

The Role of Green Human Resources Management (GHRM) on Job Satisfaction and Green Work Engagement (GWE): an Empirical Study on Manufacturing Industries



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ABSTRACT: This study aims to analyze the effect of green human resources management on job satisfaction through green work engagement and meaningful work. This research method is quantitative. The research sample of 340 respondents was selected using a purposive sampling method. Research data was obtained from distributing online questionnaires through social media. The sample used for this research is a company engaged in the manufacturing industry. The data analysis used to test the hypothesis is descriptive analysis and Partial Least Square (PLS) Structural Equation Modeling (SEM) analysis. The results of the study show that the application of green human resources management has a positive and significant effect on job satisfaction. In addition, meaningful work is proven to be able to mediate between green human resource management and job satisfaction. The results of the study also show that green human resources management has a positive influence on green work engagement. The results of the study also show that green work engagement has a positive and significant effect on job satisfaction in the manufacturing industry. The results of this study provide information that optimal implementation of green human resources management will increase the job satisfaction of manufacturing industry employees and encourage employee involvement in the manufacturing industry so that jobs related to the environment can be a source of inspiration and enthusiasm for manufacturing industry employees at work.

KEYWORDS: Green Human Resources Management (GHRM) ; Job Satisfaction; Green work Engagement(GWE) ; Manufacturing Industries

INTRODUCTION

According to [Aboramadan et al. \(2022\)](#) Human resources are an important part of the organization. The potential of an individual can be utilized in an organization to achieve organizational and business goals, if an organization has large capital strength, sophisticated technology and other abundant material resources but is not supported by good quality human resources, the organization will also not achieve its goals. . Over the past few years, the need for sustainable environmental management has increased rapidly and green management has emerged as an important tool for companies. In today's human resource management in support of the concept of green management also known as the concept of Green Human Resource Management (GHRM) this concept refers to certain organizational policies, practices and systems to make their employees environmentally friendly to protect the natural environment and reap greater benefits at the individual, societal, and business levels. According to [Ercantan et al. \(2022\)](#) The goal to be achieved by implementing GHRM is operational efficiency through the use of technology in managing paperless solutions, reducing carbon footprints, and managing waste.

According to [Chaudhary et al. \(2020\)](#) GHRM is a derivative term that evolved from green management philosophies, policies and practices followed by companies to create better environmental management. GHRM can also be defined as part of a human resource management effort that aims to transform an organization's employees into green employees with a vision to achieve organizational sustainability goals (for example, increasing business opportunities, employee motivation, brand and or business public image, compliance with policies and environmentally sound legislation, reducing labor turnover and utility costs, and creating competitive advantage) while making a significant contribution to the environment. According to [Elshaer et al. \(2021\)](#) Green Human Resource Management is a hot topic discussed in several studies, this has resulted in enlightenment about environmental management and sustainable development increasing all over the world, as well as what is happening in Indonesia. Green Human Resource Management does not only cover concern for environmental conflicts, but also the social and economic welfare of both the organization and employees in a broader prospect with the implementation of Green Human Resource Management, resources will be conserved and economic development or human activities in the office will not affect natural ecosystem.

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According to [Emel et al. \(2019\)](#); [Elshaer et al. \(2021\)](#); [Ercantan et al. \(2022\)](#) The implementation of Green Human Resource Management practices has been widely used by various sectors such as the manufacturing industry. In addition, several previous studies also used these sectors as case studies. However, there is a gap regarding the implementation and research of GHRM practices in educational institutions. Both the level of implementation and research is still relatively low. In fact, educational institutions, especially universities, will be a good start in building awareness of environmental ethics. This is because at the advanced level of education (university) individuals will be taught a framework for critical thinking and self-development through organizations. Therefore, the researcher intends to find out what are the motivational factors that have an influence on the implementation of Green Human Resource Management practices in organizations

