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Employee Engagement and Organizational Commitment as Mediators: The Impact of Green HRM on Employee Performance

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ABSTRACT

This study aims to determine the effect of G-HRM on employee performance by considering the mediating function of employee engagement and organizational commitment. This study used quantitative methods and collected data through a survey among 70 staff members from 10 Fitness Plus outlets in Bali. Structural Equation Modeling (SEM) data analysis was used to determine the relationship between variables and the possible mediating role. The results revealed that, both directly and through higher employee engagement, G-HRM significantly improves employee performance. The relationship between G-HRM and employee performance is largely mediated by employee engagement. In contrast, organizational dedication does not show a significant mediating effect on this relationship. In addition, this study also found that G-HRM can improve employee performance, the effect is most significant if accompanied by increased employee emotional involvement in their work.

Keywords : green HRM; employee engagement; organizational commitment; employee performance

ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh G-HRM pada kinerja karyawan dengan mempertimbangkan fungsi mediasi dari keterlibatan karyawan dan komitmen organisasi. penelitian ini menggunakan metode kuantitatif dan mengumpulkan data melalui survei di antara 70 anggota staf dari 10 outlet Fitness Plus di Bali. Analisis data Structural Equation Modelling (SEM) untuk mengetahui hubungan antara variabel dan kemungkinan peran mediasi. Hasil penelitian mengungkapkan bahwa, baik secara langsung maupun melalui keterlibatan karyawan yang lebih tinggi, G-HRM secara signifikan meningkatkan kinerja karyawan. Hubungan antara G-HRM dan kinerja karyawan banyak dimediasi oleh keterlibatan karyawan. Sebaliknya, dedikasi organisasi tidak menunjukkan pengaruh mediasi yang berarti pada hubungan ini. selain itu, penelitian ini juga menemukan bahwa G-HRM dapat meningkatkan kinerja karyawan, pengaruhnya paling signifikan jika disertai dengan peningkatan keterlibatan emosional karyawan dalam pekerjaannya.

Kata kunci: G-HRM; keterlibatan karyawan; komitmen organisasi; kinerja karyawan

INTRODUCTION

Changes in the industrial and corporate sectors have underlined the need for the part quality human resources (HR) play in reaching organizational excellence. Companies nowadays, in the globalization era, have to take the social and environmental effects of their activities in addition to the financial ones. Rising public knowledge of environmental problems, including pollution, climate change, and resource depletion, has driven businesses to alter their operations toward sustainability (Jabbour, 2011). Furthermore, consumers' and society's expectations to include sustainable methods into business operations are becoming more and more demanding (Renwick et al., 2013). Many companies are beginning to include eco-friendly ideas into their corporate plans, especially in human

resource (HR) management, in reaction to this. Furthermore, supporting this shift is the worldwide trend of elevating sustainability first on the agenda of corporate management (Jackson et al., 2011).

With the goal of motivating changes in employee behavior to be more conscious of and care for the environment, Green Human Resource Management (G-HRM) has arisen as an inventive method that combines environmentally friendly practices into human resource management (Aulia & Nawangsari, 2023). Apart from trying to lessen the negative effects of the business on the environment, the G-HRM strategy seeks to enhance employee performance by means of higher involvement and organizational commitment. G-HRM covers a range of activities, including environmental awareness training, hiring environmentally conscious workers, and offering incentives to support eco-friendly behavior in the workplace (Renwick et al., 2013). Furthermore, following the Covid-19 pandemic, the integration of environmental concerns into traditional HRM processes can be seen through the process of hiring, training, evaluating performances, and distributing pay and benefits Li et al. (2023). According to Dumont et al. (2016) study, G-HRM can be a strategic instrument to reach company sustainability objectives and raise employee performance simultaneously. Furthermore, thought to be able to produce a more ecologically and socially conscious organizational culture is this technique (Jabbour & Santos, 2008).

As awareness of sustainability grows, firms are recognizing that it can significantly enhance workforce motivation and productivity (Jabbour & Santos, 2008). Employee engagement, denoting the degree of employees' involvement in their work, and organizational commitment, indicating the level of employee loyalty to the organization, are two aspects that can be enhanced by the adoption of G-HRM (Donkor et al., 2021). With the augmentation of these two components, it is anticipated that employees will exhibit enhanced performance and demonstrate more commitment to the organization's objectives. Consequently, green HRM can serve as a dual strategy that enhances environmental sustainability while simultaneously augmenting organizational effectiveness and performance (Kim et al., 2019).

