

The Influence of Individual Factors on Implementation of Green Human Resource Management in The Textile and Apparel Industry

Patrisia Putri Pramadani¹, Gia Rizky²

Universitas Teknologi Yogyakarta^{1,2}

CORRESPONDING AUTHOR

Name : Patrisia Putri Pramadani

E-mail :

patrisiapramadani@gmail.com

ARTICLE HISTORY

Received date : 02/07/2026

Accepted date : 03/08/2026

Published date : 18/08/2026

ARTICLE IDENTITY

Vol. 7 No. 2, August 2026

Page 213-255

DOI

<https://doi.org/10.32815/jpro.v7i2.3033>

ABSTRACT

The purpose of this research is to examine the influence of employee environmental awareness, green competencies, personality and motivation on the implementation of green human resource management in the textile and apparel industry in Daerah Istimewa Yogyakarta. This research method used a quantitative approach with 95 respondents, which were analysed using logistic regression. The results of the study indicate that all variables simultaneously influence the implementation of GHRM. Partially, employee environmental awareness, green competencies and motivation have a positive and significant effect on the implementation of GHRM, while personality has a negative and significant effect on the implementation of GHRM. This study can be a basis for companies in considering individual factors in the implementation of GHRM. This study is limited to the textile and apparel industry in DIY, therefore, the findings cannot be broadly generalized.

Keywords: Employee Environmental Awareness, Green Competencies, Personality, Motivation, Implementation Green Human Resource Management

ABSTRAK

Tujuan penelitian ini mengkaji pengaruh employee environmental awareness, green competencies, personality dan motivasi terhadap penerapan green human resource management (GHRM) pada industri tekstil dan pakaian jadi di Daerah Istimewa Yogyakarta. Metode penelitian ini menggunakan pendekatan kuantitatif dengan 95 responden, yang dianalisis menggunakan regresi logistik. Hasil penelitian ini menunjukkan seluruh variabel secara simultan berpengaruh terhadap penerapan GHRM. Secara parsial, employee environmental awareness, green competencies, dan motivasi berpengaruh positif dan signifikan terhadap penerapan GHRM, sedangkan personality berpengaruh negatif dan signifikan terhadap penerapan GHRM. Penelitian ini dapat menjadi dasar bagi perusahaan dalam mempertimbangkan faktor individu dalam penerapan GHRM. Penelitian ini terbatas pada industri tekstil dan pakaian jadi di DIY sehingga hasilnya belum dapat digeneralisasikan secara luas.

Kata kunci: Employee Environmental Awareness, Green Competencies, Personality, Motivasi, Green Human Resource Managemen

INTRODUCTION

Environmental issues remain a major global concern, attracting significant attention from stakeholders, particularly in the industrial sector. One of the most pressing issues is the increasing level of greenhouse gas (GHG) emissions. According to recent data, global GHG emissions rose from 52.54 Gt CO₂eq in 2023 to 53.21 Gt CO₂eq in 2024 (Ahdiat, 2025). This increase has contributed to various adverse environmental impacts. The growth in GHG emissions is largely driven by the expansion of economic and industrial activities (Makhsudova & Usmonova, 2025).

The increasing environmental impacts resulting from industrial activities have heightened global attention to the importance of adopting environmental and sustainability principles. This growing concern has led to the emergence of Green Human Resource Management (GHRM) as a business strategy that supports environmental sustainability. GHRM refers to human resource management policies, practices, and processes that promote environmentally friendly initiatives and generate benefits for individuals, society, the environment, and businesses (Faisal, 2023). The implementation of GHRM is particularly important in the manufacturing sector, a major contributor to pollution and waste, as it can help mitigate the environmental impacts of production processes (Mansyur et al., 2023).

Conversely, the textile and apparel manufacturing industry in Daerah Istimewa Yogyakarta (DIY) represents an important manufacturing sector that contributes significantly to regional economic growth. According to the Badan Pusat Statistik DIY (2025) the industry generated a gross value added of IDR 2.81 trillion. Despite its economic contribution, the sector also presents environmental challenges. According to a report published by Harian Jogja, textile and apparel waste accounts for 11.50% of the total waste generated in DIY (<https://harianjogja.com>). This condition suggests that waste management and the implementation of GHRM practices within production processes have not received adequate attention (Purnomo, 2021).

