows that the company is committed to environmental sustainability and understands the importance of integrating sustainability into HR practices.

From initial observations, the company has implemented several environmental policies. Mr. D, an employee in the GA Services department, revealed that "we have implemented several green policies and campaigns, including a paperless policy, a water conservation campaign, waste recycling, a 'bike to office' campaign, and a reward system for units that reduce paper consumption" ([Dhicka, 2024](#)). The company also promotes electronic correspondence to reduce paper use and encourages employees to bring their own cutlery to reduce plastic use, especially in the GA Services department ([Dhicka, 2024](#)). The company has also made green innovations in its business practices, which earned it the Cambridge IFA's 3G Award for Excellence in Green Innovation and Solutions for the Innovation in Environmental Solutions category ([A.R.B.S.D., 2022](#)).

The implementation of environmental practices not only has a positive impact on the environment but also has the potential to improve employee well-being and job satisfaction. Research by Dina Alkhodary shows a clear correlation between Green Human Resource Management and corporate well-being. The findings also show that environmentally friendly Human Resource Management policies and practices are positively related to employee organisational commitment, environmentally friendly behaviour, and environmental performance ([Alkhodary, 2022](#)). Agus Susanto's research shows that the implementation of environmentally friendly human resource management has a significant impact on job satisfaction. The findings also show that green human resource management has a positive impact on green engagement. The results also show that green work engagement has a positive and significant effect on job satisfaction in the manufacturing industry. The results of this study provide information that the optimal implementation of green human resources management will increase job satisfaction of manufacturing industry employees and encourage employee engagement in the manufacturing industry so that work related to the

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environment can be a source of inspiration and enthusiasm for manufacturing industry employees at work ([Susanto, 2023](#)).

The purpose of this study is to investigate the positive impact of Green Human Resource Management (GHRM) practices on job satisfaction and employee well-being within Indonesian companies, with a particular focus on the real estate development sector. This research aims to explore the effectiveness of specific GHRM practices, such as environmental training and involvement in decision-making, in fostering employee well-being and job satisfaction. The research also aims to highlight the critical role of a comprehensive GHRM strategy in building a supportive and sustainable work environment and contributing to overall organizational success.

This research contributes to the sustainable human resource management literature by emphasizing the importance of companies implementing GHRM practices to improve employee well-being and job satisfaction and recognizing the central role of employees in this transformation process. Relevant previous research, such as that conducted by Paillé et al. (2014) and Susanto (2023), has shown that optimal implementation of GHRM can increase employee job satisfaction and environmental commitment. However, this study adds new insights by highlighting the mediating role of employee well-being in amplifying the positive effect of GHRM on job satisfaction.

As taken in the work of Renwick et al. who define GHRM as "policies and practices implemented by organizations to reduce their environmental impact and promote sustainability." ([Renwick et al., 2013](#)) These theories provide a strong foundation for understanding the relationship between GHRM practices, employee well-being, and job satisfaction in the context of this study.

Further research shows that GHRM can have a wide-ranging impact on employee well-being. Gomes et al found that GHRM practices can improve employees' physical and mental health by reducing exposure to hazardous environmental conditions ([Gomes et al., 2023](#)). This is in line with Sharma and Agarwal's findings which show that GHRM practices not only increase organizational commitment but also employee job satisfaction ([Sharma & Agarwal, 2021](#)). Jain & Rawat asserted that GHRM plays an important role in sustaining employee well-being ([Jain et al., 2023](#)), while Zhang & Jia ([Zhang et al., 2022](#)) and Qamar & Rana ([Qamar et al., 2023](#)) also showed that GHRM predicts positive employee well-being.

Furthermore, the implementation of these environmental practices not only has a positive impact on the environment but also has the potential to improve employee well-being and job satisfaction. Research by Dina Alkhodary shows a correlation between GHRM and corporate well-being, where GHRM policies are positively related to employee organizational commitment and environmental performance ([Alkhodary, 2022](#)). This is also reinforced by the findings of Hastuti and Muafi, who identified that GHRM can act as a mediating variable in increasing job satisfaction ([Hastuti & Muafi, 2022](#)).

Thus, this study confirms the importance of GHRM practices in improving employee well-being and job satisfaction and highlights the mediating role of employee well-being in strengthening the relationship between GHRM and job satisfaction. This research provides important insights for companies to develop comprehensive GHRM strategies to improve employee well-being and job satisfaction and contribute to overall organizational success.

METHOD

Research has shown a favourable correlation between job satisfaction and employees' environmental behaviour (Tang et al., 2018). Ecological sustainability and worker well-being have benefited from applying Green Human Resource Management techniques. On the other hand, conflicting results have also been documented. For example, Raza et al. discovered no significant correlation between employee attitudes and GHRM procedures. Thus, more investigation is required to determine the variables influencing this link. Examining the impact of GHRM practices on job satisfaction and employee well-being is crucial in Indonesia, given the country's distinct environmental policies and difficulties. This study considers the particular difficulties that firms in Indonesia confront as it investigates the perceived effects of GHRM practices on job satisfaction and employee well-being.