According to [Ercantan et al. \(2022\)](#) Job satisfaction is one of the main factors in the effectiveness and efficiency of business organizations. According to [Purnama & Nawangsari \(2019\)](#) Green Human Resource Management (GHRM) is a company policy that aims to manage human resources in a sustainable manner, including environmental factors in managing companies to protect nature. According to [Benevene et al. \(2020\)](#); [Ercantan et al. \(2022\)](#) this will foster a sense of meaningful work which can ultimately produce job satisfaction. Because GHRM is a way to help employees find core values in their work, which leads to meaningful work. According to [Elshaer et al. \(2021\)](#) GWE is defined as the energy that employees put into their work-related tasks related to the environment, the willingness to exert effort at the environmental level, and the level of absorption of work related to the environment. The existence of these factors affect the growth of corporate environmental awareness. To analyze the effect of green human resources management on job satisfaction through Green work engagement and meaningful work in the Manufacturing industry

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to [Kara et al. \(2022\)](#) Green Human Resource Management (GHRM) According to [Hussain \(2018\)](#) Green Human Resource Management (GHRM) is a corporate implementation that leads to development, maintenance and management by implementing environmentally friendly systems in human resource management practices. Green Human Resource Management is defined as a workforce that understands, values and practices environmentally friendly initiatives and maintains objectives throughout the human resources process which includes recruiting, training, managing talent, compensation and segregation among others. According to [Kara et al. \(2022\)](#) Green Human Resource Management includes competencies, attitudes, behaviors and results that are environmentally friendly. According to these requirements, this is necessary to achieve the company's environmental objectives. According to [Farrukh et al. \(2022\)](#); [Ghouri et al. \(2020\)](#); [Hutomo et al. \(2020\)](#) Green Human Resource Management is a multidimensional construction consisting of seven green dimensions, namely job design, recruitment and selection, training and development, performance management, compensation management, health and safety, and labor relations . With the implementation of Green Human Resource Management, resources will be conserved and economic development or human activities in the workplace will not negatively affect natural ecosystems or the environment. In addition, the practice of Green Human Resource Management is important in developing countries because of this trend. Green Human Resource Management to create competitive advantage. According to [Hutomo et al. \(2020\)](#); [Iftikar et al. \(2022\)](#) Large-scale manufacturing activities in these countries are accompanied by increased use of resources such as water and electricity and increased CO2 emissions for industrial activities. With the implementation of Green Human Resource Management, resources will be conserved and economic development or human activities in the workplace will not negatively affect natural ecosystems or the environment. In developing countries, such as Malaysia, effective Green Human Resource Management practices will serve a vital role in increasing the environmental footprint even as the size of the organization increases due to the increasing demand for manpower and labor in the country.

H1: Green human resources management has a positive effect on Job satisfaction

Green Work Engagement

According to [Kara et al. \(2022\)](#) GWE is defined as the energy that employees put into their tasks related to work managing the environment, the willingness to exert effort at the level of environmental management, and the level of absorption of work related to the environment. Work engagement is an experience related to the fulfillment of positive needs that lead to motivated behavior at work. According to [Hutomo et al. \(2020\)](#); [Iftikar et al. \(2022\)](#) employee engagement is the skills and desire of workers for the prosperity of the company, and their willingness to give good effort, beyond what is needed to realize the success of the company. According to [Hutomo et al. \(2020\)](#); [Iftikar et al. \(2022\)](#); [Irani et al. \(2022\)](#); [Kara et al. \(2022\)](#) put forward several indicators to measure work engagement, namely: vigor, dedication and absorption. Employee engagement is a multidimensional idea emotionally, cognitively or physically. Engagement occurs when a person is consciously aware of and emotionally connected to another person. When employees are engaged, employees have an awareness of the purpose of their role to provide services so that employees will give all their best abilities. According to [Ghouri et al. \(2020\)](#); [Hutomo et al. \(2020\)](#); [Kara et al. \(2022\)](#) Employees who have high engagement will feel comfortable in their work environment thereby reducing the desire to move. Research on employee engagement is very interesting to study because there is not much research on employee

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engagement in the academic literature. In fact, attention to employee engagement is still very little discussed in the world of human resources in Indonesia. This is followed by the lack of research on employee engagement in Indonesia. Job satisfaction is an important thing that must be grown in every employee. This is because engaged employees will have a high attachment to the company. High engagement affects employees in completing work (tends to have satisfactory quality work) and will have an impact on the low desire to leave work