G-HRM has the potential to boost employee engagement, which is defined as "the degree to which individuals are actively involved in and invested in their work" (Ali Ababneh et al., 2021). When sustainability practices are embedded in organizational culture, employees often experience a better sense of purpose in their job, which helps to alleviate their concerns about the environment. A greater sense of pride and ownership is fostered by this, which in turn boosts motivation and output. In this way, G-HRM promotes sustainability in the workplace while simultaneously making it a better place to work for everyone involved.

G-HRM has the potential to increase commitment among organizations, which is defined as the degree to which workers feel loyal to and invested in their employer. According to Gomes et al. (2023), employees are more likely to identify with the organization's purpose and goals when they see that the company is dedicated to sustainability principles. When workers see that their employer cares about more than just making a profit, they are more likely to trust and be loyal to the brand. Organizational performance and effectiveness can be enhanced when employees are more invested in the company's success and work together toward shared objectives (AlKetbi & Rice, 2024).

With increasingly more individuals concerned about living a healthy and environmentally conscious lifestyle, G-HRM is beginning to make waves in the fitness industry. Reducing paper consumption, increasing energy efficiency, and instituting training programs that emphasize environmental consciousness are all examples of G-HRM practices that Fitnes Plus, a top fitness center in Bali, has implemented. Nevertheless, despite the implementation of these techniques, the extent to which they affect employee performance remains unclear. This begs the question, given the fitness industry's unique setting, how much of an impact G-HRM can have on employee motivation, output, and happiness (Paillé et al., 2014). Because of its specific nature, the fitness sector must take a novel approach to implementing G-HRM. This is because the fitness industry is highly dependent on interactions between humans and their natural surroundings.

These outcomes of the several research that have looked at the link between G-HRM and productivity in the workplace have been inconsistent. Several research studies have shown a direct connection between green HRM and performance among workers. These include Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Khan et al. (2022), and Hadi et al. (2023).

Nonetheless, studies by Gurugamage et al. (2022) and Permadi et al. (2024) indicate that there is no substantial relationship between G-HRM and personnel performance at work.

While investigation of the use of G-HRM in the service sector, especially in the field of fitness, is still very rare, past studies have tended to concentrate more on the big industrial and manufacturing sectors. Actually, the fitness industry stands out from other industries in several ways, particularly in terms of the degree of direct customer-employee engagement. The great degree of interaction indicates that efficient human resource policies have a more direct and major influence on the quality of the rendered services. Therefore, the implementation of G-HRM in this industry can have a more evident influence on raising customer satisfaction and service performance.

Nevertheless, there is still a need for additional research into the relationship between G-HRM and employee performance, particularly in light of other aspects like organizational commitment and employee engagement. Examining the function of employee engagement and organizational commitment as mediators between G-HRM and employee performance at Fitness Plus in Bali is the primary objective of this study. This study aims to deepen our understanding of the relationship between G-HRM and the performance of workers by examining the mediating variables of worker enthusiasm and organizational commitment. Moreover, given the specific nature of the fitness industry, this study is anticipated to shed light on the ways in which organizational commitment and enthusiasm for work mediate or enhance the effect of G-HRM on performance. Not only will this study add to the growing body of G-HRM literature, but it will also help Fitness Plus management come up with better strategies to boost employee performance by encouraging greener practices and more enthusiastic participation from workers.

Literature Review and Hypothesis

The Social Exchange Theory (SET) posited by Blau (1964) serves as the primary framework for comprehending the correlation between Green Human Resource Management (G-HRM) and performance of workers, with employee involvement functioning as a mediating variable. SET indicates that the relationship between the organization and its employees is established through a mutually advantageous exchange mechanism. The organization's support, exemplified by the deployment of G-HRM, might elicit a rise in employee involvement as a favorable response. Research by Renwick et al. (2013) demonstrates that G-HRM enhances employee participation in attaining corporate objectives. Additionally, Chaudhary (2020) emphasizes the vital function of employee engagement as a connection between G-HRM and employee performance. This underscores that involvement serves as a mediating factor that allows environmentally sustainable measures to significantly influence human performance inside a company.

