Green HRM Practices to Improve Environmental Performance through Green Culture in Employees PT. Industri Pangan in Mojokerto

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Abstract

This research aims to analyze Green HRM Practices to improve Environmental Performance through Green Culture among PT Industri Pangan in Mojokerto. Green HRM integrates traditional HR functions such as recruitment, training, performance management, and employee engagement with environmentally conscious practices to foster cultural sustainability and environmental performance within an organization. The research method used in this research is a quantitative approach. The data collection technique used was a survey using a questionnaire instrument. The population used was 940 employees, the sample used was 90 employees using Slovin calculations, and the sampling technique used was Random Sampling. The data analysis technique uses path analysis with the help of SmartPLS 4 software. The research results show that the Green HRM Practices variable has a significant effect on Green Culture. The Green Culture variable has no significant effect on Environmental Performance. The Green HRM Practices variable has a significant effect on Environmental Performance. The Green HRM Practice variable on Environmental Performance with Green Culture as a mediator has no significant influence on PT Industri Pangan in Mojokerto. Variables that are proven to have a more dominant influence are at least retained, if possible, they can be improved.

Keywords: Green HRM Practices, Green Culture, Environmental Performance

INTRODUCTION

Background

Environmental issues are becoming so common in all kinds of news. Humans can only know when and where events will occur. And humans can only avoid and save themselves by using today's sophisticated technology. Therefore, it is not uncommon for human anxiety and worry to have a greater impact on human life. Therefore, the perception that nature is an enemy to humans arises, increasing human alertness.

Every natural event and incident that causes environmental damage is a signal that humans must be aware and take action. It is important to recognize that reconciliation efforts are one of the great benefits. If there is no reconciliation attitude, environmental damage will be a subscription that is continuously reaped. People often see human efforts to avoid environmental damage as something fun. However, now is an opportunity to initiate changes to prevent and minimize greater impacts. As a result, human reconciliation attitudes can enable them to make changes that provide comfort in their living environment.

In this case, one of the things that needs to be done to overcome this problem is to instill a culture of preservation from an early age. Installing a culture of conservation that is carried out from an early age is a very effective effort in overcoming the problem of environmental damage that occurs. Of course, this requires the participation and responsibility of parents in the family and also in the entire educational process at school. Thus, through the habituation that is carried out continuously,

future generations will increasingly realize the importance of preserving the environment. In addition, the awareness process can also be carried out as a habit that helps shape a sense of human responsibility in utilizing the environment.

In addition, environmental preservation efforts also need to be carried out in a company institution because a healthy environment is the basis for the sustainability of business operations and the welfare of its employees. In this case, of course, employee participation and responsibility are very necessary to realize the company's program. Sustaining environmental performance by a company is not only a moral and social obligation, but also an important business strategy for sustainability. Through these efforts, companies can reduce risks, increase efficiency, strengthen their reputation, and maintain access to critical natural resources. Ultimately, companies that are committed to sustainable environmental performance will be better prepared to face global challenges and operate in the long term. This can be clarified by the article written by(Fang et al., 2022), where environmental performance focuses on the extent to which an organization carries out sustainable and environmentally responsible practices. This is also emphasized by (Doghan et al., 2022)where sustainable environmental performance can strengthen environmentally friendly practices in protecting the environment and natural assets. Environmental performance plays a very active role in a company in order to reduce negative impacts on the company.

As one of the largest multinational companies in Indonesia engaged in the food and chemical sector, PT. Industri Pangan in Mojokerto is known to have a commitment to the environment. such as emission reduction, efficient energy use, and waste management. In addition, as a company engaged in the Industri Pangan, this company implements environmentally friendly practices in production, which are the basis for assessing the implementation of Green HRM and Green Culture. Testing the concepts of Green HRM and Green Culture at PT. Industri Pangan is important because this company has a commitment to sustainability and environmental friendliness that are relevant to these concepts. In addition, employee contributions to environmentally friendly practices through Green HRM are also very relevant to ensure that sustainability becomes part of the company's culture.