According to [Saeed et al. \(2021\)](#) stated that employee engagement is considered the most powerful factor in measuring a company's success. According to [Kodua et al. \(2022\)](#); [Liu et al. \(2021\)](#) also stated that "employees are one factor that cannot be duplicated or imitated by competitors and is considered the most valuable asset if properly managed and involved". Employee engagement itself is defined as a positive treatment carried out by employees towards the organization and the values within the organization and employees who are engaged in their work are aware of the goals of the organization, work, work environment to improve job performance. According to [Paulet et al. \(2021\)](#); [Sabokro et al. \(2021\)](#); [Saeed et al. \(2021\)](#) stated that there are several characteristics of employees who are engaged with their work, such as having confidence in their own abilities and having the notion that "work is fun". Employee engagement is also defined as a positive feeling about doing a job which is characterized by the existence of 3 dimensions, namely: vigor, dedication, and absorption. Vigor refers to a high level of energy and mental resilience at work, a willingness to invest effort in one's work, and persistence in the face of adversity. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge in the workplace. Absorption consists of being fully concentrated, happy, and deeply engrossed in one's work in which time flies by. According to [Paulet et al. \(2021\)](#); [Sabokro et al. \(2021\)](#); [Saeed et al. \(2021\)](#) classify them into three types of categories of employee engagement, namely: engaged employees, namely employees who consistently try to provide excellence in their roles. Not engaged employees, namely employees who only focus on the tasks assigned to achieve organizational goals. and actively disengaged employees, namely dangerous employees who not only perform poorly but also influence the motivation of other employees in the organization to achieve their goals.

H2: Green human resources management has a positive effect on green work engagement

Job Satisfaction

According to [Pham et al. \(2020\)](#); [Paulet et al. \(2021\)](#) job satisfaction is a pleasant or unpleasant emotional state in which employees perceive their work. When employees recognize their job, job satisfaction reflects how they feel about their job. The definition of job satisfaction is the assumption that their work fulfills their material needs and. According to [Sabokro et al. \(2021\)](#); [Saeed et al. \(2021\)](#) job satisfaction is the level of employee liking or disliking of their work and also employee expectations about the desired job. According to [Sabokro et al. \(2021\)](#); [Saeed et al. \(2021\)](#) states that job satisfaction is a definition related to satisfaction related to positive affective reactions at work. According to [Kodua et al. \(2022\)](#) stated that job satisfaction is an emotional impact of work. According to [Pham et al. \(2020\)](#) stated that job satisfaction assumes the extent to which employees are satisfied with their jobs and forms positive attitudes towards the job. According to [Paulet et al. \(2021\)](#) put forward several indicators to measure job satisfaction, including: the nature of the job, the current salary, the opportunity to get a promotion, supervision and correlation with colleagues.

According to [Zhao et al. \(2021\)](#) job satisfaction is the relationship between an individual and work and the environment, meaning that job satisfaction will arise if the individual likes his job and the environment. Furthermore, according to [Trujillo et al. \(2022\)](#); [Yasin et al. \(2023\)](#) job satisfaction is a pleasant emotional attitude and loves his work. This attitude is reflected by work morale, discipline, and work performance. This is in line with the opinion of [Luthans \(2006\)](#) who stated job satisfaction as a result of employees' perceptions of how well their work provides important things. According to [Yong et al. \(2020\)](#) there are 9 aspects of job satisfaction which consist of: (1) Salary (Pay). Salary or wages are payments received by employees as a reward for what has been done at the company. (2) Promotion, Promotion is an opportunity to improve the position of employees provided by the company. (3) Supervision, superiors or leadership is support from superiors in work such as direct supervision of competence or providing technical assistance related to assignments given. (4) Allowances, Benefits are awards given by the company to employees. (5) Productivity Awards, Appreciation or awards given both material and non-material for maximum performance. The award is a form of recognition, respect and concern for employee performance. (6) Work arrangements and procedures (Operating Procedures) Work regulations and procedures that cover matters relating to procedures, regulations and policies that have been established by the company for employees. (7) Colleagues (Co-Work) Colleagues are a group of people who are in one company. This aspect refers to cooperative relationships with colleagues who have passion, competence and are able to work together. (8) Nature of Work The nature of work is the extent to which the work does not conflict with one's conscience. Where the work done can be enjoyed or can not be enjoyed. (10) Communication, This aspect relates to the communication that takes place within the company. With smooth communication, employees understand more about their duties, obligations, and everything that happens within the company.