Organizations can boost the performance of workers in terms of environmental friendliness through the implementation of green human resource management (G-HRM) practices (Samola, 2022). In order to improve the organization's financial and environmental performance, G-HRM incorporates a number of environmentally focused corporate management techniques within the HRM system (Fahim et al., 2019). According to Kularathne (2020), G-HRM is a method of human resource management that seeks to promote environmental sustainability via the creation and execution of policies and practices. Organizations can promote environmentally friendly employee performance through G-HRM, which is defined as a set of HRM practices Samola (2022).

Performance among workers denotes the degree of effectiveness and efficiency with which an employee executes their obligations and responsibilities inside the organization (Ibrahim et al., 2022). Hastuti & Muafi (2022) elucidate that worker effectiveness is defined as the outcome of work productivity and individual motivation, which are affected by multiple elements, including job satisfaction and the implementation of certain practices. Evina et al. (2024) define the performance of workers as the outcomes of work, encompassing two dimensions: the quantity of tasks successfully accomplished within a specified timeframe and the quality of job execution. This suggests that performance evaluations must account for both factors to enhance the organization's overall effectiveness and success.

Previous studies on the connection between G-HRM and employee performance have been carried out by Suba et al. (2020), Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Hoxhaj et al. (2023), and Khan et al. (2022). These studies came to the conclusion that G-HRM has a

positive and substantial link with employee performance. Additionally, this is strengthened by Samola (2022), who asserts that businesses have the opportunity to enhance employee performance by concentrating on G-HRM practices, which have been demonstrated to be beneficial in promoting environmental sustainability and the development of staff abilities. Specifically, Hoxhaj et al. (2023) found that there is a positive linear correlation between G-HRM, work-life balance, and employee performance which can be interpreted that G-HRM and employee performance have significant impact on work-life balance of employees.

Studies by Al-Hajri (2020), Ali Ababneh et al. (2021), Baykal & Bayraktar (2022), and Aboramadan (2022) determined that G-HRM significantly enhances the engagement of workers. Alshaabani et al. (2021) assert that organizations aiming to enhance employee engagement must prioritize the implementation of G-HRM practices, which can subsequently motivate employees to participate more actively in sustainability projects and ecologically sustainable practices.

Prior research by Shoaib et al. (2021), Pervaiz et al. (2022), Ly (2023), and Sampene et al. (2024) supports the findings that G-HRM is positively associated with commitment within an organization. Companies can inspire their staff to take a more active role in sustainable innovation by fostering a strong corporate commitment through GHRM and establishing a positive knowledge-sharing environment (Yang & Li, 2023). Research findings and a pertinent literature assessment formed the basis for this hypothesis:

Hypothesis 1 (H1): G-HRM exhibits a favorable correlation with employee performance.

Hypothesis 2 (H2): G-HRM exhibits a favorable relationship with employee engagement.

Hypothesis 3 (H3): G-HRM exhibits a favorable relationship with organizational commitment.

According to Prentice et al. (2023), employees are more likely to be engaged in their job when they are in a pleasant and fulfilling psychological state, which helps them handle different types of work demands in diverse settings. The engagement of workers is defined by Ali et al. (2020) as the mental state in which workers are highly invested in their work and have strong feelings of attachment to it, leading to higher levels of performance and productivity. Contrarily, employee engagement is defined by Riyanto et al. (2021) as a state that influences the improvement of the organizational outcome and is a result of social interactions in the workplace.

Research performed by Abdullahi et al. (2021), Sheta & Catur Afriasih (2023), and S (2023) established a robust correlation between engagement among workers and performance at work. When organizations meet their commitments and establish connections grounded in trust and equity, employees are more inclined to be engaged and exhibit enhanced performance (Samuel Oplot & Maket, 2020). Research conducted by Riyanto et al. (2021) revealed that employee involvement does not exert a direct influence on performance. This hypothesis was formed based on prior research findings and relevant literature sources. Existing study findings and pertinent literature reviews form the foundation of this hypothesis:

Hypothesis 4 (H4): Employee involvement correlates positively with employee performance.

