Green HRM Practices to Increase Green Creativity through Person Organization Fit in Employees of Glue Industry Companies in Surabaya

Duvan Samudra Laisoka[1], Amiartuti Kusmaningtyas[1], Slamet Riyadi[1]
[1] Universitas 17 Agustus 1945 Surabaya, Indonesia

ABSTRACT

This study investigates the impact of Green Human Resource Management (Green HRM) practices on green creativity, mediated by person-organization fit among employees in the adhesive industry in Surabaya, Indonesia. Data were collected from 130 employees of PT X using a structured questionnaire. The results indicate that Green HRM practices positively influence person-organization fit, which in turn significantly enhances green creativity. Although Green HRM practices do not have a direct effect on green creativity, they foster an environment that supports innovative thinking by aligning employee values with organizational goals. These findings suggest that organizations can enhance green innovation by implementing comprehensive Green HRM practices that strengthen person-organization fit. This research contributes to the understanding of how Green HRM can be leveraged to promote sustainability and creativity within the manufacturing sector.

Keywords: Green HRM Practices, Person-Organization Fit, Green Creativity

INTRODUCTION

Green creativity in green human resource management (Green HRM) focuses on the ability of employees to generate innovative ideas that support environmental sustainability, such as waste reduction and increased energy efficiency. This creativity is important for Green HRM because it helps organizations achieve sustainability goals while increasing competitiveness. Organizational factors such as leadership and the company's attitude toward ecological issues play an important role in fostering green creative thinking. Research on Green Creativity is increasingly urgent given the worsening global environmental crises, such as global warming, pollution, and biodiversity loss.

In an era of increasing environmental awareness, companies need to balance profitability with nature conservation. Green HRM has emerged as a relevant approach, integrating human resource management practices with sustainability principles. This study aims to explore the concept of Green HRM, its implementation, and its impact on organizational and environmental performance. Green HRM emphasizes the role of employees as agents of change towards a better environment and will evaluate its impact in increasing employee participation in environmental sustainability, especially in the context of certain industries in Indonesia.

This study specifically analyzes the implementation of Green HRM in the paint and adhesive industry, taking a case study at the Adhesive Industry Company in Surabaya. The aim is to measure the implementation of Green HRM in various aspects such as environmentally oriented recruitment, training, and performance evaluation, and its impact on employee creativity. This study also analyzes the role of Person-Organization Fit (PO Fit) as a mediating variable to

understand how the fit between individual and organizational values affects the relationship between Green HRM and green creativity. This is important considering that the paint and adhesive industry has great potential to contribute to environmental conservation.

This study differentiates itself from previous studies by specifically focusing on Green Creativity and PO Fit in the context of manufacturing firms. Previous studies have focused on Green HRM aspects and their effects on employee performance or environmental aspects, with variables such as green leadership, quality of work life, and job satisfaction. This study uses Cognitive-Affective Theory as a theoretical basis to understand the psychological mechanisms underlying the effects of Green HRM practices on Green Creativity, and focuses on the manufacturing industry, which has not been widely studied from this perspective.

This study is motivated by the pressing global environmental crisis and highlights the important role of human resources in creating green innovation. By understanding the factors that influence Green Creativity and developing strategies to enhance it, this study is expected to contribute to the development of innovative solutions to environmental problems, improve organizational performance, and support sustainable development. This study also aims to fill the gap in the literature by examining the role of PO Fit as a mediator between Green HRM practices and Green Creativity, particularly in the manufacturing context.

THEORETICAL REVIEW

A. Green Human Resources Management Practices

Green Human Resource Management is defined as all activities involved in developing, implementing, and maintaining systems to foster environmentally friendly behavior among employees of an organization (Romadhania et al., 2023).

B. Person Organization Fit

Donald and Pandey (2007), as cited by Astuti (2010) and Ayu (2017), define person-organization fit as the alignment between individuals and organizations, which exists when: a) there is at least a desire to meet the needs of the other party, or b) they have comparable basic characteristics.