According to [Yu et al. \(2020\)](#); [Zhao et al. \(2021\)](#) job satisfaction is an overall psychological state; Thus, the easiest way to measure job satisfaction is to ask employees directly about the satisfaction they experience themselves, without having to divide it into

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several dimensions. According to Trujillo et al. (2022) also defines job satisfaction as a positive attitude based on the evaluation results of what is expected to be obtained through efforts made in carrying out a job with results or rewards received. Job satisfaction itself is also expressed as a condition felt by employees as a result of their work, this is shown by employees by liking their duties and it can be said that job satisfaction is a positive relationship between employees and the company itself. Paulet et al. (2021); Sabokro et al. (2021); Saeed et al. (2021) employees feel satisfied and comfortable with the climate or working conditions, employees will give more work effort to their work which will ultimately bring opportunities for the company's success, thus productivity and employee work results will increase optimally so that there is an opportunity for a company's success. .

H3: Green work engagement has an effect on Job Satisfaction.

METHOD

This research method is quantitative. The research sample of 340 respondents was selected using a purposive sampling method. Research data was obtained from distributing online questionnaires through social media. The sample used for this research is a company engaged in the manufacturing industry. The data analysis used to test the hypothesis is descriptive analysis and Partial Least Square (PLS) Structural Equation Modeling (SEM) analysis. This study applies a quantitative method. Data collection was carried out using the method of observation and distributing questionnaires. The calculation model uses a Likert Scale 1-5. The object of this research is factory employees. The sampling technique is accidental sampling. Green human resources management uses 4 measurement dimensions (5-point Likert scale), namely the employee life cycle, awards, education and training, and employee empowerment. Question items include: my company sets green goals for its employees, my company considers allocating rewards and compensation for implementing green management, my company provides green training to employees to develop the necessary knowledge and skills, and my company supports employee contributions to management.

The research hypothesis is:

H1: Green human resources management has a positive effect on Job satisfaction

H2: Green human resources management has a positive effect on green work engagement

H3: Green work engagement has a positive effect on Job Satisfaction.

