



The Role of Green Human Resource Management and Green Leadership in Determining Green Organizational Culture

Rahayu Mardikaningsih*

Fakultas Ekonomi, Program Studi Manajemen, Universitas Sunan Giri Surabaya, Sidoarjo, Indonesia

Jalan Brigjend Katamso IIB, 61256, Kab. Sidoarjo, Indonesia

Email: rahayu.mardikaningsih@yahoo.co.id

Abstract—This research examines the role of Green Human Resource Management (GHRM) and Green Leadership (GL) in shaping Green Organizational Culture (GOC) in the Micro and Small Industry (IMK) sector in Surabaya City. Through a quantitative approach with descriptive and explanatory designs, this study reveals that GHRM and GL have a significant influence on the formation of a sustainability-oriented organisational culture. GHRM practices, such as sustainability value-based recruitment and training, and environment-based performance evaluation, support the internalisation of sustainability values among employees. GL contributes through sustainability vision, employee empowerment in environmental initiatives, and encouragement of sustainability innovation. Regression analysis shows that GL and GHRM simultaneously have a statistically significant relationship. These findings reinforce the view that GHRM and GL are strategic pillars in building a green organisational culture, particularly in the IMK sector which faces environmental challenges such as waste and pollution. With effective implementation, GHRM and GL can improve the competitiveness, operational efficiency, and environmental reputation of the IMK sector. This research offers practical insights for businesses to integrate sustainability in their operational strategies.

Keywords: Green Human Resource Management; Green Leadership; Green Organizational Culture; Sustainability; Micro And Small Industries; Surabaya City; Operational Efficiency

1. PENDAHULUAN

In a global environment where sustainability is increasingly at the forefront, organisations in various sectors, including the Micro and Small Industries (MSME) sector, are required to adopt environmentally friendly practices. Green Human Resource Management (GHRM) and Green Leadership (GL) have become two strategic approaches that drive organisational transformation towards Green Organizational Culture (GOC).

Green Human Resource Management (GHRM) is a strategic approach to human resource management that integrates sustainability values into organisational practices. Renwick et al. (2013) define GHRM as a human resource management system that aims to support an organisation's environmental goals through green recruitment, green training, and environmentally friendly performance management. This approach provides a foundation for organisations to create a work culture that is proactive towards environmental issues (Shafaei et al., 2020). By adopting this approach, organisations can be more responsive to the environmental challenges faced, and encourage the involvement of all members in sustainability efforts. This proactive work culture increases environmental awareness, and can contribute to innovation and operational efficiency in the long run. By implementing GHRM, organisations can improve employee environmental awareness and resource efficiency.

Based on data from the Central Statistics Agency (BPS) in 2024, the IMK sector in East Java showed significant growth. IMK, which focuses more on the production of goods or services, in 2022, recorded 874,497 micro and small business units operating in the region. This figure places East Java as one of the provinces with the largest number of IMK in Indonesia. This rapid growth indicates the important role of IMK in driving the regional economy and absorbing labour.

The high number of IMKs in East Java reflects the resilience and adaptability of the micro and small enterprise sector to various economic challenges. In addition, it also shows the great potential of the IMK sector in contributing to regional economic growth. However, despite the positive growth rate, further efforts need to be made to improve the productivity and competitiveness of IMKs, as well as provide better support in accessing capital, technology and markets. Thus, IMK in East Java can further contribute to realising community welfare.

The IMK sector in Surabaya City plays an important role in the local economy. This sector also plays a role in absorbing labour. However, it also faces environmental challenges, such as industrial waste and air pollution. In this situation, the implementation of GHRM can help IMKs to be more environmentally responsible, while improving their competitiveness. The environmental awareness movement needs to be directed by green leadership.

Leadership plays a fundamental role in the formation of organisational culture as leaders act as the main architects who determine the values, norms and behaviours adopted in an organisation. Darmawan et al. (2021) emphasised that effective leaders are able to facilitate the integration of organisational values through psychological approaches that strengthen the emotional connection between employees and organisational goals. Furthermore, Darmawan et al. (2020) showed that the quality of human resources and employee loyalty can be improved by leaders who are able to create a supportive work environment. Leaders influence strategic decisions and determine patterns of interaction and cooperation, as emphasised by Rojak (2024), where leadership leads to the formation of organisational commitment as the basis for strengthening organisational culture. Djaelani et al. (2021) highlighted how organisational culture will not be formed without leadership that is oriented towards strengthening organisational values.