C. Green Creativity

Green Creativity is the ability to generate innovative ideas that take into account environmental implications (Endang Sukarya et al., 2023).
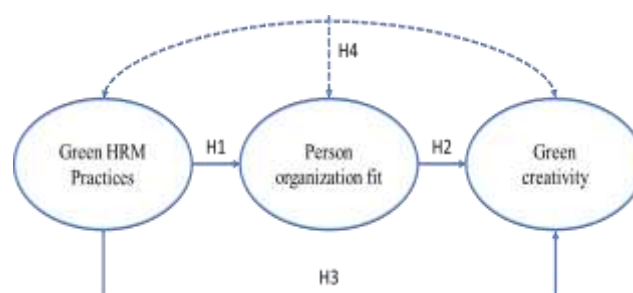
CONCEPTUAL FRAMEWORK

Figure 1 Conceptual Framework

The following conceptual framework was developed based on the theoretical foundations established by previous research, which serves as a guide for constructing the research model:

H1: Implementation of Green HRM Practices has a positive influence on Person-Organization Fit.

H2: Person-Organization Fit has a positive influence on employees' Green Creativity in Adhesive Industry Companies in Surabaya.

H3: Implementation of Green HRM Practices has a positive influence on employees' Green Creativity in Adhesive Industry Companies in Surabaya.

H4: Green HRM practices mediate the relationship between Person-Organization Fit and employees' Green Creativity.

RESEARCH METHODS

A. Types of research

A quantitative approach was adopted for this study that investigated the impact of Green HRM practices on green creativity through person-organization fit. This approach allows for the collection and statistical analysis of numerical data. Variables such as Green HRM practices, green creativity, and person-organization fit were measured quantitatively using valid and reliable scales.

B. Population

Employees of the Production Division at an Adhesive Industry Company in Surabaya are the population for this study. Using a saturated sampling technique, which includes all members of the population in the sample, this study surveyed all 130 employees of the division.

C. Data collection

Data for this study were collected using a self-designed questionnaire, a technique described by Sugiyono (2011) as providing written questions or statements to be answered by respondents. The scoring of the answers was done using a Likert scale, which, according to Sugiyono (2011), is used to measure the attitudes, opinions, and perceptions of individuals or groups regarding social phenomena.

D. Data analysis

The data analysis method used in this study is a quantitative analysis method using statistical analysis of structural equation models or SEM PLS (Structural Equation Model Partial Least Square).

- **Path Analysis:** To test H2 (which, based on your previous input, I assume was intended to test a mediation effect, not just an indirect effect), the researchers used path analysis to examine the indirect effect of Green HRM on Green Creativity through Person-Organization Fit.
- **Interpretation of Results**:
  a. If the regression coefficient for Green HRM practices in the multiple linear regression model is statistically significant and positive, then H1 is supported.
  b. If the indirect path from Green HRM to Green Creativity through Person-Organization Fit is statistically significant, then H2 (mediation hypothesis) is supported.

RESULTS AND DISCUSSION

A. Evaluation of Measurement Model / Outer Model

Item validity was assessed using corrected item-total correlations to determine how well each item measures its intended variable. Convergent validity was then evaluated based on outer loadings. Although a threshold of 0.7 is preferred, outer loadings greater than 0.50 – 0.60 are considered acceptable to demonstrate convergent validity (Chin, 1998; as cited in Hock and Ringle, 2006: 195). SEM PLS 4 software was used to conduct the validity test. Details of the instrument testing results are presented below:

Table 1 Convergent Validity Test – Outer Loading

Variables	Item	Corrected Correlation	r Table	Caption
Green HRM Practices (X)	X1.1.1	0.601	> 0.5	Valid
	X1.1.2	0.797	> 0.5	Valid
	X1.1.3	0.753	> 0.5	Valid
	X1.2.1	0.685	> 0.5	Valid
	X1.2.2	0.749	> 0.5	Valid
	X1.2.3	0.754	> 0.5	Valid
	X1.3.1	0.522	> 0.5	Valid
	X1.3.2	0.656	> 0.5	Valid
	X1.3.3	0.633	> 0.5	Valid
	X1.4.1	0.879	> 0.5	Valid
	X1.4.2	0.818	> 0.5	Valid
	X1.4.3	0.882	> 0.5	Valid
Green Creativity (Y)	Y1.1.1	0.848	> 0.5	Valid
	Y1.1.2	0.809	> 0.5	Valid
	Y1.1.3	0.758	> 0.5	Valid
	Y1.2.1	0.792	> 0.5	Valid
	Y1.2.2	0.788	> 0.5	Valid
	Y1.2.3	0.811	> 0.5	Valid
	Y1.3.1	0.864	> 0.5	Valid
	Y1.3.2	0.787	> 0.5	Valid
	Y1.3.3	0.911	> 0.5	Valid
	Y1.4.1	0.755	> 0.5	Valid
	Y1.4.2	0.685	> 0.5	Valid
	Y1.4.3	0.554	> 0.5	Valid
Person Organization Fit (Z)	Z1.1.1	0.762	> 0.5	Valid
	Z1.1.2	0.683	> 0.5	Valid
	Z1.1.3	0.678	> 0.5	Valid
	Z1.2.1	0.829	> 0.5	Valid
	Z1.2.2	0.832	> 0.5	Valid
	Z1.2.3	0.791	> 0.5	Valid
	Z1.3.1	0.724	> 0.5	Valid
	Z1.3.2	0.746	> 0.5	Valid
	Z1.3.3	0.795	> 0.5	Valid
	Z1.3.4	0.793	> 0.5	Valid
	Z1.4.1	0.761	> 0.5	Valid
	Z1.4.2	0.886	> 0.5	Valid
	Z1.4.3	0.780	> 0.5	Valid

Source : Data processed by Smart-PLS

The results presented confirm the validity of all items used to measure the three key variables in this study. Specifically, the corrected item-total correlations for all 12 items measuring Green HRM Practices, Green Creativity, and Person-Organization Fit were found to be greater than the r-table value of 0.5. This provides strong evidence that the questionnaire items effectively measure the intended constructs.

Table 2 Convergent Validity Test – Average Variant Extracted (AVE)

Variables	Average Variance Extracted (AVE)	Information
Green HRM Practices (X)	0.617	Valid
Green Creativity (Y)	0.602	Valid
Person Organization Fit (Z)	0.540	Valid

Source : Data processed by Smart-PLS

The Average Variance Extracted (AVE) results (see table) show that all variables have discriminant validity above 0.50. Green HRM Practices has an AVE of 0.617, Green Creativity has an AVE

IJEC
International Journal of Economics
https://ejournal.ipinternasional.com/index.php/ijec

of 0.602, and Person-Organization Fit has an AVE of 0.540. Therefore, all variables are considered valid. Furthermore, reliability testing is carried out on all variables in this study.

Table 3 Composite Reliability Test

Variables	Composite Reliability	Information
Green HRM Practices (X)	0.933	Reliable
Green Creativity (Y)	0.946	Reliable
Person Organization Fit (Z)	0.953	Reliable

Source : Data processed by Smart-PLS

The results of the table above confirm the high reliability of all variables, with composite reliability values well above the commonly accepted threshold of 0.7. Green HRM Practices achieved a composite reliability of 0.933, Green Creativity achieved 0.946, and Person-Organization Fit obtained 0.953.