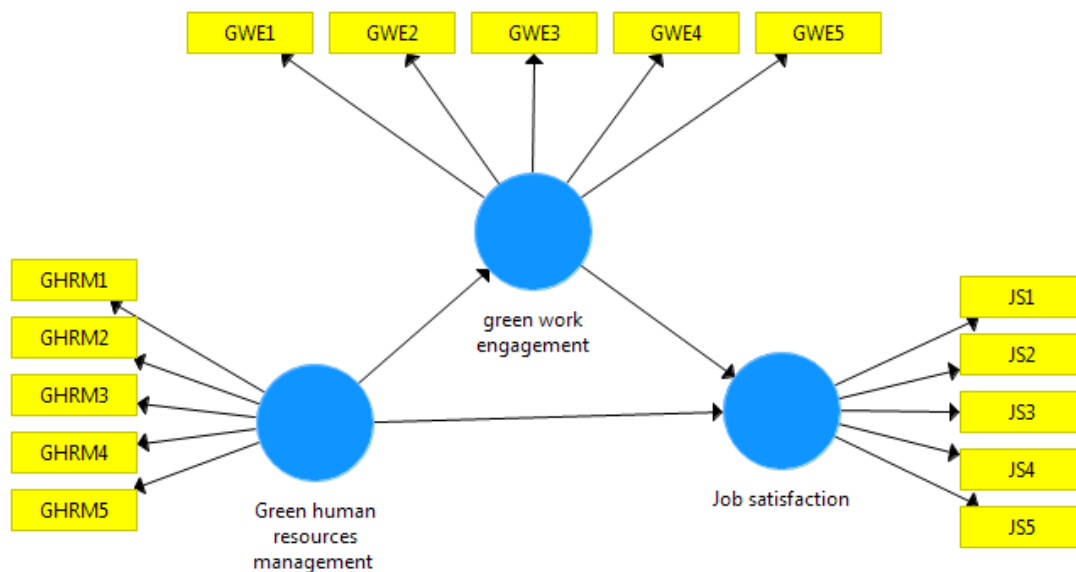


Fig 1. Research Model

RESULT AND DISCUSSION

Convergent Validity

The indicator is considered valid if the relationship it has is more than 0.7. If the research is explanatory, the indicators used are 0.6 to 0.7 (Purwanto et al, 2021). The outer loading size used in this study ranges from 0.6 to 0.7 because the research is explanatory in nature. The results of outer loading in each of these questionnaire indicators prove that the numbers in accordance with the criteria are considered to have good validity, if there is a larger outer loading value, the loading role has a greater influence on the interpretation of the factor matrix, and indicates if the job satisfaction indicator is valid

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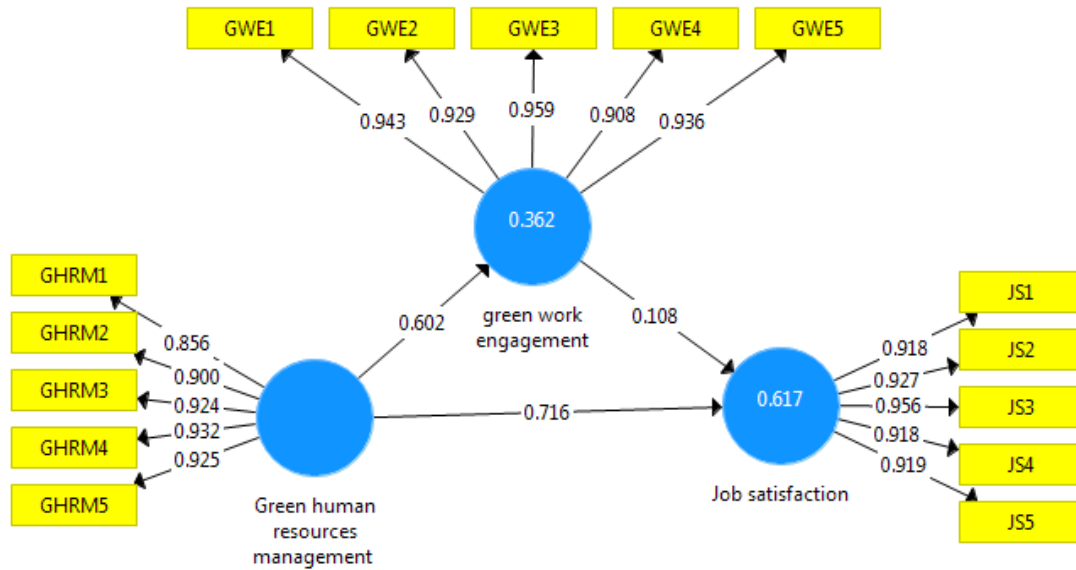


Fig 2 Validity and Reliability testing

Discriminant Validity Test Results

Comparison of the results of the Average Variance Extracted (AVE) in each variable was carried out with a discriminant test. AVE is a value that describes the version in an indicator that can be explained due to common factors. The AVE value can be said to be good if the value per variable is > 0.5. Table 1. Shows discriminant validity has met the AVE value.

Table 1. Validity and Reliability testing

Variabel	Cronbach Alpha	Rho A	CR	AVE
Green human resource management	0.912	0.934	0.923	0.812
Green wrok engagement	0.917	0.923	0.943	0.843
Job Satisfaction	0.923	0.912	0.925	0.912

The recommended discriminant validity has an AVE value > 0.5, with a construct Green human resource management of 0.812, Green wrok engagement of 0.843, and Job Satisfaction of 0.912 which means that it has met the discriminant validity criteria.

Cronbach's Alpha Test Results

Cronbach's alpha is called good if the value is ≥ 0.7 . Job Satisfaction has a Cronbach's alpha value of 0.923, Green wrok engagement of 0.917, and Green human resource management variable of 0.912. Based on Table 1 above, the results show that the form of the variables above meets Cronbach's alpha and means that the reliability is strong.

Composite Reliability Test Results

Composite reliability is said to be good if the value is ≥ 0.7 . The composite reliability value of the Green human resource management variable is 0.923 for the Green wrok engagement variable is 0.943, and for the Job Satisfaction variable is 0.925. Similarly, the test results shown in Table 1. have good reliability because they have reached the criteria of composite reliability.