Renwick states that green human resource management techniques encompass eco-friendly recruitment, selection, and induction procedures; sustainable training and development initiatives; eco-friendly performance evaluation and incentive frameworks; and employee involvement initiatives concerning environmental matters. According to Gomes et al., these behaviours have been found to improve job satisfaction and develop a stronger sense of connection to work, which has a good effect on employee well-being. Paillé et al. (2014) emphasise the significance of particular HRM practices as critical determinants of individual employee behaviours that support improved environmental performance, like participation in decision-making and environmental training. Green HRM practices, including resource efficiency, waste reduction, sustainable mobility, environmental advocacy, and continuous improvement, encourage employees to engage ecologically responsibly. By implementing these ideas, employers may foster a sustainable culture and encourage environmentally conscious behaviour from their staff while also protecting their health.

The relationship between GHRM practices and organisational performance is also mediated by job satisfaction, with particular components like green benefits and compensation playing crucial roles. To obtain a more profound comprehension of the mechanisms that control the impact of GHRM practices on job satisfaction and employee well-being, more research is required. This suggests that GHRM policies are essential for promoting job satisfaction and employee well-being, both of which are linked to overall organisational success. Variations in study results, however, point to the necessity of more research into the environmental elements influencing these interactions.

The influence of Green Human Resource Management practices on job satisfaction and employee well-being is examined in this review of the research. According to Renwick et al., GHRM is defined as "policies and practices implemented by organisations to reduce their environmental impact and promote sustainability." It will also critically assess the approaches and results of earlier research to pinpoint knowledge gaps and suggest directions for further investigation in this area. The definition of GHRM will be clarified, and the findings of earlier research on the connection between GHRM, worker well-being, and job satisfaction will be examined.

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In conclusion, although previous studies have shown a favourable correlation between workers' environmental behaviour and job satisfaction, more investigation is required to determine the variables influencing this link. This study attempts to close this knowledge gap by investigating the connection between work satisfaction, employee well-being, and Green HRM practices.

The theoretical framework is presented in the diagram below (fig. 1).

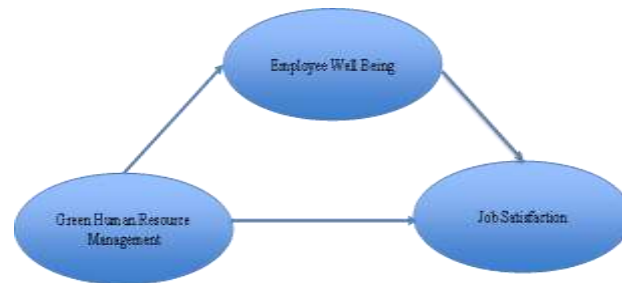


Fig. 1. The Theoretical framework

The theoretical framework for the hypothesis concludes that, both directly and indirectly, Green Human Resource Management practices improve employee well-being and job satisfaction; these effects are mediated by GHRM practices, which also positively affect satisfaction with employee well-being. By assessing these assumptions, this study can offer essential insights into the effects of GHRM practices on job satisfaction and employee well-being. The study's conclusions are anticipated to help businesses develop a more contented and engaged workforce dedicated to accomplishing corporate and environmental objectives.

RESULT AND DISCUSSION

results and discussion will review in detail the findings of the research conducted, and analyze them in the context of the theory used, to provide insights that are useful for the development of knowledge in this field.

1. Evaluation of Measurement Model

a. Validity and Reliability

Tests of validity and reliability for the constructs of Green Human Resource Management (GHRM), Employee Well-Being (EWB), and Job Satisfaction (JS) showed excellent results. High internal consistency, indicated by Composite Reliability and Cronbach's Alpha values of more than 0.7, supports the suitability of the constructs in measuring the proposed concepts. This finding is in line with the theories proposed by Hair et al, which emphasize the importance of validity and reliability in model measurement ([Hair Jr, 2018](#)).

b. Convergent Validity

Convergent validity has been verified through Average Variance Extracted (AVE) values greater than 0.5 on each construct. This indicates that each construct is able to explain more

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than 50% of the variance of its associated indicators. In addition, all factor loadings have values greater than 0.7, which confirms a strong correlation between the indicators and their corresponding constructs, so the convergent validity of this model is very good.

c. Discriminant Validity

Discriminant validity was tested using cross-loadings and the Fornell-Larcker criterion. The results show that the square root of the AVE of each construct is greater than the correlation between the construct and other constructs. This finding confirms that each construct has a clear and independent distinction, where the variance of the indicators within the construct is higher than that of the other constructs. (refer to Fig. 3).