Formulation of the problem
Based on the background that has been explained, the research problem can be formulated as follows:
1. Does Green HRM affect Green Culture among PT. Industri Pangan employees in Mojokerto?
2. Does Green Culture affect Environmental Performance of PT. Industri Pangan employees in Mojokerto?
3. Does Green HRM affect Environmental Performance of PT. Industri Pangan employees in Mojokerto?
4. Can Green Culture mediate Green HRM and Environmental Performance in PT. Industri Pangan employees in Mojokerto?

Literature Review
This research is not a new-research, but a continuation of previous research, the difference lies in the focus of discussion, object of study, research objectives and methods used. This research uses the Resource Based View theory and AMO theory which states that the combination of the resource-based view theory with the AMO theory on the green HRM, green Culture, and environmental performance approaches is a strong approach to creating sustainable competitive advantage through strategic human resource and environmental management. The combination of these two theories provides a comprehensive framework to explain how companies can utilize unique resources (Resource-Based View) and improve employee capabilities, motivations, and opportunities (AMO) to achieve superior environmental performance. In other words, when Resource-Based View and

AMO are combined in Green HRM, companies can effectively manage their human resources to support environmental performance through resource-based strategies and targeted employee management and can create environmental performance

Human Resource Management or HRM is a planning, organizing, coordinating, implementing and supervising the procurement, development, reward, integration, maintenance, and separation of employees in order to achieve organizational goals. The terminology of HRM refers to the people in the organization. Proper utilization of HRM involves understanding individual or organizational needs so that potential can be fully explored. In addition, social capital is also needed in an organization in order to have an impact on improving employee welfare.

Green human resource management is one of the most important parts of sustainability capabilities. Green HRM practices focus on green initiatives, such as green performance management, that enhance the human wealth of an organization. Organizational conditions are essential for companies to engage in pro-environmental practices such as green human resource management. If organizations adopt green technologies, these activities can achieve the goals of seeking profits, reducing adverse impacts, and maximizing the positive impacts of their actions on the environment. In this case, it can build a culture that supports practices related to green human resource management. According to(Renwick, 2023)Green HRM practices are defined as the integration of the environment with human resource management is new. It is a discipline that combines environmental aspects with HR policies and practices, thereby facilitating sustainability. In addition, Green HRM's involvement with green culture reflects how Green HRM policies and practices play a role in creating and strengthening a green culture within the organization. Green HRM helps integrate environmentally friendly values and practices into every aspect of employee management, which in turn forms an organizational culture that supports sustainability. Based on the statements that have been described, the following hypothesis can be formulated.

H1 : Green HRM Practices have a significant influence on Green Culture among employeesPT. Industri Pangan in Mojokerto.

Green culture is a contemporary environmental philosophy based on aesthetics that promote sustainable economic and ecological growth. Several years ago, organizations began incorporating these techniques into their corporate social responsibility efforts. Organizations realized that this paradigm shift would change market behavior, resulting in increased sales and profitability. This shift in environmental awareness allowed for new ideas to emerge, all of which pushed the organization toward sustainability or social awareness that was in line with its principles. In other words, the use of these green strategies would improve the culture of the organization.(Linnenluecke & Griffiths, 2010)States thatGreen culture refers to an organizational culture that integrates environmental values into the company's core practices which can guide employees to engage in sustainable behaviors. This culture encourages environmental awareness, reduces waste, and improves resource efficiency by implementing green policies in daily operations. In this regard, the important role of green culture in fostering pro-environmental behavior among employees, makes it a key factor in achieving environmental performance goals. When a company's green culture is deeply embedded, it becomes a competitive advantage, as it is difficult for competitors to imitate intangible assets such as organizational values and employee commitment to sustainability. Green Human Resource Management (GHRM) plays a vital role in fostering a green culture by aligning recruitment, training, performance evaluation, and reward systems with sustainability goals. The alignment between GHRM and green culture creates a holistic framework that not only promotes green innovation but

also positions the organization as a leader in sustainability. Based on the statements that have been described, the following hypothesis can be formulated.