Leadership also has a direct influence on the formation of a work culture that supports high performance through effective communication and empowerment. Hariani and Irfan (2022) explained that leadership consistent with organisational values can strengthen employee loyalty, while Eddine et al. (2023) and Hariani (2023) showed that leader competence can increase organisational commitment. According to Werdati et al. (2020) and Masnawati and Hariani (2023), strong leadership and discipline play an important role in improving work effectiveness. This is in line with the findings of Putra et al. (2022) who highlighted how leadership behaviour impacts employee job satisfaction through the creation of conducive working conditions. Thus, leaders are not only strategic figures but also key catalysts that create and maintain organisational culture, as emphasised by Darmawan (2024), who identified leadership as one of the six key factors that enhance organisational effectiveness. Therefore, the leader's ability to influence and guide the organisation determines success in shaping a productive and sustainable organisational culture.

Green leadership as a strong leadership can drive organisational culture change. Green Leadership (GL) has a significant role in determining the direction of organisational policy. According to Chen et al. (2014), green leadership is leadership that infuses environmental values into organisational strategies and operations. Green Leadership (GL) refers to a leadership style that instils sustainability values in the decision-making process. Green leaders can motivate employees to care more about environmental sustainability, while encouraging innovation that supports resource efficiency (Dubey et al., 2015).

The implementation of GHRM and GL has the potential to create a Green Organizational Culture (GOC), which is an organisational culture based on sustainability values (Tho et al., 2024). Jabbour (2013) revealed that organisations with a strong GOC are able to improve operational efficiency, strengthen organisational reputation, and create more harmonious relationships with local communities. GOC is an organisational culture based on environmental values, including practices that support the preservation of ecosystems and the reduction of negative impacts on the environment. Harris and Crane (2002) explain that GOC can be formed through internal organisational policies, such as waste management, energy efficiency, and the use of environmentally friendly materials. Organisations that have GOC tend to be more adaptive to global environmental challenges and are able to build a good reputation in the community. In relation to IMK, the establishment of GOC can provide a significant competitive advantage.

Despite its great potential, the implementation of GHRM and GL in the IMK sector faces a number of obstacles. Daily et al. (2012) point out that barriers such as lack of resources, lack of knowledge, and resistance to change are often the main obstacles to the implementation of sustainability practices in the sector. Therefore, research is needed to explore the strategic role of GHRM and GL to determine GOC, particularly in the IMK sector in Surabaya City.

This research aims to provide empirical insights into how GHRM and GL can be effectively applied to support the establishment of a GOC. In addition, this research also aims to provide practical recommendations for MSME players to face sustainability challenges and improve their competitiveness in an increasingly competitive market.

Thus, there are two problem questions in this study, namely does Green Leadership (GL) significantly affect the formation of Green Organizational Culture (GOC) in the IMK sector in Surabaya City? and does Green Human Resource Management (GHRM) significantly affect Green Organizational Culture (GOC) in the IMK sector in Surabaya City?

2. METODOLOGI PENELITIAN

This research uses a quantitative approach with a descriptive and explanatory design. The quantitative approach was chosen to measure the influence of Green Human Resource Management (GHRM) and Green Leadership (GL) on Green Organizational Culture (GOC) in the IMK sector in Surabaya City. Mardikaningsih and Darmawan (2013) explain that quantitative research aims to test the relationship between variables using numerically measured data and statistically analysed.

The descriptive design is used to describe the level of GHRM and GL implementation in the IMK sector, while the explanatory design aims to identify the cause-and-effect relationship between the research variables. According to Creswell (2014), an explanatory design is suitable for explaining the relationship between variables such as in this study. With this approach, the research seeks to reveal how much GHRM and GL contribute to determining the GOC in order to form an environmentally friendly organisational culture.

The population in this study were all business actors in the IMK sector operating in Surabaya City. The sampling technique used is purposive sampling, which is a non-probability method that selects samples based on certain criteria. According to Etikan et al. (2016), purposive sampling is suitable for use in research that requires respondents with specific characteristics. In this study, the criteria for respondents include businesses that have been operating for at least 2 years; have at least 5 employees; and entrepreneurs have an indication of environmental concern. The number of respondents was 30 entrepreneurs selected by purposive sampling.