VARIABEL	INDIKATOR	LOADING
GREEN HUMAN RESOURCES MANAGEMENT (X)	How well are environmentally friendly recruitment practices implemented in your department?	0,832
	Are sustainable training and development programs regularly offered?	0,788
	To what extent does the performance measurement system consider environmental sustainability?	0,831
	How engaged are you in employee engagement programs focusing on environmental issues?	0,823
	How often does the company communicate its sustainability goals to the employees?	0,798
EMPLOYEE WELL-BEING (M)	How often do the company's health and wellness initiatives meet your health goals?	0.866
	To what extent do you feel the workplace environment contributes to your psychological well-being?	0.845
	How has your well-being at work influenced your job performance?	0.849
JOB SATISFACTION (Y)	Since implementing GHRM practices, how has your job satisfaction changed?	0,904
	Would you likely recommend the company as a great workplace?	0,900

Fig. 2. Validitas Konvergen-Loading Factor

d. Reliability

Reliability was measured using Composite Reliability and Cronbach's Alpha. The results show that the Composite Reliability and Cronbach's Alpha values for GHRM, EWB, and JS all exceed the 0.7 threshold, indicating high internal consistency. This means that all indicators in the construct consistently measure the same concept, so the construct can be considered reliable and consistent.

	EWB	GHRM	JS
EWB	0,854		
GHRM	0,746	0,815	
JS	0,749	0,783	0,902

Fig. 3. Discriminant Validity_Fornell-Larcker

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In short, the constructs in this study showed strong convergent validity, discriminant validity and reliability, ensuring the stability of the measurement model and correct construct capture and differentiation. Validity and reliability serve as the basis for subsequent structural model analysis and hypothesis testing.

Variabel	Composite Reliability (CR)	Cronbach Alpha (CA)	Average Variance Extracted (AVE)
GREEN HUMAN RESOURCES MANAGEMENT (X)	0.908	0.873	0.664
EMPLOYEE WELL-BEING (M)	0.889	0.814	0.729
JOB SATISFACTION (Y)	0.897	0.770	0.813

Fig. 4. Evaluation of the goodness of measurement model criteria

	R Square	Adjusted R Square	EWB	GHRM	JS
EWB	0,556	0,554			0,188
GHRM			1,251		0,350
JS	0,674	0,672			

Fig. 5. R Square and F Square

2. Evaluation of Structural Model

a. Coefficient of Determination (R^2)

The coefficient of determination (R^2) value gives an idea of how much variation in a construct can be explained by the variables in the research model. In this study, the R^2 value for the Employee Well-Being (EWB) construct of 0.554 indicates that 55.4% of the variation or change in employee well-being can be explained by the Green Human Resource Management (GHRM) practices implemented by the organization. This means that more than half of the variation in employee well-being is influenced by the implementation of GHRM, while the rest is influenced by other factors not included in this model. Meanwhile, the R^2 value for the Job Satisfaction (JS) construct of 0.672 indicates that the combination of GHRM and EWB can explain 67.2% of the variation in job satisfaction. This suggests that GHRM practices and employee well-being have a significant influence on job satisfaction. In other words, good GHRM practices and improved employee well-being can substantially increase job satisfaction in an organization.

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
EWB -> JS	0,371	0,372	0,057	6,462	0,000
GHRM -> EWB	0,746	0,744	0,030	24,899	0,000
GHRM -> JS	0,506	0,504	0,054	9,420	0,000

Fig. 6. Direct Effect

b. Direct Effect

Employee well-being has a coefficient of determination (R^2) of 0.554, meaning that GHRM accounts for 55.4% of the variance in EWB. Regarding Job Satisfaction, its R^2 value is 0.672, meaning that GHRM and EWB account for 67.2% of the variance in JS. This demonstrates how important GHRM and EWB are in helping to explain why job satisfaction varies.

c. Indirect Effects

With an indirect effect of 0.277 ($p < 0.05$), the research shows that GHRM also has a substantial indirect impact on Job Satisfaction through the mediator of Employee Well-Being. This implies that by improving employee well-being, GHRM practices have a major impact on job satisfaction.

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
GHRM -> EWB -> JS	0,277	0,277	0,044	6,220	0,000

Fig. 7. Indirect Effect

d. Total Effects

When direct and indirect impacts are included, the overall impact of GHRM on job satisfaction is 1.529. This cumulative effect highlights the value of GHRM approaches in raising employee well-being in addition to directly increasing job satisfaction.

e. Direct Impact of GHRM on EWB and JS

The results show that GHRM has a significant direct impact on both EWB and JS. Positive path coefficients indicate that effective GHRM practices, including environmental policies, employee sustainability training, and resource-efficient processes, contribute significantly to improved employee well-being. When employees perceive their organization to be environmentally conscious, their happiness increases, thereby increasing their job satisfaction

f. Mediation Role of EWB

Employee Well-Being (EWB) acts as an important mediator in the relationship between Green Human Resource Management (GHRM) and Job Satisfaction (JS). In this context, EWB mediation strengthens the effect of GHRM on job satisfaction by showing that improvements in employee well-being contribute significantly to increasing the positive impact of GHRM on job satisfaction. That is, effective implementation of GHRM not only directly affects job satisfaction, but also indirectly through improved employee well-being.