Table 4 Cronbach's Alpha

Variables	Cronbach's Alpha	Critical Value	Information
Green HRM Practices(X)	0.920	> 0.60	Reliable
Green Creativity(Y)	0.942	> 0.60	Reliable
Person Organization Fit(Z)	0.945	> 0.60	Reliable

Source : Data processed by Smart-PLS

As presented in Table 4, the Cronbach's alpha coefficient for each variable exceeded the commonly accepted threshold of 0.70, indicating satisfactory internal consistency. Specifically, Green HRM Practices (X) yielded a Cronbach's alpha of 0.920, Green Creativity (Z) yielded 0.953, and Person-Organization Fit (Y) yielded 0.933. These findings confirm that the questionnaire items designed to measure each variable are reliable and suitable for further analysis.

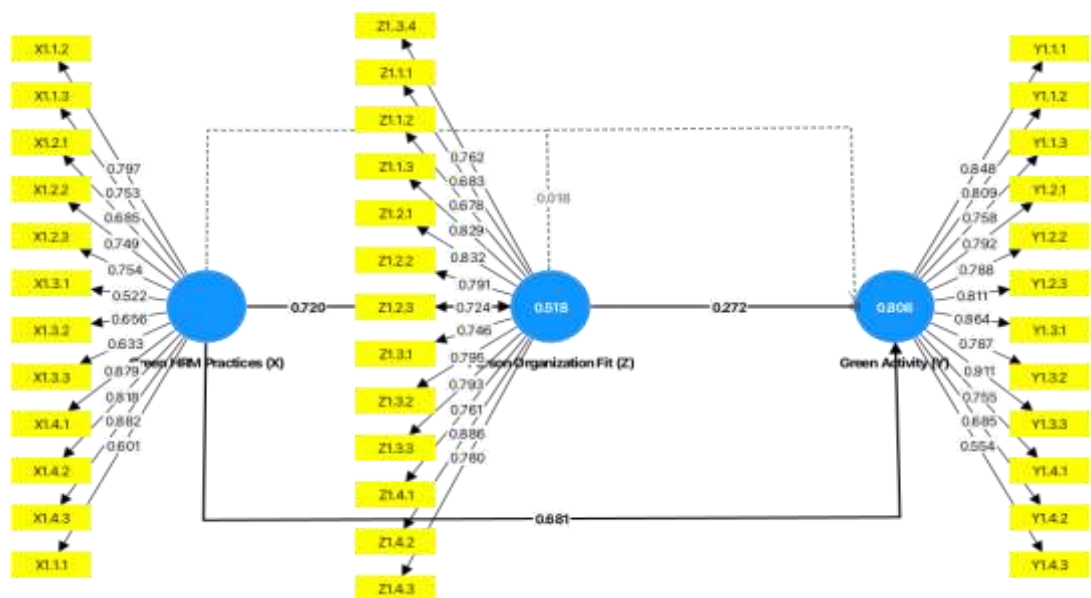B. **E**valuation of Structural Model / Inner Model

Figure 2 Inner Model

In analyzing the structural model (inner model), the coefficient of determination (R^2), which measures the proportion of variance in the dependent variable explained by the independent variables, will be presented. The R^2 value ranges from 0 to 1, with the following interpretation criteria:

- 1 – 0.75 : Substantial/Strong
- 0.74 – 0.5 : Moderate/Currently
- 0.49 – 0.25 :Weak

International Journal of Economics

https://ejournal.ipinternasional.com/index.php/ijec

The results of this study are as follows:

Table 5 R-Square

Variables	R Square	R Square Adjusted
Green Creativity (Y)	0.808	0.803
Person Organization Fit (Z)	0.518	0.514

Source : Data processed by Smart-PLS

The coefficient of determination (R^2) reveals the predictive power of the research construct as follows:

a. Green HRM Practices and Person-Organization Fit predict 80.8% ($R^2 = 0.808$) of the variance in Green Creativity. The remaining 19.2% of the variance is predicted by other unmeasured variables.

b. Green HRM practices predict 51.8% ($R^2 = 0.518$) of the variance in Person-Organization Fit. The remaining 48.2% of the variance is attributed to other variables not included in the model.