H2   : Green Culture has a significant influence on Environmental Performance of employeesPT. Industri Pangan in Mojokerto.

Green Human Resource Management (GHR) Practices integrate environmental sustainability into core HR practices. This management not only covers business operations, but also promotes environmentally friendly practices throughout the organization. According to(Pilania, 2024)Green HRM practices cover the entire employee lifecycle, from attracting environmentally conscious talent during recruitment to influencing employee behavior through training and performance management. By implementing Green HRM practices effectively, organizations can not only reduce their carbon footprint through practices such as reducing paper use or energy-efficient buildings, but also cultivate a more environmentally responsible workforce. This can result in significant benefits such as cost savings and attracting top talent who value sustainability, ultimately enhancing the organization's reputation.Given the importance of Green HRM in a company requires the company to be more aware of its various capabilities. Achieving a balance between ecological sustainability and effective human resource management is very important. Companies now realize the importance of considering not only financial benefits, but also the social and environmental impacts of their operations to ensure long-term sustainability. In addition, there is a link between Green HRM Practices and environmental performance where both support each other in achieving sustainability goals and reducing the company's negative impact on the environment. The link between Green HRM Practices and environmental performance shows that companies that focus on sustainability through HRM policies can achieve better environmental results, increase employee empowerment, and strengthen their position in an increasingly competitive and environmentally conscious market.

H3   : Green HRM Practices have a significant influence on Environmental Performance of employees PT. Industri Pangan in Mojokerto.

Several studies have been conducted to determine how pro-environmental Green HRM practices improve corporate environmental performance. According to(Fang et al., 2022)Environmental performance is explained systematically as an organization's commitment to protecting the environment and showing operational metrics that can be measured in environmental management standards that are required in presenting systematic measures of environmental performance. In addition, Green HRM, which involves integrating environmental sustainability into HR practices such as recruitment, training, and rewards, can increase employee awareness and motivation to contribute to sustainability goals. When employees receive clear guidance and are trained on environmental responsibilities, they feel empowered to take ownership of green initiatives. This empowerment improves their overall performance, as they are equipped with the knowledge and tools to contribute to the company's environmental goals. In this regard, green culture can act as a mediator between green HRM and environmental performance by creating an environment where employees are more engaged and motivated to implement green practices and a green culture. Green culture refers to a work environment where environmentally friendly behaviors and values are normalized and supported. When a company has a strong green culture, employees are more likely to internalize environmental values, thereby reinforcing the empowerment provided by Green HRM practices.Based on the statements that have been described, the following hypothesis can be formulated.

H4 : Green Culture mediates between Green HRM Practices and Environmental Performance of employeesPT. Industri Pangan in Mojokerto.

Conceptual Framework

The variables that will be identified in the research are as follows:

Green HRM Practices (X) is an important thing in an organization that can help companies in managing environmentally friendly human resources. This includes policies, procedures, and activities designed to reduce environmental impacts, such as green recruitment, ongoing training and development, environmentally-based performance evaluation, and incentives for environmental contributions. In this case, there are indicators that can support the success of this green HRM program, namely green performance management, green compensation, and green empowerment.

Environmental Performance (Y) is a measure of how well an organization manages the impact of its activities on the natural environment. This means the extent to which a company or organization is able to minimize the negative impact of its operations on the environment. In this case, the indicators that can measure environmental performance are: human resource management, waste reduction, and emission control.