GHRM as a human resource management practice that supports organisational sustainability through environmentally-based recruitment, training, and performance management (Renwick et al., 2013). Based on this, the indicators of this variable are green recruitment, environment-based training, and sustainability-based performance evaluation. GL as a leadership style that focuses on implementing environmental values in organisational strategies and operations (Chen et al., 2014). With indicators are sustainability vision, employee empowerment in environmental initiatives, sustainability innovation. GOC as an organisational culture based on sustainability values, including



environmentally friendly practices (Harris & Crane, 2002). This variable with indicators of waste management, energy efficiency, and the use of environmentally friendly materials.

From these indicators, the questionnaire was arranged to be given directly to respondents online and offline. According to Mardikaningsih and Darmawan (2013), primary data collection is suitable for research that requires specific information from respondents. The collected data were analysed using inferential statistical techniques to answer the formulation of research problems. The analytical tool used is multiple linear regression.

3. HASIL DAN PEMBAHASAN

From the 30 entrepreneurs in the IMK sector who were successfully used as respondents, information was obtained that there were four business sectors as shown in Table 1 below.

Table 1. Respondents by Business Sector

Business Sector	Number of Respondents	Percentage (%)
Food & Beverage	16	53.33
Textile & Garment	8	26.67
Handicrafts	5	16.67
Services	1	3.33

The majority of entrepreneurs are from the young to productive adult age group, indicating high potential for innovation and business sustainability. Most business owners were in the 21-30 years age group with 12 people (40%). The 31-40 years age group was followed by 11 people (36.67%), indicating that almost as many entrepreneurs are at productive age. Business owners with more than 40 years of age totalled 7 people (23.33%), indicating that more senior entrepreneurs still play an important role in the IMK sector.

The majority of business owners were men, 24 (80%). Only 6 (20 per cent) business owners are women. Male entrepreneurs dominate this IMK sector, although there is a significant representation of women. This reflects a gender gap but also an empowerment opportunity for women entrepreneurs.

Most of the entrepreneurs were undergraduate graduates (S1) with 14 people (46.67%), indicating a relatively high level of education in this population. High school graduates were in second place with 11 people (36.67%), indicating that upper secondary education is quite dominant. There was one person (3.33%) with a postgraduate level of education, which may indicate entrepreneurs' efforts to improve their intellectual capacity. A total of four people (13.33%) graduated from junior high school, indicating that a small number of entrepreneurs can still run a business despite having a lower level of education. Formal education plays an important role in this sector, with most entrepreneurs having secondary to tertiary education. However, the presence of junior high school graduates suggests that experience and skills may be important factors in addition to formal education.

The validity test results are qualified to exceed 0.3 in each statement item. The reliability test also meets the requirements of exceeding 0.7 in each variable. While the classical assumption test obtained the following details:

1. Multicollinearity obtained Tolerance value (0.620). Tolerance > 0.1 indicates there is no multicollinearity problem. VIF (1.614): VIF < 10 also indicates no significant multicollinearity. There is no multicollinearity problem between GL and GHRM.
2. Autocorrelation is monitored from Durbin-Watson (2.087) which is close to 2 indicating no autocorrelation. The assumption of no autocorrelation is met.
3. Data normality is met according to the P-P Plot diagram in Figure 1.

In the Model Summary table, the value of R (0.815). The correlation between the GL and GHRM variables and the GOC variable is 81.5%. This shows a very strong relationship between these variables. R Square value (0.664). The GL and GHRM variables together explain 66.4% of the variation in Green Organizational Culture (GOC). The remaining (33.6%) is explained by other factors not included in the model.

Table 2. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815 ^a	.664	.640	13.305	2.087

In the Analysis of Variance, the F-statistic (26.726, p = 0.000) was obtained. The F-test is significant (p < 0.05), indicating that the overall regression model is significant. GL and GHRM variables together significantly influence GOC.

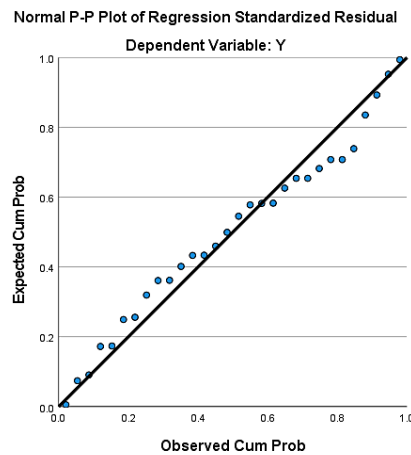


Figure 1. Normality Test

In the Coefficients table, the linear regression model for GOC is obtained:

$$GOC = 30.783 + 6.025(GL) + 4.218(GHRM) + e$$

With Constant (30.783), when GL and GHRM are zero, the initial value (intercept) of GOC is 30.783. In GL (X1), the Unstandardised Coefficient value (B = 6.025). Every 1 unit increase in GL increases GOC by 6.025, assuming GHRM remains constant. The t-statistic value (t = 3.687, p = 0.001). The relationship between GL and GOC is statistically significant (p < 0.05).