However, the implementation of GHRM continues to face several challenges, particularly the limited understanding of GHRM concepts among managers and employees. As a result, GHRM practices are often difficult to implement consistently. GHRM emphasizes that employees are the primary actors influencing environmentally responsible organizational actions, implying that achieving sustainability requires strong commitment from organizational members (Kurniawan et al., 2025).

This indicates that individual factors play crucial roles in the implementation of GHRM. In this study, these factors include employee environmental awareness, green competencies, personality and motivation. According Goranczewski (2020) employee environmental awareness refers to employee's understanding and knowledge of the environmental impacts of organizational activities. Employees with higher environmental awareness are more willing to support and adopt environmentally responsible practices. In addition, green competencies are considered another important factor. Sulich & Kozar (2024) define green competencies as the

knowledge, skills, abilities, attitudes, awareness, and behaviors related to environmental responsibility. Individuals processing these competencies are more likely to engage in environmentally responsible behavior. Without adequate green competencies, the implementation of GHRM may not be effective.

The third factor is personality, which refers to individual characteristics that shape the way people think, feel, and act toward environmental issues. Individuals who are organized, responsible, dependable, open-minded, and creative are generally more inclined to adopt environmentally friendly practice. The final factor is motivation, motivation encourages individuals to engage in pro-environmental behaviors and increases their willingness to support sustainability-oriented practices.

This study focuses on individual factors as determinants of GHRM implementation, in contrast to most previous studies, which primarily emphasize organizational factors such as corporate policies, organizational structures, and management systems. Specifically, this study investigates GHRM implementation in the textile and apparel industry in DIY. This industry is particularly relevant due to its significant contribution to waste generation and environmental emissions in the region. The research advances GHRM theory by demonstrating that successful implementation depends not only on organizational systems and policies but also on employee psychological readiness, cognitive awareness, and environmental competencies.

THEORETICAL BACKGROUND

2.1. Green Human Resource Management

Green human resource management (GHRM) is defined as the management of human resources by integrating environmental considerations into organizational policies and practices to promote employee environmentally responsible behaviors and support environmental sustainability. GHRM is also regarded as an important strategy, particularly in the manufacturing sector, for mitigating the environmental impacts of production activities (Mansyur et al., 2023).

2.2. Employee Environmental Awareness

Employee environmental awareness is a multidimensional concept encompassing attitudes, knowledge, information, behaviour, and individuals actions toward environmental issues (Sampene et al., 2024). Employees with greater environmental awareness tend to prioritize environmentally responsible behaviour, thereby supporting the implementation of GHRM. Previous studies by (Ichdan & Maryani, 2024; Madan & Sharma, 2025) found that employee environmental awareness has a positive and significant effect on GHRM implementation.

2.3. Green Competencies

Green competencies are defined as ecological knowledge and an individual's capacity to act appropriately and responsibly in maintaining and improving environmental well-being (Subramanian et al., 2020). Individuals possessing strong green competencies tend to

participate in environmentally responsible activities, thereby facilitating the implementation of GHRM practices. Previous studies by (Irawan et al., 2025; Nugroho et al., 2023) demonstrated that green competencies have a positive and significant effect on pro-environmental behaviors, thereby supporting GHRM implementation.

2.4. Personality

Personality represents enduring individual differences in thoughts, emotions, and behaviors that tend to remain consistent throughout time and across various contexts (Roberts & Yoon, 2022). Individuals with strong personality traits, environmental value, and environmental concern tend to support the implementation of GHRM practices. Previous research by (Finthariasari et al., 2023; Lau & Jamaludin, 2024) found that personality has a positive and significant effect on GHRM implementation.

2.5. Motivation

Motivation represents the impetus that stimulates individuals to engage in particular actions, whether arising from internal factors (intrinsic) or external influences and pressure (extrinsic) (Ryan & Deci, 2020). Individuals with strong motivation to engage in environmentally responsible activities tend to encourage and support the implementation of GHRM practices. Previous research by (Ardiansyah, 2023; Ojo, 2021) found that motivation has a positive and significant effect on GHRM.