This mediation functions in a way where environmentally-focused GHRM practices, such as environmentally-friendly policies, sustainability training, and efficient resource management, create a healthier and more supportive work environment. When employees feel greater support from their organization in terms of physical and mental health, they feel more valued and recognized, which ultimately increases their level of well-being. Employees who feel supported and healthy, both physically and mentally, tend to have a more positive outlook towards their work, which directly increases their level of job satisfaction.

In addition, the mediating role of EWB also highlights the importance of a holistic approach in human resource management that focuses not only on achieving organizational goals but also on the well-being of individual employees. As such, companies looking to achieve higher levels of job satisfaction need to consider implementing GHRM practices that actively improve employee well-being. This suggests that investing in practices that support employee

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well-being will provide a double benefit: improving employee well-being and at the same time increasing their job satisfaction, which can ultimately contribute to improved productivity and overall organizational performance.

The results of this study are in line with previous findings, such as those found by Gomes et al. (2023) and Sharma & Agarwal (2021), which show that Green Human Resource Management (GHRM) has a significant impact on employee well-being and job satisfaction. This study also supports the findings of Zhang & Jia (2022) and Qamar & Rana (2023), which state that GHRM positively predicts employee well-being. However, the findings of this study extend the understanding by identifying that although GHRM has a significant influence, its impact does not stand alone but is heavily influenced by the mediating role of employee well-being. This indicates that an effective GHRM strategy should not only focus on environmental and sustainability policies but should also include a holistic approach oriented towards improving employee well-being. Thus, to achieve optimal levels of job satisfaction, organizations need to ensure that the GHRM practices implemented actually pay attention to and support employee well-being in various aspects, both physical and mental.

This study not only strengthens previous findings, such as those revealed by Jain & Rawat (2023) and Zhang & Jia (2022), which emphasize the importance of GHRM in maintaining employee well-being, but also confirms the mediating role of employee well-being in the relationship between GHRM and job satisfaction, as identified in the study by (Tuncer, 2019). This research adds empirical evidence showing how GHRM practices influence well-being and job satisfaction in a broader context, providing a more in-depth understanding of the mechanisms behind these relationships. However, this study also found that the indirect effect of GHRM on job satisfaction through employee well-being has a lower coefficient value (0.277) compared to the direct effect. This suggests that although employee well-being is a significant mediator, the direct impact of GHRM on job satisfaction is still more dominant. This finding provides a new perspective in the discussion on GHRM effectiveness, highlighting that the direct impact of GHRM should not be ignored, even when considering the role of mediation. In other words, while improving employee well-being is an important step, the direct effectiveness of GHRM in improving job satisfaction should also be the main focus of organizations.

Thus, this study not only confirms previous findings but also expands insights by demonstrating the importance of a balance between the direct and indirect impacts of GHRM in efforts to improve employee well-being and job satisfaction. The findings make valuable contributions both theoretically and practically, by offering guidance for organizations in designing and implementing more effective and sustainable GHRM strategies.

This study has several limitations that need to be considered. First, the use of a cross-sectional design limits the ability to draw causal conclusions between the variables studied. Second, this study was only conducted in one industry sector, so the results may not be generalizable to other sectors. Third, the use of self-reported data may introduce respondent bias, potentially affecting the accuracy of the results. In addition, this study did not explore other variables, such as organizational culture or work climate, which may influence the relationship between GHRM, employee well-being, and job satisfaction. Further research is recommended to use longitudinal methods, expand sector coverage, and consider additional variables to gain a more comprehensive understanding.

CONCLUSION

This study confirmed the significant positive effects of GHRM on EWB and JS. Employee happiness plays a mediating role and further enhances the impact of GHRM on job satisfaction. Therefore, organizations should implement a comprehensive GHRM strategy to enhance employee well-being and job satisfaction, thus contributing to the overall success of the organization. This study adds to the literature on sustainable human resource management practices and their critical role in modern organizational management.

Organisations should prioritise GHRM practices to promote a supportive and sustainable work environment. Training programs on sustainable development, promotion of environmental initiatives, and resource-efficient practices should be implemented to enhance employee well-being and job satisfaction. Companies can create a positive work environment, increase employee engagement and satisfaction, and improve business performance by focusing on these areas.

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