In path analysis, F-square (F^2) is used as a measure of effect size to determine the substantive impact of a variable. The magnitude of the effect is interpreted based on the F^2 value, with the following guidelines:

- $0.02 \leq F^2 < 0.15$ represents a small effect
- $0.15 \leq F^2 < 0.35$ represents a moderate effect.
- $F^2 \geq 0.35$ represents a large effect

Table 6 Path Coefficient – Direct Effect

	F-Square
Green HRM Practices (X) -> Person Organization Fit (Z)	1,074
Person Organization Fit (Z) -> Green Creativity (Y)	0.164
Green HRM Practices (X) -> Green Creativity (Y)	1,094
Green HRM Practices (X) x Person Organization Fit (Y) -> Green Creativity (Y)	0.003

Source : Data processed by Smart-PLS

As shown in the table above, the F^2 value indicates the following interpretation of effect sizes: the impact of Green HRM Practices (X) on Person-Organization Fit (Z) is substantial (large effect); the impact of Person-Organization Fit (Z) on Green Creativity (Y) is moderate (medium effect); the direct impact of Green HRM Practices (X) on Green Creativity (Y) is also substantial (large effect); and the interaction between Green HRM Practices (X) and Person-Organization Fit (Y) has a small effect on Green Creativity (Y).

Table 7 Q-Square

	Q-Square
Green Creativity (Y)	0.660
Person Organization Fit (Z)	0.482

Source : Data processed by Smart-PLS

The results obtained from the above-mentioned data lead to the conclusion that Q2, which relates to the variables Green Creativity and Person-Organization Fit, shows a substantial influence, thus confirming the relevance of these variables. The following is an in-depth analysis of the influence between the variables according to the proposed hypothesis:

H1   : Implementation of Green HRM Practices has a positive influence on Person-Organization Fit.

Hypothesis testing revealed a significance level of 0.000, which is lower than the set alpha level of 0.05. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is supported, indicating a statistically significant positive effect of Green HRM Practices on Person-Organization Fit. Green HRM Practices encompass human resource management strategies that prioritize environmental considerations. These practices include initiatives such as providing training to employees on environmental

issues, implementing energy conservation programs, using environmentally sustainable raw materials, and engaging in socially responsible activities. The ultimate goal is to foster a sustainable and socially responsible work environment. Consequently, effective implementation of Green HRM Practices has the potential to enhance the fit between individual and organizational values (Person-Organization Fit). Individuals with strong environmental values are more likely to be attracted to organizations that demonstrate similar commitments. In addition, well-implemented Green HRM Practices can contribute to increased employee motivation, engagement, and improved quality of work life. Furthermore, a positive organizational reputation associated with Green HRM can attract talented individuals and strengthen employee commitment to the organization. The findings of this study provide strong evidence to support the assertion that Green HRM Practices can positively influence Person-Organization Fit, thereby contributing to improved employee well-being and organizational performance.

H2 : Person-Organization Fit has a positive influence on employees' Green Creativity in Adhesive Industry Companies in Surabaya.

Hypothesis testing yielded a significance level of 0.000, which is lower than the predetermined alpha level of 0.05. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is supported, confirming the statistically significant effect of Person-Organization Fit on Green Creativity. A strong sense of person-organization fit can serve as an important catalyst for fostering green creativity in an organizational environment. When employees perceive a fit between their individual values and those espoused by the organization, particularly regarding environmental sustainability, they are more likely to be motivated to contribute to environmentally conscious innovation. Therefore, person-organization fit fosters an environment conducive to the development of green creativity. Employees who experience a strong connection with the organization and its values demonstrate increased proactivity in seeking innovative solutions to environmental challenges. In short, person-organization fit is a fundamental foundation for building an innovative and sustainable organizational culture.