Based on the theoretical framework discussed above, the following hypotheses are proposed:

H1: Employee Environmental Awareness has a positive effect on GHRM implementation

H2: Green Competencies have a positive effect on GHRM implementation

H3: Personality has a positive effect on GHRM implementation

H4: Motivation has a positive effect on GHRM implementation

H5: Employee environmental awareness, green competencies, personality and motivation have a simultaneous effect on GHRM implementation

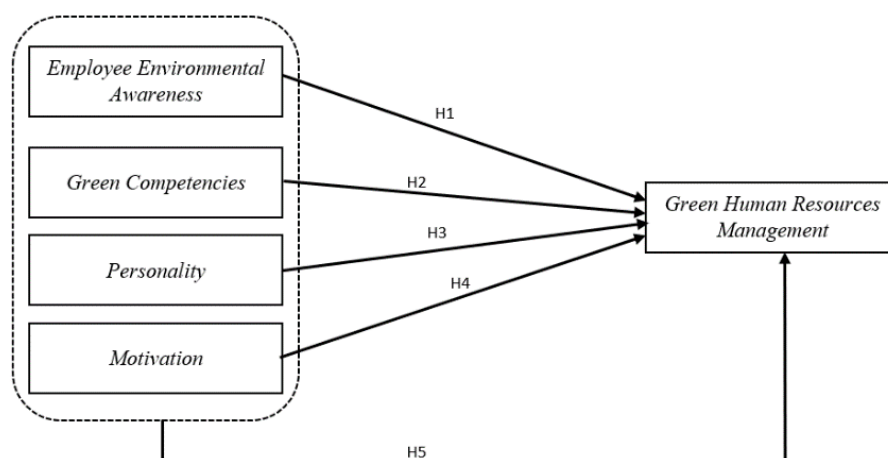


Figure 1 Conceptual Framework

Source: Primary Data (2026)

RESEARCH METHODS

A quantitative research approach was employed in the study to investigate the individual determinants of Green Human Resource Management (GHRM) implementation in the textile and apparel industry in the Daerah Istimewa Yogyakarta. The population consisted of 113 employees working in the textile and apparel industry. A saturated sampling (census) was employed because the population was fully accessible, enabling all population members to be included in the research.

Data were collected through questionnaires distribution. A five-point Likert scale, with ranging from “strongly disagree” to “strongly agree” to measure independent variables of employee environmental awareness, green competencies, personality and motivation. In addition, a Guttman scale with dichotomous response option (“yes” or “no”) was utilized to obtain definitive responses regarding the the dependent variable, namely GHRM implementation.

The collected data were subsequently analyzed through logistic regression. According to (Ghozali, 2021) logistic regression is employed to examine the probability of occurrence of a dichotomous or categorical dependent variable based on a set of independent variables. In this study, the dependent variable, GHRM implementation, was classified into two categories: “implementing” and “not implementing”. This classification was based on respondents’ answers to the guttman-scale items. A “yes” response indicated that the respondent had implemented GHRM and was coded as 1, whereas a “no” response indicated that the respondent had not implemented GHRM and was coded as 0.

The logistic regression analysis was conducted in four stages: overall model fit, goodness-of-fit tests, coefficient of determination (Nagelkerke R Square), and prediction accuracy testing. To test the hypotheses in this study, the Wald test was used to examine partial hypotheses, while the Omnibus Test of Model Coefficients was employed to test simultaneous hypotheses. The software used in this study was IBM SPSS version 25. The logistic regression model employed in this study as follows:

$$\ln\left(\frac{p}{1-p}\right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Description:

β_0 = Constant

β_1 = Regression coefficient of employee environmental awareness

β_2 = Regression coefficient of green competencies

β_3 = Regression coefficient of personality

β_4 = Regression coefficient of motivation

RESULT AND DISCUSSION

The analysis began with a descriptive examination of respondents characteristics. Although the study employed a saturated sampling (census) technique involving a population of 113 respondents, only 95 completed the questionnaire and were included in the analysis, as some individuals declined to participate.