Green Culture (Z) is an organizational culture that integrates environmentally friendly values and practices into every aspect of the company's operations. This means that the organization comprehensively applies the principles of sustainability and environmental responsibility in all its business activities. In this case, the indicators that can measure green culture are: employee empowerment, leadership, promotion, and communication. The following is the conceptual framework in this study:
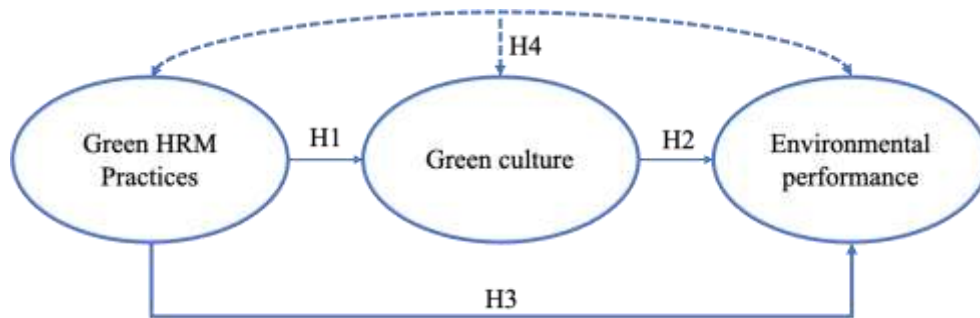

Figure 1. Conceptual Framework

RESEARCH METHODS

The type of data used in this study uses quantitative research methods, with the aim of obtaining data, the data collection method is the most vital step in a study. The data source used in the study is primary data where the data is obtained directly. In addition, this study uses samples taken from the existing population, which is 90 employees.

In this study, the sampling technique used is random sampling, which takes all the answers distributed through the questionnaire that has been made. In addition, this study uses a scale which is used to measure data. The Linkert scale is a scale used to measure attitudes, traits, opinions, or perceptions of a person or group of people about social phenomena. This scale measures where the subject is asked to indicate a score of 1, 2, 3, 4, and 5 which are alternative answer choices.

As for the data analysis technique used. Data analysis is a further stage after the researcher obtains data to find the truth in the data that has been obtained. In this study, path analysis was used with the help of data processing using the SmartPLS 4.1 method.

RESULTS AND DISCUSSION

a. Partial Least Square (PLS) Model Scheme

In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS version 4 program. The following is a schematic of the proposed PLS program model:
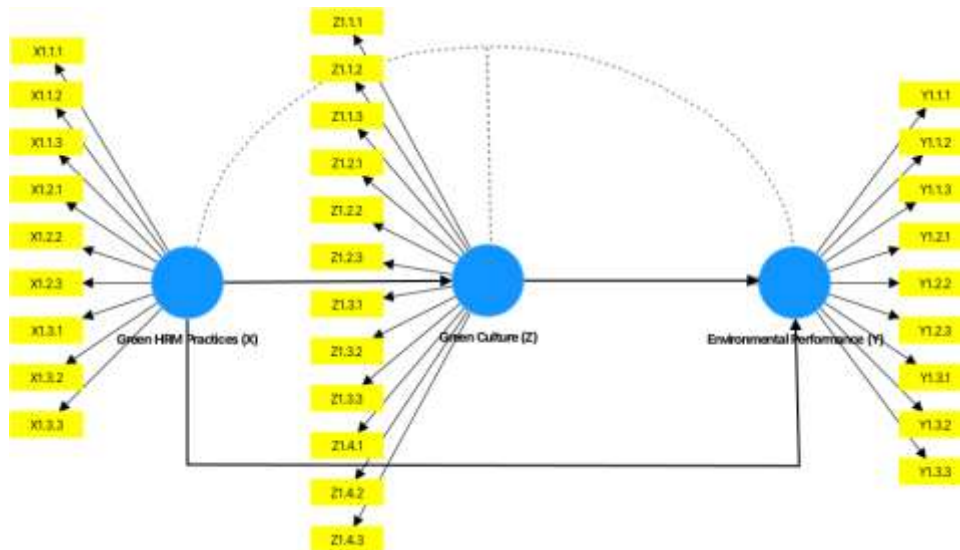

Figure 2. Partial Least Square (PLS) Model Scheme

b. Outer Model or Measurement Model Evaluation

In statistical analysis of data using the Smart PLS method, there are two analyses, namely the outer model and the inner model.