H3 : The implementation of Green HRM Practices has a positive influence on the Green Creativity of employees in Adhesive Industry Companies in Surabaya.

The hypothesis testing yielded a significance level of 0.019, which is lower than the predetermined alpha level of 0.05. Consequently, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is supported, confirming the statistically significant effect of Green HRM Practices on Green Creativity. Well-implemented Green HRM Practices can serve as a catalyst for the development of green creativity in organizations. When employees perceive a fit between their individual values and the values of an environmentally focused organization, they are more likely to be motivated to pursue innovative solutions that minimize environmental impacts. Green HRM practices can foster a work environment that is conducive to the development of green creativity. By providing employees with opportunities to participate, offering support for their ideas, and recognizing and rewarding their initiatives, organizations can effectively maximize the creative potential of their workforce in addressing environmental challenges through innovative solutions.

H4 : Green HRM practices mediate the relationship between Person-Organization Fit and employees' Green Creativity.

Hypothesis testing yielded a significance level of 0.848, which exceeded the set alpha level of 0.05. Consequently, the null hypothesis (H0) was retained, and the alternative hypothesis (H1) was rejected,

indicating that Green HRM Practices do not have a statistically significant effect on both Person-Organization Fit and Green Creativity. Although the theoretical framework suggests a positive relationship between Green HRM Practices and both Person-Organization Fit and Green Creativity, empirical evidence does not always support this relationship. Some potential explanations for this finding include inconsistencies in implementation, variations in employee perceptions, and contextual factors such as organizational culture, organizational structure, and prevailing market conditions. These findings suggest that the interaction between Green HRM Practices, Person-Organization Fit, and Green Creativity is multifaceted and dependent on a variety of variables. Despite the recognized potential of Green HRM Practices to improve organizational performance and promote environmental sustainability, successful implementation is highly dependent on the specific organizational context and the way these practices are implemented.

CONCLUSION

This study investigates the impact of Green HRM practices on green creativity, mediated by person-organization fit. The findings reveal a significant positive relationship between Green HRM practices and person-organization fit, indicating that organizational efforts to adopt environmentally friendly practices effectively enhance employee alignment with organizational values. This suggests that when companies prioritize and implement green initiatives in their human resource management, employees are more likely to perceive a fit between their personal values and organizational values.

Furthermore, a significant positive relationship was found between person-organization fit and green creativity. This suggests that employees who feel a strong fit with the organization are more likely to generate innovative and environmentally conscious ideas. This highlights the importance of fostering a sense of belonging and shared values within the organization, as it directly contributes to employees' willingness and ability to contribute to green initiatives through creative solutions.

Although the direct effect of Green HRM practices on green creativity was not supported in this particular context, this study established an indirect positive effect of Green HRM practices on green creativity through the mediating role of person-organization fit. This key finding suggests that although Green HRM practices may not directly enhance employees' green creativity, they indirectly foster it by enhancing person-organization fit. Therefore, for optimal results in promoting green creativity, organizations should focus on a combined approach of implementing comprehensive Green HRM practices along with strategies to enhance person-organization fit. This integrated approach is essential to maximize employee engagement in environmental sustainability efforts.

RECOMMENDATION

Based on the analysis and discussion that has been conducted, the researcher provides several suggestions that can contribute to the company and further research, so that they can be additional references as empirical evidence, especially on variables with similarities.

1. The results of this study can be used as a reference for further research in exploring the relationship between Green HRM Practices, Person-Organization Fit, and Green Creativity by considering other moderating or mediating variables.
2. Strengthen the Implementation of Green HRM Practices by conducting open and transparent communication regarding the objectives and benefits of Green HRM Practices. This is essential to building employee support. Also, conduct regular evaluations of the effectiveness of the Green HRM Practices program and make improvements if necessary.
3. Improve Person-Organization Fit by conducting effective socialization to introduce new employees to the organization's culture and values. Focus on Green Creativity by creating an organizational culture that encourages employees to continuously innovate and find creative solutions to environmental problems.