Respondent Character

Table 1. Respondent Characteristics

No	Remarks	Categories	Quantity	Percentage
1.	Gender	Man	45	47,4%
		Woman	50	52,6%
2.	Age	>20 – ≤30 Years	45	47,4
		>30 – ≤40 Years	20	21,1%
		>40 – ≤50 Years	19	20,0%
		>50 Years	11	11,6%
		SMK/SMA/Equivalent	31	32,6%
3.	Final Education	Diploma (D1/D2/D3/D4)	9	9,5%
		Bachelor (S1)	49	51,6%
		Master (S2)	6	6,3%
		Doctor (S3)	0	0%
		Sleman Regency	50	52,6%
4.	City/Regency Domicile	Kulon Progo Regency	4	4,2%
		Bantul Regency	26	27,4%
		Gunung Kidul Regency	2	2,1%
		Yogyakarta City	13	13,7%
		Textile	39	40,0%
5.	Industry Type	Apparel	56	7,4%
		≤3 Years	36	14,7%
6.	Length of Employment	>3Years–6Years	38	40,0%
		>6Years–9Years	7	7,4%
		≥9 Years	14	14,7%
		Top Managers	17	17,9%
7.	Position	Middle Managers	6	6,3%
		Lower Managers	72	75,8%

Source: Data Processing Results (2026)

Based on Table 1, respondents are dominated by women, aged >20 - ≤30 years, with a S1 education, domiciled in Sleman Regency, working in the apparel industry, having a working period of >3 – 6 years, and occupying the position of a lower manager.

Logistic Regression Analysis

Overall Model Fit

Following the descriptive analysis of respondents, the next step was logistic regression analysis. The overall model fit was assessed as the initial stage of the logistic regression analysis. This assessment involved comparing the initial -2LogL value with the final -2LogL value. A lower -2LogL in block number 1 compared with block number 0 indicates an improvement in the regression model.

Table 2. Overall Model Fit Test Results

Iteration	-2 Loglikelihood	Coefficients Constant
Step 0	111,604	0,905
Step 1	63,265	-8,982

Source: Data Processing Results (2026)

As shown in Table 2, the initial -2LogL value was 111,604. Following the four independent variables were incorporated into the model, the final -2LogL value decreased to 63,265, representing a reduction of 48,339. This decrease indicates an improvement in the model fit. Therefore, the results indicate that the proposed model adequately represents the data, and H_0 is accepted, suggesting that the regression model becomes more robust with the inclusion of the independent variables.

Goodness of Fit Test

The next step, the goodness of fit of the regression model was evaluated using the Hosmer and Lemeshow Goodness-of-Fit-Test. The model is considered fit when there is no significant difference between the observed and predicted values, as indicated by a significance value of $\geq 0,05$.

Table 3. Goodness of Fit Test Results

Hosmer and Lemeshow Test			
Step	Chi-square	df	Sig.
1	8,389	8	0,396

Source: Data Processing Results (2026)

As shown in Table 3, the Hosmer and Lemeshow test yielded a chi-square value of 8,389 with a significance value 0,396 ($\geq 0,05$). Therefore, the null hypothesis (H_0) accepted, indicating that the model adequately fits the data and is suitable for predicting the observed outcomes.

Coefficient of Determination (Nagelkerke R Square)

The next step involved testing the coefficient of determination. The coefficient of determination was assessed using the Nagelkerke R Square value to measure the contribution of the independent variables in explaining the variability of the dependent variable.

Table 4. Coefficient of Determinant Results

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	63,265	0,398	0,576

Source: Data Processing Results (2026)

As shown in Table 4, the coefficients of determinant (Nagelkerke R Square) value is 0,576 (57,6%), indicating that the four independent variables explain 57,6% of the variation in GHRM implementation, while the remaining 42,4% is explained by other variables outside the model.

Prediction Accuracy Test

The final stage of the logistic regression analysis involved assessing prediction accuracy, which evaluates the models ability to correctly classify observations.

Table 5. Prediction Accuracy Test Results

Classification Table a, b, c, d					
Observed			Predicted		
			GHRM Implementation (Y)		Percentage Correct
Step 1	GHRM implementation(Y)	Tidak	19	7	73,1
		Ya	2	67	97,1
	Overall Percentage				90,5

Source: Data Processing Results (2026)

As shown in Table 5, the model achieved an overall prediction accuracy of 90,5%, indicating excellent classification performance. The remaining 9,5% represents classification errors.

Wald Test

The partial effects of each independent variable employee environmental awareness, green competencies, personality, and motivation on GHRM implementation were examined using the Wald test. An independent variable was considered to have a significant effect if its significance value was $<0,05$.