Radjab et al. (2024) define organizational commitment as the psychological bond employees possess towards the organization, motivating them to persist in their involvement and contribute to the company's objectives and values. Sari et al. (2023) characterize the dedication of organizations as the psychological bond between individuals and their employing organization, encompassing the acceptance of the organization's objectives and values, as well as the inclination to persist in contributing to those goals. According to Nguyen et al. (2023), company operations commitment denotes the employees' willingness and loyalty to pursue the organization's success. When employees perceive organizational support, they are likely to cultivate a heightened commitment to the organization and enhance the attainment of organizational objectives.

On the other side of the combination, Maria et al. (2021), Azmy (2023), and Hosen et al. (2024) were among the numerous research that found a strong correlation between commitment from the company and worker effectiveness. Organizations should prioritize human resource development initiatives that help employees become more committed to the company's mission and enhance their performance as a result (Donkor et al., 2021). On the other hand, Permadi et al. (2024) discovered that

commitment from organizations did not directly impact how well workers performed. Extant studies and pertinent literature reviews form the basis of this hypothesis:

Hypothesis 5 (H5): performance of workers is positively correlated with commitment to organization.

G-HRM, which incorporates environmentally responsible concepts into the administration of human capital, has had a beneficial effect on workforce productivity (Hajj Hussein & Bou Zakhem, 2024). The adoption of sustainable policies within firms enhances ecological knowledge and impacts employee motivation and engagement in their tasks (Sharma & Agarwal, 2021). Employees that perceive alignment between the value of sustainability and their personal objectives are generally more emotionally invested and productive in their work (Jabbour & Santos, 2008). Chakraborty & Biswas (2021) assert that organizational commitment is enhanced when employees perceive that the company appreciates their contributions to sustainable long-term objectives. Heightened involvement and commitment among employees are likely to enhance their performance, hence augmenting the overall efficacy of the organization (Shafaei et al., 2020). This hypothesis is derived from the findings of performed research and an associated literature review:

Hypothesis 6 (H6): Employee engagement serves as a mediator in the interaction between G-HRM and performance of employees.

Hypothesis 7 (H7): Organizational commitment serves as a mediator in the interaction between G-HRM and performance of employees.

METHODS

Using a quantitative survey methodology, this study gathers primary data from 10 Fitness Plus locations around Bali. All 234 employees of Fitness Plus make up the population in this study. Each group in the population was represented by a subset of employees who were actively involved in implementing G-HRM practices. The sample approach utilized was proportionate random sampling with the Slovin formula. As a result, 70 samples were obtained, guaranteeing that every element of the population had an equal chance of being selected.

The analysis of data was conducted utilizing Structural Equation Modeling (SEM) and Path Analysis via the Partial Least Squares (PLS) method, employing SmartPLS software version 4.0.9.9. This method was selected due to its capacity to examine intricate relationships among variables, particularly in elucidating the mediating role that exists between them. The evaluation of the relationship between variables was conducted through hypothesis testing, aiming to uncover potential mediating mechanisms. The analysis results are subsequently interpreted in relation to the theoretical framework guiding the study and the empirical data collected. From this interpretation, conclusions are derived, accompanied by suggestions for advancing future inquiries, focusing on both methodological approaches and the broadening of research themes. The variables and indicators utilized in this investigation are presented in Table 1 as follows:

Tabel 1
Operation of Research Variables

No	Construct	Indicators	Source
1	G-HRM (X)	Green recruitment and selection Green training and development Green performance management Green compensation and rewards	Hastuti & Muafi (2022)
2	Employee Engagement (Z1)	Emotional engagement Commitment to task Ability to deal with job demands	Prentice et al. (2023)
3	Organizational Commitment (Z2)	Affective commitment Continuation commitment Normative commitment	Naidoo & Govender (2022)
4	Employee Performance (Y)	Quality Quantity On-time Effectiveness Independence Work commitment	Ibrahim et al. (2022)