1. Outer model analysis

   Outer model analysis is done to ensure that the measurement used is suitable for measurement (valid and reliable). There are several calculations in this analysis:

   a. Convergent validity is the value of loading factors on latent variables with their indicators. The expected value is > 0.7. According to (Chin) an indicator is declared good if the loading factor value ranges from $> 0.50 - 0.60$.

   b. Discriminant validity is the cross loading value of factors that are useful for determining whether a construct has adequate discriminant. The method is to compare the value of the intended construct must be greater than the value of other constructs.

   c. Composite reliability is a measurement that if the reliability value is > 0.7 then the construct value has a high reliability value.

   d. Average Variance Extracted (AVE) is the average of the variances which is at least 0.5.

   e. Cronbach alpha is a calculation to prove composite reliability results where the minimum value is > 0.60.

1. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loadings > 0.50. The following are the outer loading values of each indicator in the research variables:

Table 1. Convergent Validity

Variables	Indicator	Outer Loadings	Information
Green HRM Practices (X)	Green Performance Management	0.756	Valid
		0.769	Valid
		0.877	Valid
	Green Compensation	0.840	Valid
		0.849	Valid
		0.847	Valid
	Green Empowerment	0.877	Valid
		0.798	Valid
		0.838	Valid
Environmental Performance (Y)	Human Resource Management	0.831	Valid
		0.884	Valid
		0.746	Valid
	Waste Reduction	0.843	Valid
		0.842	Valid
		0.816	Valid
	Emission Control	0.787	Valid
		0.881	Valid
		0.867	Valid
Green Culture (Z)	Employee Empowerment	0.881	Valid
		0.842	Valid
		0.886	Valid
	Leadership	0.908	Valid
		0.920	Valid
		0.886	Valid
	Promotion	0.855	Valid
		0.658	Valid
		0.811	Valid
	Communication	0.914	Valid
		0.910	Valid
		0.873	Valid

The results of processing using SmartPLS can be seen in table 1.1 above. The value of the outer model or correlation between constructs and variables, there are several indicators whose values are <0.7 but the value is close to the loading factor value so it can still be said to be valid.

2. Discriminant Validity

Discriminant Validity can be determined using the Average Variance Extracted (AVE) method for each indicator that has a criterion of > 0.5 to be considered valid.

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Table 2. Discriminant Validity

	Average Variance Extracted (AVE)	Information
Green HRM Practices (X)	0.687	Valid
Environmental Performance (Y)	0.696	Valid
Green Culture (Z)	0.748	Valid

Based on the data in table 1.2 above, it can be seen that the AVE value of the Green HRM Practices variable is > 0.5 with a value of 0.687, for the Environmental Performance variable value is > 0.5 with a value of 0.696, and for the Green Culture variable > 0.5 with a value of 0.748. This shows that each variable has good discriminant validity.

3. **Composite Reliability Test**

Composite Reliability is a part used to test the reliability of variable indicators. A variable can be said to meet composite reliability if the composite reliability value of each variable is > 0.70. The following are the Composite Reliability values of each variable:

Table 3. Composite Reliability

	Composite Reliability	Information
Green HRM Practices (X)	0.952	Reliable
Environmental Performance (Y)	0.954	Reliable
Green Culture (Z)	0.973	Reliable

Based on the data in table 1.3 above, it can be seen that the Composite Reliability value of the Green HRM Practices variable is > 0.7 with a value of 0.952, for the Environmental Performance variable it has a value > 0.7 which is 0.954, and for the Green Culture variable it has a value > 0.7 which is 0.973. This shows that each variable has a Composite Reliability > 0.70, indicating that the variable is reliable.

4. **Cronbach's Alpha**

The reliability test of Composite Reliability above can be strengthened by using the Cronbach's Alpha value. A variable can be said to be reliable if it has a Cronbach's Alpha > 0.70. The following are the Cronbach's Alpha values of each variable.