Table 6. Wald Test Results

Variables in the Equation									
		B	S.E	Wald	df	Sig.	Exp(B)	95% C.I for EXP (B)	
		LowerUpper							
Step	X1	0,159	0,071	5,038	1	0,025	1,172	1,020	1,347
1 ^a	X2	0,156	0,064	5,955	1	0,015	1,169	1,031	1,324
	X3	-0,188	0,090	4,387	1	0,035	0,828	0,695	0,988

X4	0,360	0,127	8,027	1	0,005	1,433	1,117	1,837
Constant	-8,982	-2,50	13,953	1	0,000	0,000		

Source: Data Processing Results (2026)

The logistic regression model employed in this study as follows:

$$\ln \left(\frac{p}{1-p} \right) = -8,982 + 0,159X1 + 0,156X2 - 0,188X3 + 0,360X4 \quad (1)$$

Based on Table 6, the constant value is -8,982. This indicates that when the company does not possess employee environmental awareness, green competencies, personality and motivation, it is unlikely to implement GHRM practices. Furthermore, employee environmental awareness (X1), green competencies (X3), and motivation (X4) have positive effects on GHRM implementation. In contrast personality (X3) has a negative effect on GHRM implementation.

Omnibus Test of Model Coefficients

The simultaneous effects of employee environmental awareness, green competencies, personality and motivation on GHRM implementation were assessed using the omnibus test of model coefficients. The decision is determined based on the significance level, when the significance level is (<0,05), the null hypothesis (H0) was rejected and the alternative hypothesis (H1) was accepted. This results suggests that the independent variables collectively influence the dependent variable.

Table 7. Omnibus Test of Model Coefficients

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig
Step 1	Step	48,243	4	0,000
	Block	48,243	4	0,000
	Model	48,243	4	0,000

Source: Data Processing Results (2026)

As shown in Table 7, the omnibus test produced a chi-square value of 48,243 (df = 4) and a significance value of 0,000 (<0,05). This finding indicates that all independent variables simultaneously have a significant influence on GHRM implementation.

Discussion

Based on the results of the partial and simultaneous hypothesis testing, the findings of this study are discussed as follows:

H1: Employee Environmental Awareness has a positive effect on GHRM implementation

The analysis results indicate that employee environmental awareness has a positive regression coefficient of 0,159 and a significant value of 0,025 (<0,05). This finding demonstrates that employee environmental awareness has positive and significant effect on GHRM

implementation, implying that greater environmental awareness among employees supports stronger GHRM implementation within organizations. Therefore, the first hypothesis (H1) is accepted. This finding is consistent with previous studies by (Ichdan & Maryani, 2024; Lathifa, 2025; Madan & Sharma, 2025) which found that employee environmental awareness has a positive and significant effect on GHRM implementation. The result reinforces the view that individual factors, particularly environmental awareness, are important determinants of GHRM implementation.

H2: Green Competencies have a positive effect on GHRM implementation

The analysis results show that green competencies have a positive regression coefficient of 0,156 with a significance value of 0,015 ($<0,05$). This indicates that green competencies have a positive and significant effect on GHRM implementation, suggesting that greater green competencies among employees lead to stronger implementation on GHRM practices. Therefore, the second hypothesis (H2) was accepted. This finding is consistent with previous studies by (Irawan et al., 2025; Nugroho et al., 2023) which found that green competencies positively and significantly influence pro-environmental behaviour that support GHRM implementation. These results strengthen the GHRM literature by highlighting green competencies as a critical factor in promoting GHRM implementation, indicating that GHRM depends not only on organizational factors but also on individual competencies.

H3: Personality has a positive effect on GHRM implementation

The analysis results reveal that personality significantly affects GHRM, however the relationship is negative. The findings show a significance value 0,035 ($<0,05$) and a regression coefficient of (-0,188), indicating that greater personality are associated with lower levels of GHRM implementation. Therefore, the third hypothesis (H3) is rejected. This finding suggests that personality does not always contribute positively to GHRM implementation, contrary to common assumptions in the literature. The result is inconsistent with the findings of (Finthariasari et al., 2023) who found that personality positively influences GHRM implementation in the banking sector. This discrepancy may be attributed to differences in industry characteristics. The banking sector primarily focuses on service and administrative activities, making it easier to integrate GHRM practices into organizational operations. In contrast, the textile and apparel industry is characterized by higher operational pressures, strict production targets, and a strong emphasis on production efficiency. Consequently, specific personality traits may be more strongly associated with productivity-oriented behaviour than with environmentally responsible behaviour, thereby reducing support for GHRM implementation.