Source: data processed

RESULTS

Table 2
Descriptive Statistics

Construct	Item Code	Min	Max	Mean	Standard deviation
G-HRM (X)	GHRM1	2	5	4.014	0.902
	GHRM2	1	5	3.986	0.964
	GHRM3	1	5	4.014	0.933
	GHRM4	1	5	3.757	1.006
Employee Engagement (Z1)	EE1	2	5	4.186	0.780
	EE2	1	5	4.200	0.821
	EE3	1	5	4.200	0.804
Organizational Commitment (Z2)	OC1	1	5	4.400	0.725
	OC2	2	5	4.086	0.649
	OC3	1	5	3.557	0.936
Employee Performance (Y)	EP1	2	5	4.057	0.715
	EP2	1	5	4.071	0.724
	EP3	1	5	4.029	0.774
	EP4	2	5	4.157	0.710
	EP5	1	5	4.086	0.751
	EP6	1	5	4.114	0.766

Source: data processed

The Table 2 above provides a complete assessment of the status and features of the data for each variable investigated. This table contains information on the lowest and highest possible values, as well as measures of central tendency and dispersion represented by the mean and standard deviation. This data offers an initial overview of the distribution and trends discovered in each variable, allowing for additional investigation in this study.

Table 3
Validity Based on Convergent Processes and Reliability Based on Internal Consistency

Construct	Item Code	Outer Loading	Cronbach's	CR (rho a)	CR (rho c)	(AVE)
G-HRM (X)	GHRM1	0.874	0.883	0.885	0.920	0.743
	GHRM2	0.907				
	GHRM3	0.883				
	GHRM4	0.779				
Employee Engagement (Z1)	EE1	0.899	0.854	0.854	0.911	0.774
	EE2	0.887				
	EE3	0.852				
Organizational Commitment (Z2)	OC1	0.825	0.798	0.799	0.881	0.712
	OC2	0.852				
	OC3	0.854				
Employee Performance (Y)	EP1	0.764	0.910	0.912	0.931	0.692
	EP2	0.823				
	EP3	0.871				
	EP4	0.828				
	EP5	0.844				
	EP6	0.856				

Source: data processed

Table 3 presented above serves to evaluate the hypothesis in a two-stage process. The initial phase entails assessing the measurement model to confirm that the instruments employed in this study demonstrate strong validity and reliability. The subsequent phase involves assessing the structural model to examine the proposed hypothesis. During the measurement model stage, the analysis focused on several key indicators, including outer loadings, AVE, and CR. The criteria utilized in this study are based on the recommendations put forth by Hair et al. (2012), specifically outer loadings exceeding 0.4, an AVE in excess of 0.5, and a CR ahead of 0.7.

Table 4
Analyses of the Results of Testing Hypotheses

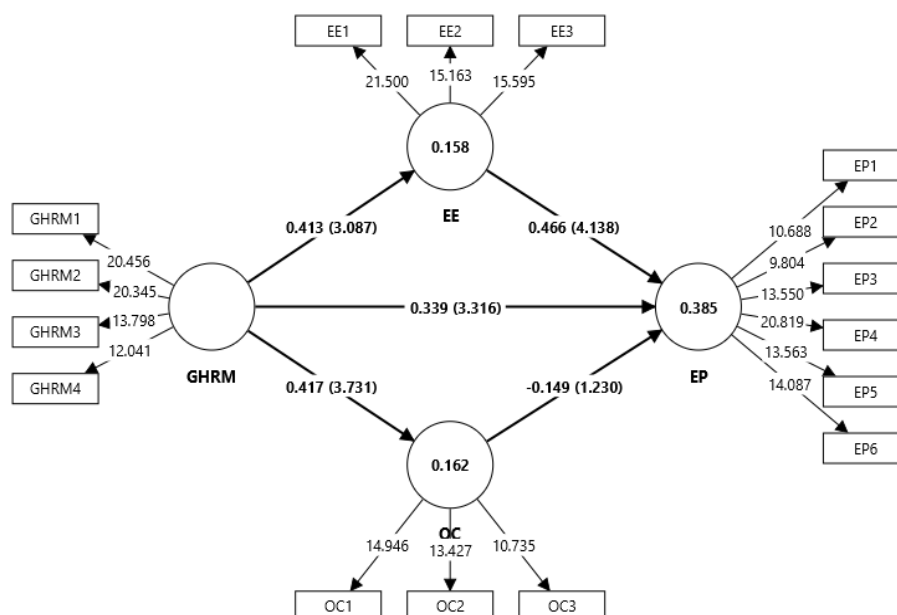
Hypothesis	Path	Std. Beta	Std. Error	t-value	p-value	Confidence Interval		Decision
						5.00%	95.00%	
Direct Effect								
H1	GHRM -> EP	0.339	0.102	3.316	0.000	0.159	0.494	Supported
H2	GHRM -> EE	0.413	0.134	3.087	0.001	0.165	0.602	Supported
H3	GHRM -> OC	0.417	0.112	3.731	0.000	0.208	0.581	Supported
H4	EE -> EP	0.466	0.113	4.138	0.000	0.270	0.633	Supported
H5	OC -> EP	-0.149	0.122	1.230	0.109	-0.336	0.070	Not Supported
Indirect Effect								
H6	GHRM -> EE -> EP	0.192	0.082	2.343	0.010	0.07	0.340	Supported
H7	GHRM -> OC -> EP	-0.062	0.051	1.228	0.110	-0.14	0.029	Not Supported