Table 4. Cronbach's Alpha

	Cronbach's Alpha	Information
Green HRM Practices (X)	0.943	Reliable
Environmental Performance (Y)	0.945	Reliable
Green Culture (Z)	0.969	Reliable

Based on the data in table 5.12 above, it can be seen that the Cronbach's Alpha value of the Green HRM Practices variables is > 0.7 with a value of 0.943, for the Environmental Performance variable it has a value > 0.7 which is 0.945, and for the Green Culture variable it has a value > 0.7 which is 0.969. This shows that each variable has a Cronbach's Alpha > 0.70, indicating that the variable is reliable.

c. Inner Model Evaluation

Evaluation of this model is carried out using the Coefficient Determination (R2) and Hypothesis Testing (Direct Effect and Indirect Effect), the following is the proposed PLS program model scheme:
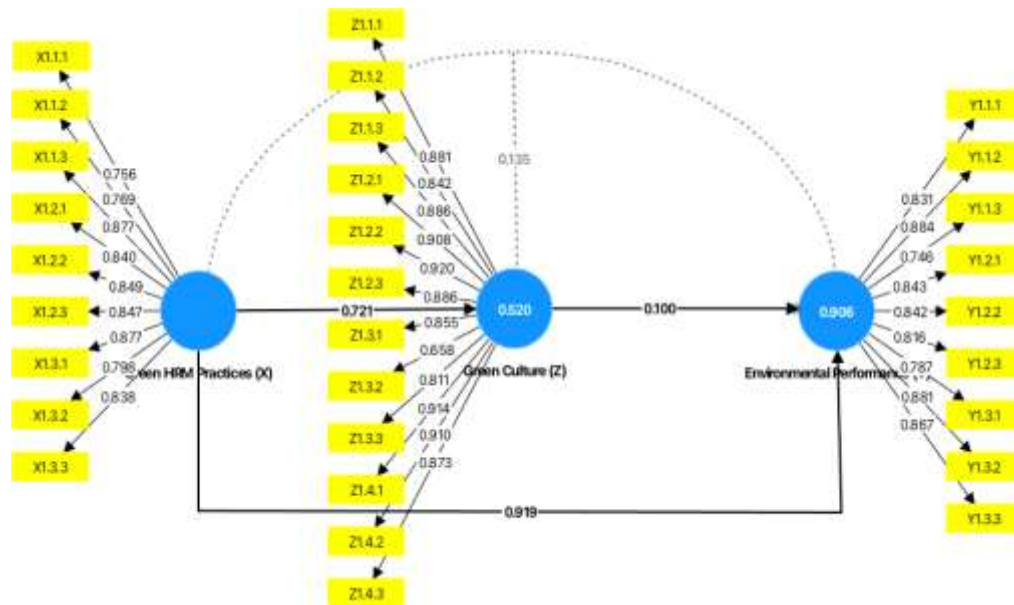

Figure 3. Inner Model Evaluation

1. Coefficient Determination (R2)

The magnitude of the coefficient determination (R-square) is used to measure how much the dependent variable is influenced by other variables. Based on the data processing that has been done using smartPLS 4, the R-Square value is obtained as follows:

Table 5. Coefficient Determination (R2)

	R Square (R2)	R Square Adjusted
Resilience Organization	0.240	0.213
Communication	0.428	0.398

The R-Square table is used to see the magnitude of the influence of the green HRM practices variable on environmental performance with a value of 0.906 and is stated to have a high value. Then R-square is used to see the influence of the green HRM practices variable on green with a value of 0.520 and is stated to have a moderate value.