H4: Motivation has a positive effect on GHRM implementation

The analysis results indicate that motivation has a positive regression coefficient of 0,360 with a significance value 0,005 ($<0,05$), demonstrating a positive and significant effect on GHRM implementation. This finding suggests that greater motivation lead to stronger support for GHRM implementation within organizations. Therefore, the fourth hypothesis (H4) is accepted.

This result is consistent with the findings of (Ardiansyah, 2023; Ojo, 2021) which identified motivation as an important factor influencing GHRM implementation. The finding strengthens the understanding that successful GHRM implementation is influenced not only by organizational policies but also by employees' psychological motivation to support the organization sustainability values.

H5: Employee Environmental Awareness, Green Competencies, Personality and Motivation have simultaneous

Based on the results, a chi-square value of 48,243 was obtained and a significance level of 0,000 ($<0,05$). This suggests that employee environmental awareness, green competencies, personality and motivation simultaneously influence GHRM implementation. The finding suggests that the successful implementation of GHRM within organizations is influenced by a combination of individual factors. Furthermore, the result confirms that a combination of individual factors, employee environmental awareness, green competencies, personality and motivation influences GHRM implementation. These findings support the perspective that GHRM implementation is determined not only by organizational factors but also by the integration of employees cognitive, competency-based, and psychological factors.

CONCLUSION

This study demonstrates that individual factors play crucial roles in supporting organizational transitions toward green human resource management (GHRM) practices in the textile and apparel industry in the Daerah Istimewa Yogyakarta (DIY). Specifically, employee environmental awareness, green competencies, and motivation were found to have positive and significant effects on the effectiveness of environmentally friendly practices within organizations. However, a contradictory finding emerged regarding personality, which was found to have a negative effect on GHRM implementation, indicating that certain psychological characteristics may be less supportive of environmentally oriented workplace practices.

For future studies, researchers are encouraged to expand the geographical coverage and increase the sample size to obtain more accurate and generalizable findings. Future studies may also investigate other industrial sectors, such as the food, beverage, and chemical industries. In addition, incorporating new variables that may strengthen the research model, such as green organizational culture, green behaviour, and personal norms, is recommended to provide deeper insights into the factors that drive corporate sustainability.

REFERENCES

- Ahdiat, A. (2025). *Emisi Gas Rumah Kaca Global Meningkat 5 Tahun Terakhir*. <https://databoks.katadata.co.id/infografik/2025/11/17/emisi-gas-rumah-kaca-global-meningkat-5-tahun-terakhir>
- Ardiansyah, R. (2023). *Peran GHRM Sebagai Pemeditasi pada Pengaruh Motivasi Terhadap Perilaku Pro Lingkungan Pada CV Arya Utama Plasindo*. <https://eprints.ums.ac.id>