Source: data processed

The test results presented in Table 4 indicate that the G-HRM variable has a notable impact on the EP level. The data supports this assumption ($\beta = 0.339$, $p < 0.05$), indicating a strong considerable influence. The data indicate that this contention is empirically supported by G-HRM and EE, with a coefficient of $\beta = 0.413$ and a significance level of $p < 0.05$. The outcomes for EE align with our expectations. This result aligns with the initial prediction, indicating that the prediction regarding the relationship between EE and EP in this section is strongly supported ($\beta = -0.149$, $p < 0.05$). The findings indicate that EE and EP do not align completely with expectations, revealing inconsistencies in their support for the hypothesis ($\beta = 0.446$, $p > 0.05$).

Furthermore, Table 4 showcases that EE plays an indispensable part in linking G-HRM and EP. This finding aligns with the results of other studies that investigate the manner in which EE enhances the relationship between these variables. The findings of this study indicate that EE serves as a crucial mediator ($\beta = 0.190$, $p < 0.05$), highlighting a robust and important relationship. OC disclosed that it lacked an essential role in linking G-HRM and EP. The findings indicate that OC does not serve as an essential intermediary ($\beta = -0.062$, $p > 0.05$), suggesting that OC does not mediate the relationship between G-HRM and EP.

Analyzing the factors associated with the parameters listed and evaluating the usefulness of the t-statistic are the next steps in determining the relevance of the estimated effect. The structural model used in this research is illustrated in Figure 1.



Source: data processed

Figure 1
Initial PLS-Path Model

The Effect G-HRM on Employee Performance

According to the study's findings, G-HRM significantly affects performance among workers at Fitnes Plus Bali, lending credence to the first hypothesis. Path analysis proves it; it reveals a favorable correlation between G-HRM policy adoption and higher productivity in the workplace. Employees can be more motivated to work harder and smarter with green human resource management strategies like eco-friendly hiring practices, eco-friendly training and development, eco-friendly performance management, and eco-friendly pay and benefits. When workers believe their employer cares about environmental issues, they are more motivated to give their all to help the company succeed. The results of this study are consistent with those of Suba et al. (2020), Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), and Khan et al. (2022) also Hoxhaj et al. (2023), all of which found that G-HRM strongly correlates with company success.

The Effect G-HRM on Employee Engagement

Results from the study also lend credence to the second idea. The engagement of workers has been greatly improved by G-HRM. When companies prioritize environmental sustainability, employees take a more active role in their job, which shows in their level of commitment and excitement to reach company objectives. Employees' emotional investment in their work is boosted by G-HRM practices that instill a sense of social and environmental responsibility. When workers are enthusiastic about their work, they are more invested in its success, which boosts their performance. All of these studies found that G-HRM significantly boosts employee engagement, which is in line with what Al-Hajri (2020), Ali Ababneh et al. (2021), Baykal & Bayraktar (2022), and Aboramadan (2022) found.