2. Effect Size (F-Square)

The F-Square (F2) value is used to determine the predictor variable (X) against the dependent variable (Y) and the connecting variable (Z). The F-Square value ranges from $0.02 \leq F2 < 0.15$ identifying that the variable has a weak influence, $0.15 \leq F2 < 0.35$ indicating that the variable has a moderate influence, and $F2 \geq 0.35$ indicating that the variable has a high influence. The F-Square test value in this study is as follows:

Table 6. F-Square Test

	F-Square
Green HRM Practices (X)→Green Culture (Z)	1,085
Green Culture (Z)→Environmental Performance (Y)	0.044
Green HRM Practices (X)→Environmental Performance (Y)	4,261
Green HRM Practices (X) x Green Culture (Z)→Environmental Performance (Y)	0.461

Based on the results obtained, the F^2 variable Green HRM Practices has a high influence on Green Culture, Green Culture has a weak influence on Environmental Performance, Green HRM Practices has a high influence on Environmental Performance, and Green HRM Practices has a high influence on Environmental Performance through Green Culture as a mediator.

3. Predictive Relevance (Q Square)

Predictive Relevance or Q-Square is used to measure how well the observation values are generated by the model and also its parameter estimates. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value, while a Q-square value less than 0 (zero) indicates that the model has less predictive relevance. In the smartPLS program, the results of predictive relevance or Q-Square can be seen through the PLSpredict LV summary as follows:

Table 7. Q-Square Test

	Q-Square
Environmental Performance (Y)	0.805
Green Culture	0.511

Based on the results obtained, it can be explained that the Q^2 Environmental Performance variable and the Green Culture variable have a high influence, so it is concluded that these variables have relevant values.

4. Hypothesis Testing

Based on the data processing, the results can be used to answer the hypothesis in this study by looking at r Statistics and P Values. The hypothesis is accepted if the P Value <0.05. In this study, there are direct and indirect influences because there are independent variables, dependent variables, and intervening variables. In the smartPLS program, the results of the hypothesis test can be seen through the Path Coefficient Bootstrapping Technique as follows:

Table 8. Hypothesis Testing

	Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Information
H1	Green HRM Practices (X) →Green Culture (Z)	1,085	1,172	0.418	2,593	0.010	Significant
H2	Green Culture (Z)→Environmental Performance (Y)	0.044	0.065	0.063	0.689	0.491	Not Significant

H3	Green HRM Practices (X) →Environmental Performance (Y)	4,261	4,598	1,660	2,567	0.011	Significant
H4	Green HRM Practices (X) x Green Culture (Z)→Environmental Performance (Y)	0.461	0.400	0.281	1,638	0.102	Not Significant

The t-statistic value of the direct influence of green HRM practices on green culture has a P-value <0.05 of 0.010. So it can be concluded that green HRM practices on green culture have a positive and significant effect. This is in line with the opinion of(Shahzad et al., 2023), which explains that Green HRM practices are the foundation that helps create and strengthen green culture within the organization. Through policies that support sustainability in various aspects of HR management, Green HRM helps build the mindset, behavior, and values needed to realize a strong green culture. Green HRM and green culture support each other, where Green HRM provides a structure that allows green values to develop, while green culture strengthens sustainability as part of the organization's identity. From this explanation, it is in accordance with the facts in the field of the implementation of green HRM practices inPT. Industri Pangancan support environmental sustainability starting from employee recruitment until the employee retires, so that with the implementation of green HRM practices, a strong culture can emerge in the company.

The t-statistic value of the influence of green culture on environmental performance has a P-value > 0.05 of 0.491. So it can be concluded that green HRM practices on environmental performance have a positive and insignificant effect. This is in line with the opinion(Fang et al., 2022), which explains that green culture is the main mechanism for improving environmental performance. Green culture is an important link between green human resource management and environmental performance. The strength of a green culture depends on how employees agree on how they see the situation. Therefore, a strong green culture can emerge when employees have the same environmental principles, attitudes, and practices, which results in a common understanding of the environment. An employee-centered green culture tends to foster green behaviors that lead to more outstanding environmental performance and increased social and psychological happiness among employees. Based on existing empirical data, it can be explained that green culture has great and strong potential in improving environmental performance, but the success of this green culture depends on consistent implementation, for example throwing garbage in its place, turning off lights when not in use, reducing paper use, and so on. If these behaviors are carried out consistently, it will create a strong green culture and environmental performance will also increase.