- Badan Pusat Statistik DIY. (2025). *Direktori Industri Pengolahan Besar dan Sedang Daerah Istimewa Yogyakarta*.
- Faisal, S. (2023). Green Human Resource Management—A Synthesis. *Futuristic Trends in Management Volume 3 Book 20*, 15. <https://doi.org/10.58532/v3bgma20p9ch5>
- Finthariasari, M., Ranidiah, F., Islamuddin, Harmain, H., & Rahayu, S. (2023). The Big Five Personality Characteristics. *International Journal of Accounting, Finance and Business (IJAFB)*, 8(49). <https://doi.org/10.55573/IJAFB.084951>
- Ghozali, H. I. (2021). Bab 2 Pengenalan Program Spss Aplikasi Statistik Deskriptif Dan Crosstabs. In *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 26*.
- Goranczewski, B. (2020). The Relationship between Employee Environmental Awareness and Current Environmental Management System. *International Journal of Contemporary Management*, 19(4), 7–19. <https://doi.org/10.4467/24498939ijcm.20.011.13482>
- Harian Jogja. (2024). *Komposisi Sampah DIY Didominasi Sisa Makanan Capai 53,51 Persen*. 2024. Retrieved March 30, 2026, from <https://jogjapolitan.harianjogja.com/read/2024/06/21/510/1178684/komposisi-sampah-diy-didominasi-sisa-makanan-capai-5351-persen>
- Ichdan, D. A., & Maryani, M. (2024). Green human resource management practices in the manufacturing industry: A sustainable approach. *Annals of Human Resource Management Research*, 4(1), 29–42. <https://doi.org/10.35912/ahrmr.v4i1.2140>
- Irawan, D., Mulyadi, U., Nurliza, Zamri, & Tara. (2025). Integrating Green HRM, Competencies, and Leadership for Sustainable Organizational Performance: A Systematic Review. *Journal of Information Systems Engineering and Management*, 10(43s), 789–807. <https://doi.org/10.52783/jisem.v10i43s.8481>
- Kurniawan, R., mulyadi, D., Fitri Anggraeni, A., Komar, D., Ekonomi dan Bisnis, F., & Winaya Mukti, U. (2025). Analisis Penerapan Green Human Resources Management Pada Perusahaan BUJP (Badan Usaha Jasa Pengamanan). *Human Resources Management*, 6(1), 42–56.
- Lathifa, M. (2025). *Analisis Faktor – Faktor yang Memengaruhi Green Human Resource Management (GHRM) pada Perusahaan Pertambangan*.
- Lau, J. L., & Jamaludin, A. (2024). *Personality and Pro-Environmental Behaviour in the Workplace: A Big Five Perspective*. 14(10). <https://doi.org/10.6007/IJARBS/v14-i10/23305>
- Madan, S., & Sharma, G. (2025). Empowering Employees for Sustainability: A Study on Environmental Awareness and Green HRM Implementation. *Journal of Informatics Education and Research*, 5(4), 2095–2100. <https://doi.org/10.52783/jier.v5i4.4035>

- Makhsudova, G. M., & Usmonova, T. (2025). Causes, Consequences, And Sustainable Solutions To Climate Change Today. *American Journal of Applied Science and Technology*, 5(10), 35–36. <https://doi.org/10.37547/ajast/volume05issue10-08>
- Mansyur, M., Aqila, M. H., & Denata, D. H. (2023). Manajemen Sumber Daya Manusia Hijau pada Dunia Industri (Empirical And Theoretical Study In Implementation Of Green Hrm). *Jurnal Pendidikan Tambusa*, 7(3), 31377–31384.
- Nugroho, M., Cahyono, B., & Gunawan, R. H. (2023). Model of Green Human Resources Behavior Based on Green Behavior Training, Green Competence, and Affective Commitment on Green Value. *Global Review of Islamic Economics and Business*, 10(1), 97–107. <https://doi.org/10.14421/grieb.2022.101-09>
- Ojo, A. O. (2021). Motivational factors of pro-environmental behaviors among information technology professionals. *Review of Managerial Science*, 16(6), 1853–1876. <https://doi.org/10.1007/s11846-021-00497-2>
- Purnomo, A. K. (2021). Analisis Penerapan Green Human Resource Management Pada Perusahaan Tekstil. *Mbia*, 20(2), 177–185. <https://doi.org/10.33557/mbia.v20i2.1416>
- Roberts, B. W., & Yoon, H. J. (2022). Personality Psychology. *Annual Review of Psychology*, 73:489-516, 489–516. <https://doi.org/10.1146/annurev-psych-020821-114927>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61(April), 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Sampene, A. K., Li, C., Oteng Agyeman, F., & Brenya, R. (2024). Employees’ behavioural action towards corporate environmental performance: The moderating effect of moral reflectiveness. *Heliyon*, 10(6), e28075. <https://doi.org/10.1016/j.heliyon.2024.e28075>
- Subramanian, N., Wu, L., Abdulrahman, M., & Nath, P. (2020). Green competence framework: Evidence from China. *The International Journal of Human Resource Management*, 1–35. doi:10.1080/09585192.2015.1047394
- Sulich, A., & Kozar, Ł. J. (2024). Green Competences: a Review and Future Research in the Context of Green Human Resource Management. *Economics and Environment*, 89(2), 1–14. <https://doi.org/10.34659/eis.2024.89.2.713>