The Effect G-HRM on Organizational Commitment

Thirdly, this study lends credence to the idea that G-HRM boosts employee dedication to their company. Employees may feel more connected to the company and its mission if policies are in place to promote environmental sustainability. Workers are more likely to stay with the same employer if they feel appreciated and cared for on the job. As a result, there is a considerable improvement in employee loyalty, as assessed by factors like emotional investment, a feeling of duty, and the choice to stay employed in pursuit of financial or career security. As a result of feeling more invested in the company's success, employees are more likely to go above and beyond in their work, which boosts performance. Sampene et al. (2024), Yang & Li (2023), Pervaiz et al. (2022), and Shoaib et al. (2021) all corroborate the findings that G-HRM is positively associated with dedication to an organization.

The Effect Employee Engagement on Employee Performance

Subsequently, it was also determined that the fourth hypothesis was correct. In response to the findings, employee involvement significantly affects performance on the job. Workers are more likely to go above and beyond when they care about the results of their labor. They are more resilient in the face of adversity and driven to increase productivity and quality in the job. This demonstrates that employee involvement has a direct impact on enhancing performance and also boosts job happiness. Supporting the idea that employee involvement significantly correlates with performance, these results are in agreement with those of studies conducted by S (2023), Sheta & Catur Afriasih (2023), Abdullahi et al. (2021), and Samuel Oplot & Maket (2020).

The Effect Organizational Commitment on Employee Performance

The investigation results corroborate the fifth hypothesis, which posits that corporate commitment positively influences employee performance. Employees exhibiting a strong commitment to the organization are more likely to concentrate on the company's long-term objectives and demonstrate superior effectiveness in executing daily responsibilities. Organizational dedication enhances employees' perseverance and motivation to exert effort, resulting in elevated individual performance. Employees that are aligned with the organization's values and mission exhibit a heightened sense of responsibility to accomplish the organization's objectives more effectively and efficiently. The findings align with the research conducted by Donkor et al. (2021), Maria et al. (2021), Azmy (2023), and Hosen et al. (2024), which indicated that a substantial association exists between organizational dedication and performance among workers.

The Mediating Effect Employee Engagement to G-HRM on Employee Performance

Within the context of the interaction between Green HRM and the performance of workers, the sixth prediction investigates the role that worker engagement plays as potential mediators. A crucial mediator between G-HRM and worker achievement is the engagement of employees, as demonstrated by the findings of this study. When G-HRM is effectively implemented, it has the potential to boost employees' emotional involvement in their work. This can be accomplished by the implementation of environmentally friendly training programs, favorable environmental regulations, and appreciation of employees' contributions to sustainability. The influence of G-HRM of staff members is then strengthened as a result of this involvement. G-HRM has been shown to have a direct influence on performance; however, the benefit is magnified when G-HRM is used to enhance the level of engagement among employees.

The Mediating Effect Organizational Commitment to G-HRM on Employee Performance

The findings of the research did not provide support for the seventh hypothesis, which intended to investigate the role that dedication within organizations plays as a mediator. Despite the fact that it is anticipated that G-HRM policies that promote sustainability and social responsibility will improve the emotional attachments and loyalty of employees to the company, organizational dedication does not operate as a key mediator in the relationship between G-HRM and performance of workers. The findings of this study suggest that dedication to the organization is not an effective enough means of bridging the gap between workforce engagement and perseverance, despite the fact that G-HRM policies are designed to improve employee engagement as well as dedication. It is possible that this is due to other factors that have a more direct influence on employee productivity. These factors may include intrinsic drive or higher leadership support, both of which are not directly related to commitment to the company. In addition, other specific dimensions associated with organizational enthusiasm, such as emotional or calculative commitment, may play a distinct role in this relationship. This relationship has to be investigated more in order to gain a better understanding of the dynamics that are involved in the relationship between corporate management of human capital and performance. It has been demonstrated that commitment from employers does not play a substantial mediating role in the process of performance improvement, despite the fact that G-HRM policies have the ability to boost performance.

CONCLUSION

The findings of this study indicate that G-HRM practices, like sustainability-focused recruitment, training, and performance management, have a direct and indirect impact on performance among workers. G-HRM practices increase environmental awareness and foster higher emotional engagement and loyalty to the organization. The engagement of employees is a key mediator between G-HRM and staff members performance as well. The commitment of an organization, while important, does not demonstrate a substantial mediating effect. This suggests that workforce involvement is more important for maximizing the positive impact of G-HRM on the whole.

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