REFERENCE

Ahmad, I., Ullah, K., & Khan, A. (2022). The impact of green HRM on green creativity: mediating role of pro-environmental behaviors and moderating role of ethical leadership style. International Journal of Human Resource Management, 33(19), 3789–3821. https://doi.org/10.1080/09585192.2021.1931938

Anggraeni, N. (2020). Pengaruh praktik green human resource management terhadap corporate environmental performance dan organizational rationale for sustainability (studi kasus: karyawan di pabrik gula lestari patianrowo).

Audina Sarah Suciati, B. (2022). Abstract influence of person organization fit on employee performance with organizational commitment mediation variable.

Aussy, N. (2017). Pengaruh person organization fit danpersonality pada organizational citizenship behaviordengan organizational commitment sebagaivariabel intervening (Studi pada karyawan Hotel Kesambi Hijau Semarang).

Ayu, K. S. (2017). Pengaruh person-organization fitterhadap kepuasan kerja dengan dukungan atasan langsung sebagai pemediasi pada ud kapas modern yogyakarta.

Candra, V., Ika Putri Simarmata, N., Purba, B., Mahyuddin, Purba, S., Chaerul, M., Saibuan, A., Siregar, T., Karwanto, Sisca, Romindo, & Jamaludin. (2021). Pengantar Metodologi Penelitian.

Cesário, F., Sabino, A., Moreira, A., & Azevedo, T. (2022). Green Human Resources Practices and Person-Organization Fit: The Moderating Role of the Personal Environmental Commitment. Emerging Science Journal, 6(5), 938–951. https://doi.org/10.28991/ESJ-2022-06-05-02

Clara Dewanti, M., Marthina Rosyanti, D., & Khoirotunnisa, F. (2024). The influence of Green Creativity and Green transformational leadership on Environmental Performance. 8th International Seminar of Research Month 2023, 485–493. https://doi.org/10.11594/nstp.2024.4179

Endang Sukarya, Suryawan, N., Sidiq, B., Cahyani, R., & Setyaningrum, R. P. (2023). Peran Mediasi Loyalty Employee dan Green Creativity yang Mempengaruhi GSCM Terhadap Competitive Advantage Pada Alfamart. Journal of Trends Economics and Accounting Research, 3(4), 434–440. https://doi.org/10.47065/jtear.v3i4.706

Jiang, H., Wang, K., Lu, Z., Liu, Y., Wang, Y., & Li, G. (2021). Measuring Green Creativity for Employees in GreenEnterprises: Scale Development and Validation. Sustainability (Switzerland), 13(1), 1–16. https://doi.org/10.3390/su13010275

Kalei, A. (2024). Journal of Business and Management Studies Green Human Resource Management Practices and Environment Sustainability: From Empirical Evidence. https://doi.org/10.32996/jbms

Krisna, A., & Emilia, N. (2023). Pengaruh Green Human Resource Management dan Corporate Governance terhadap Job Pursuit Intention melalui Corporate Social Responsibility. Jurnal Pendidikan Tambusai, 7(3), 28919–28936.

Mahardika, G. (2006). Pengaruh person-organization fit (kecocokan nilai-nilai individu dengan nilai-nilai organisasi) terhadap kepuasan kerja, komitmen organisasional dan kinerja karyawan (Studi Pada RSI PKU Muhammadiyah Pekalongan).