The t-statistic value of the influence of green HRM practices on environmental performance has a P-value <0.05 of 0.011. So it can be concluded that green HRM practices on environmental performance have a positive and significant effect. This is in accordance with research conducted by(Gaddafi, 2024), which explains that Green Human Resource Management (GHRM) not only focuses on HR management, but also integrates environmental aspects into every initiative undertaken by the organization. GHRM practices such as green performance management, green compensation, and green empowerment are the main focus in creating an environmentally friendly and sustainable work environment. This shows that the implementation of GHRM has a positive impact on the environmental performance of the organization and can create competitive advantage. GHRM practices not only generate financial savings for the company, but also increase efficiency, effectiveness, and sustainable performance in environmental aspects. Thus, it can be concluded that

GHRM is an important approach in preserving nature and creating an environmentally responsible organization. Through the implementation of GHRM practices, companies can play an active role in efforts to mitigate climate change and preserve the environment for future generations. Based on empirical data, it can be explained that the implementation of green HRM practices is a practice that focuses on human resource management in order to support environmental sustainability. Thus, employees who understand the importance of environmentally friendly behavior will tend to reduce waste, be energy efficient and comply with environmental preservation. Green HRM practices also often encourage innovation through team collaboration and involvement in green projects, for example in practice PT. Industri Pangan has reduced its carbon footprint and redesigned its packaging to be more environmentally friendly. This is very beneficial for all employees who can create new ideas and contribute to programs that have been implemented.

The t-statistic value of the influence of green HRM practices on environmental performance through green culture has a P-value> 0.05 of 0.102. So it can be concluded that green HRM practices on environmental performance through green culture have a positive and insignificant effect. This is in line with research conducted by(Doghan et al., 2022)where employees have a big role to play in the company's achievement. When employees are given clear guidance and trained about their environmental responsibilities, they feel more prepared to participate in green initiatives. This empowerment improves their overall performance because they are given the knowledge and tools to support the company's environmental goals. In this case, green culture can serve as a mediator between green human resource utilization and environmental performance by creating a work environment where employees are more engaged and motivated to implement green practices and green culture. Green culture refers to a work environment where environmentally friendly behaviors and principles are normalized and supported. Companies that have a strong green culture will have more opportunities for employees to internalize. When green human resource management practices and green culture are aligned, employees have the ability to act in a more environmentally friendly manner without assistance from their superiors. Employees feel more motivated and responsible to support the company's overall environmental and business goals, which results in increased organizational and individual performance. Based on the facts in the field, green HRM practices and environmental performance have a strong role in environmental sustainability, but green culture cannot function actively as a mediator becausePT. Industri Pangan has been concerned about the environment since the employees were recruited until they retired. Thus, without a green culture, the practice of green HRM and environmental performance will continue.

CONCLUSION

From the research results and discussions that have been described, the following conclusions can be drawn; The better the green HRM ptacices in environmental preservation causes the more encouragement for the formation of green culture in employees of PT. Industri Pangan in Mojokerto. Green Culture does not have an impact on improving environmental performance of PT. Industri Pangan employees in Mojokerto. The better green HRM practices in environmental conservation lead to increasing environmental performance of PT. Industri Pangan employees in Mojokerto. Green culture is not able to mediate the influence of green HRM practices on environmental performance of employees of PT. Industri Pangan in Mojokerto.

Suggestion

From the research results and discussions that have been described, the following suggestions can be given:

1. It is expected that company management will provide more in-depth green HRM development in order to strengthen employee education and training programs.
2. It is expected that there will be employee involvement in CSR programs to support local communities and green initiatives, so that employees feel more involved in the company's efforts to provide a positive impact on society.
3. It is expected that company management can improve strong internal communication in order to create open communication between management and employees regarding the importance of employee contributions in achieving company goals, including in terms of environmental sustainability.
4. For further researchers, it is recommended to add other variables outside of this variable, in order to develop this research.

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