On GHRM (X2), the Unstandardised Coefficient value (B = 4.218). Every 1 unit increase in GHRM increases GOC by 4.218, assuming GL remains constant. The t-statistic value (t = 2.696, p = 0.012). The relationship between GHRM and GOC is also statistically significant (p < 0.05).

Table 2. ANOVAa

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9461.982	2	4730.991	26.726	.000 ^b
	Residual	4779.485	27	177.018		
	Total	14241.467	29			

The finding that Green Human Resource Management (GHRM) plays a role in the formation of Green Organizational Culture (GOC) is very relevant if it is associated with Micro and Small Industries (IMK) in Surabaya City. In this context, GHRM can be a strategic approach for IMKs to improve their competitiveness and business sustainability. Surabaya, as a dynamic metropolitan city, puts pressure on IMK actors to focus on economic growth and pay attention to environmental aspects. The implementation of GHRM can help IMKs overcome these challenges.

Table 3. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	30.783	8.839		3.483	.002			
1	X1	6.025	1.634	.522	3.687	.001	.620	1.614
	X2	4.218	1.565	.382	2.696	.012	.620	1.614

Through the implementation of GHRM practices such as environmental-based training, IMK in Surabaya can equip employees with knowledge and skills that support sustainability. This training, as emphasised in the study by Hadjri et al. (2019), is key to shaping a pro-environmental organisational culture. Employees who understand the importance of green practices are more likely to internalise sustainability values, ultimately strengthening the green organisational culture in their workplace.

Green value-based recruitment practices can help IMKs select employees who are environmentally conscious from the start. This improves the alignment between organisational goals and employee behaviour, and creates a sustainability solution-oriented work team (Mardikaningsih, 2024). Sepahvand et al. (2022) highlighted that employees involved in HR systems that support sustainability tend to be more innovative, a trait that IMKs in Surabaya desperately need to compete in the modern market.

A green organisational culture can also be established through decision-making that considers environmental impacts. IMK business owners in Surabaya, for example, can start choosing environmentally friendly raw materials or adopting energy-saving technologies. In addition, employee involvement in green programmes, such as waste management or energy-saving initiatives, can create a collective sense of responsibility for the environment. Leaders



who model green behaviour also play an important role in inspiring employees to support the organisation's sustainability goals.

The GHRM practices implemented by IMK in Surabaya help build GOC and provide many practical benefits. With a strong GOC, IMK can improve their competitiveness, meet increasingly stringent environmental regulations, and attract consumers who are increasingly concerned about sustainability. In addition, the implementation of GHRM provides a foundation for better operational efficiency, such as more effective waste management and reduced energy use.

GHRM and GOC are strategic tools for IMKs in Surabaya City to develop sustainably. The findings of this study, which are consistent with Hadjri et al. (2019) and Sepahvand et al. (2022), provide strong evidence that integrating sustainability in human resource management is an important step for IMKs to face environmental challenges and fulfil modern market expectations.

The finding that Green Leadership (GL) has a significant influence on the formation of Green Organizational Culture (GOC) in the context of Micro and Small Industries (IMK) in Surabaya City provides important insights into the role of leadership to support organisational sustainability. Surabaya, as a centre of trade and industry, requires IMK actors to compete in economic aspects, and address the challenges of environmental sustainability. GL is a key factor to steer organisational culture towards pro-environmental values.

Green leaders play a strategic role in shaping the GOC by modelling environmentally friendly practices. Green leaders encourage employees to actively participate in sustainability initiatives, and ensure that organisational decision-making always considers environmental impacts. This finding is consistent with the research of Al-Swidi et al. (2021), which emphasises that green leadership can encourage organisations to adapt to sustainability goals through effective communication and the provision of a clear environmental vision.

In the scope of IMK in Surabaya, green leadership can be realised in various ways. Leaders who are committed to environmental conservation can direct their businesses to use environmentally friendly raw materials, better manage waste, and implement energy-efficient production processes. Initiatives like these demonstrate the organisation's social responsibility and inspire employees to take an active role in supporting sustainability goals.