Mauledy, A. (2024). Peran Green Human Resources Management Sebagai Pemediasi Hubungan Green Transformational Leadership dan Green Servant Leadership Terhadap Green Creativity Pada Jasa Hotel dan Pariwisata. Jurnal Manajemen Pendidikan Dan Ilmu Sosial (JMPIS), 5(5), 1683–1692. https://doi.org/10.38035/jmpis.v5i5

Mischel, W., Shoda, Y., Bargh, J., Bolger, N., Cervone, D., Yue Chiu, C., Dodge, K., Downey, G., Dweck, C., Feldman, S., Higgins, T., Hochberg, J., Yi Hong, Y., Kihl-strom, J., Krauss, R. M., Kruglanski, A., Lemm, K., Pervin, L., Larrea Rodriguez, M., & Mischel or Yuichi Shoda, W. (1995). A Cognitive-Affective System Theory of Personality: Reconceptualizing Situations, Dispositions, Dynamics, and Invariance in Personality Structure. In Psychological Review (Vol. 102, Issue 2).

Romadhania, N., Emilisa, N., & Pujiati, D. (2023). Pengaruh green human resource management terhadap organizational citizenship behavior pada karyawan hotel mercure di jakarta. 4(2), 153–162. http://jamas.triatmamulya.ac.id/

Safroni, I., Agus, R., Lili, A. W., & Santo, D. (2020). Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan. Co-Managemen, 3(2), 457–470.

Sekiguchi,T.(2004) Person-Organization Fit and Person Job Fit in Employee Selection: Are View of the Literature. 54(6).

Sugiyono. (2011). Metode Penelitian Kuantitatif, Kualitatif dan R&D. PT. Alfabet.

Sugiyono. (2016). Metode Penelitian Kuantitatif, Kualitatif dan R&D. PT. Alfabet.

Sun, B., & Xi, Y. (2024). Exploring the Impact of Mindful Leadership on Employee Green Creativity in Manufacturing Firms: A Social Information Processing Perspective. Behavioral Sciences, 14(8). https://doi.org/10.3390/bs14080712

Utami, A., & Emilia, N. (2024). Pengaruh Green Human Resource Management, Green Innovation, Perceived Organizational Support Danrisk-Takingterhadap Corporate Sustainability. Jurnak Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik, 11(1), 314–330.

Wahyu Pradana, D., & Tulasi, D. (2021). Pengaruh Person Organization Fit terhadap Employee Outcomes dengan Job Satisfaction sebagai Variabel Intervening the Effect of Person Organization Fit on Employee Outcomes with Job Satisfaction as Intervening Variable. Jurnal Konsep Bisnis Dan Manajemen), 8(1), 70–80. https://doi.org/10.31289/jkbm.v7i2.5651

Wijaya, A. (2022). Pengaruh Person-Organization Fit Terhadap Kepuasan Kerja, Komitmen Organisasional Dan Kinerjapegawai Pada Dinas Pekerjaan Umum Dan Perumahan Rakyat Kota Langsa.

Wijonarko, G., & Amaliyah, A. (2023). Peran Green Human Resource Management dalam Implementasi CSR Pengelolaan Lingkungan yang Berkelanjutan di Masa Pandemi COVID-19. Jurnal Manajemen Dan Organisasi, 14(1), 80–88. https://doi.org/10.29244/jmo.v14i1.45320

Wijonarko, G., & WIrapraja, A. (2023). Peran Green Human Resource Management (Ghrm) Dan Kepuasan Kerja Dalam Mempengaruhi Kinerja Karyawan Di Masa Pandemi Covid-19. Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi), 7(1), 458–471.

Yoga, P., Pratama, C., & Pariwisata, J. (2023). Penerapan Green Human Resource Management Dalam Upaya Meningkatkan Kesadaran Lingkungan Karyawan di Fairfield By Marriott Bali Kuta Sunset Road Halaman Sampul.

Yusuf Fathussalam, M., Ag Kom Agnam M, I. G., Dyah Ayuwati, I., Fitri L, D. A., Revi L, Y. A., Brata Hiroshi, G. P., & Ully Asfari, dan. (2021). Faktor yang Mempengaruhi Implementasi Green Human Resource Management pada Ormawa: Model Konseptual. Journal of Advances in Information and Industrial Technology (JAIIT), 3(1), 11–18.