GL encourages collective employee engagement to create innovative solutions to environmental challenges. Green leaders often use a participatory approach, where employees are involved in decision-making processes that impact the environment. Kardoyo et al. (2020) assert that green leadership is key to maintaining environmental sustainability, especially in sectors such as IMK, where operational decisions often have a direct impact on the surrounding environment.

The implementation of GL at IMK Surabaya City provides various practical benefits. By adopting a green leadership style, IMK can build a strong GOC that reflects sustainability values in all aspects of operations. This helps to fulfil environmental regulations and improve the company's image in the eyes of consumers who are increasingly concerned about environmentally friendly products and services.

Overall, the findings highlight the importance of GL to shape the GOC in Surabaya City's IMK. Green leadership is a key driver of a pro-environmental organisational culture and offers opportunities to improve competitiveness through innovation and operational efficiency. This finding reinforces the views of Al-Swidi et al. (2021) and Kardoyo et al. (2020), that the role of green leaders is critical to addressing sustainability challenges at the organisational level.

4. KESIMPULAN

This finding underscores the importance of sustainable HRM as a key driver for shaping sustainable organisational culture. These results are in line with previous research, which confirms that sustainability-based HR practices improve organisational efficiency and create a work environment that collectively supports sustainability. Effective implementation of GHRM is a strategic step to strengthen organisational culture aligned with long-term sustainability goals. Green leaders play a significant role in shaping a sustainable organisational culture at IMK Surabaya City. Green leaders set an example in environmentally friendly practices and encourage employee involvement in sustainability initiatives. This finding is in line with the research of Al-Swidi et al. (2021) and Kardoyo et al. (2020), which emphasise the importance of green leadership as key to preserving the environment and building an organisational culture that supports sustainability. The implementation of GHRM and GL is an important strategy for MSMEs in Surabaya to improve competitiveness while meeting sustainability demands. The implementation of these green practices helps MSMEs build a positive reputation, improve operational efficiency, and strengthen relationships with local communities. Companies looking to build a green organisational culture should strengthen the implementation of GHRM, including green training, environment-based reward systems, and internal communications that support sustainability. It is worth further exploring how specific dimensions of GHRM (e.g., green selection, green training) directly influence specific aspects of GOC (e.g., sustainability values, employee engagement). Businesses need to conduct regular monitoring and evaluation of the implementation of GHRM, GL, and GOC to ensure their sustainability and effectiveness. This evaluation can be done through internal assessment or by involving an independent external party.



REFERENCES

- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The Joint Impact of Green Human Resource Management, Leadership, and Organizational Culture on Employees' Green Behavior and Organizational Environmental Performance. *Journal of Cleaner Production*, 316, 128112.
- Badan Pusat Statistik Provinsi Jawa Timur. (2024). *Profil Industri Mikro Dan Kecil Jawa Timur 2022*, BPS Provinsi Jawa Timur, Surabaya.
- Chen, Y. S., Lai, S. B., & Wen, C. T. (2014). The Influence of Green Innovation Performance on Corporate Advantage in Taiwan. *Journal of Business Ethics*, 67(4), 331-339.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage Publications.
- Daily, B. F., Bishop, J. W., & Massoud, J. A. (2012). The Role of Training and Empowerment in Environmental Performance: A Study of the Mexican Maquiladora Industry. *International Journal of Operations & Production Management*, 32(5), 631 – 647.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580–2592.
- Darmawan, D., Febrianty, Utama, A. A. G. S., Marasabessy, S. A., Larasati, D. A., & Roosinda, F. W. (2021). *Psychological perspective in Society 5.0*. Jogjakarta, Zahir Publishing.
- Darmawan, D. (2024). Distribution of Six Major Factors Enhancing Organizational Effectiveness. *Journal of Distribution Science*, 22(4), 47–58.
- Djaelani, M., Sinambela, E. A., Darmawan, D., & Mardikaningsih, R. (2021). Strengthening the Culture of Occupational Safety and Health as a Contributor to the Formation of Construction Project Performance. *Journal of Marketing and Business Research*, 1(2), 59–70.
- Dubey, R., Gunasekaran, A., & Ali, S. S. (2015). Exploring the Relationship between Leadership, Operational Practices, Institutional Pressures and Environmental Performance: A Framework for Green Supply Chain. *International Journal of Production Economics*, 160, 120–132.
- Eddine, B. A. S., Darmawan, D., Mardikaningsih, R., & Sinambela, E. A. (2023). The Effect of Knowledge Management and Quality of Work Life on Employee Commitment. *Journal of Human Sciences*, 10(1), 87–100.
- Eddine, B. A. S. & D. Darmawan. (2023). Sales Performance Improvement Through Monitoring of Work Experience and Quality Work of Life. *Journal of Marketing and Business Research*, 3(1), 71-80.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4.
- Hadjri, M. I., Perizade, B., Zunaidah, & Farla, W. (2019). Green Human Resource Management, Green Organizational Culture, and Environmental Performance: An Empirical Study. In *Proceedings of the 2019 International Conference on Organizational Innovation*, 138-143.
- Harris, L. C., & Crane, A. (2002). The Greening of Organizational Culture. *Journal of Organizational Change Management*, 15(3), 214-234.
- Infante, A., & Darmawan, D. (2022). Women in human resource management practice. *Journal of Social Science Studies*, 2(1), 27–30.
- Irfan, M., & Al Hakim, Y. R. (2022). The effect of perceived organizational support and organizational culture on job satisfaction. *International Journal of Service Science, Management, Engineering, and Technology*, 2(2), 25–30.
- Hariani, M. (2023). Unleashing Organizational Commitment: Unravelling the Impact of Contract Worker Competence, Leadership, and Organizational Culture. *International Journal of Service Science, Management, Engineering, and Technology*, 3(1), 11–16.
- Hariani, M., & Irfan, M. (2022). The Influence of Leadership and Work Culture on Employee Work Loyalty. *Studi Ilmu Sosial Indonesia*, 2(1), 39–48.
- Jabbour, C. J. C. (2013). Environmental Training in Organizations: From a Literature Review to a Framework for Future Research. *Resources, Conservation and Recycling*, 74, 144-155.
- Kardoyo K., Feriady M., Farliana N., Nurkhin A. (2020). Influence of the Green Leadership toward Environmental Policies Support. *The Journal of Asian Finance, Economics and Business (JAFEB)*, 7(11), 459.
- Mardikaningsih, R. & D. Darmawan. (2013). *Metode Penelitian Kuantitatif*. IntiPresindo Pustaka, Bandung.
- Mardikaningsih, R. (2024). Organizational Effectiveness and Green Human Resources Management. *Bulletin of Science, Technology and Society*, 3(1), 6-13.
- Masnawati, E., & Hariani, M. (2023). Impact of Leadership, Discipline, and Organizational Commitment on the Effectiveness of Teacher Work. *Bulletin of Science, Technology and Society*, 2(2), 20–24.
- Nurasa, H., Putri, S. S. U., Abdillah, A., Widianingsih, I. (2024). Green Leadership in Policy Making towards Sustainable Future: Systematic Critical Review and Future Direction. *Polish Journal of Environmental Studies*, 519-534.
- Putra, A. R., Anjanarko, T. S., Darmawan, D., Jahroni, J., Arifin, S., & Munir, M. (2022). The Role of Remuneration, Leadership Behaviour, and Working Conditions on Job Satisfaction. *Studi Ilmu Sosial Indonesia*, 2(1), 61–74.



- Radjawane, L. E., & Darmawan, D. (2022). Construction Project Worker Satisfaction Reviewing from the Role of the Work Environment and Leadership. *International Journal of Service Science, Management, Engineering, and Technology*, 1(3), 36–40.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Rojak, J. A. (2024). The Relationship of Transformational Leadership and Organizational Commitment in Higher Education. *Bulletin of Science, Technology and Society*, 3(1), 14–20.
- Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass, New Jersey.
- Sepahvand, R., Nazarpouri, A., Sepahvand, M., & Arefnezhad, M. (2022). The Effect of Green Human Resource Management Measures on Green Innovation through the Mediating Role of Green Organizational Culture: A Case Study of Managers and Experts of Small Waste Processing Companies. *Organizational Culture Management*, 20(1), 71–100.
- Shafaei, A., Nejati, M., & Mohd Yusoff, Y. (2020). Green Human Resource Management: A Two-study Investigation of Antecedents and Outcomes. *International Journal of Manpower*, 41(7), 1041–1060.
- Nguyen, T. H., Van, H. V., Afifa, M. A., & Nguyen, N. M. (2024). Environmental Corporate Social Responsibility and Environmental Performance: The Role of Green Human Resource Management and Green Transformational Leadership. *Global Business Review*, doi: 10.1177/09721509241226576
- Werdati, F., Darmawan, D., & Solihah, N. R. (2020). The Role of Remuneration Contribution and Social Support in Organizational Life to Build Work Engagement. *Journal of Islamic Economics Perspectives*, 1(2), 20–32.