Table 2. R Square

Dependent Variabel	R Square	R Square Adjusted
Green work engagement	0.362	0.355
Job Satisfaction	0.617	0.609

R-Square Analysis Test Results

The R-Square value on the effect of Green human resource management on Green work engagement is equal to 0.362. It can be interpreted that the Green human resource management variable is able to explain the construct variable of Green work engagement by 36.2%, other variables not mentioned by this study can explain organizational commitment to employees, namely 63.8%. The R-Square value of the effect of Green human resource management, Green work engagement on Job Satisfaction is as much as 0.617, so it is interpreted if the independent variable job insecurity can reveal the construct variable turnover intention as much as 61.7%, in this study there are other variables as much as 38.7% which are not mentioned in explaining job satisfaction in factory employees

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HYPOTHESIS TESTING

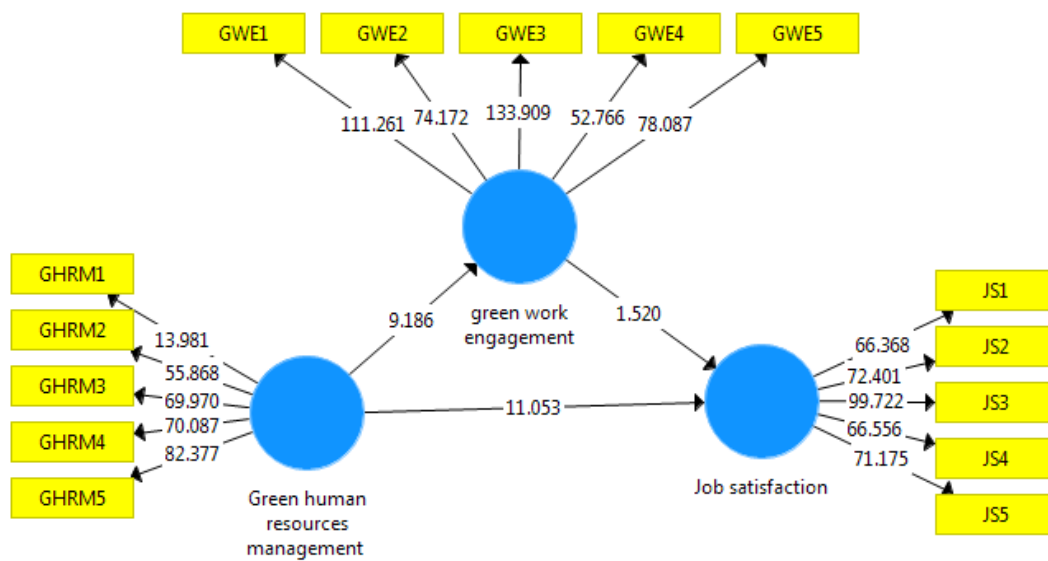


Fig 3. Hypohthesis Testing

Table 3. Hypothesis Testing

Correlation	Original Value	T Value	P Value
Green human resource management -> green work engagement	0.456	9.186	0.000
green work engagement -> Job satisfaction	0.124	2.520	0.000
Green human resource management -> Job Satisfaction	0.108	11.053	0.003

The first hypothesis tests whether Green human resource management has an effect on job satisfaction. The research results show that both variables have a positive effect. Thus it can be said that by implementing good green human resource management in companies, company employees tend to have satisfaction with the results achieved and higher job satisfaction with the company. According to Chaudhary et al. (2020); Emel et al. (2019); Elshaer et al. (2021); Ercantan et al. (2022) Companies need to provide awards or compensation such as promotions, prizes and salary increases based on evaluating the performance of employees who implement green human resources management by conducting evaluations which are carried out every year so that employees are more motivated and enthusiastic in carrying out environmental management movements. Because employees This hypothesis supports the research results of According to Aboramadan et al. (2022); Ashraful et al. (2021); Benevene et al. (2020); Chaudhary et al. (2020) which shows a positive effect between green human resources management and job satisfaction.

The research results show that there is a positive influence between green human resources management on job satisfaction. This proves that the implementation of good green human resource management in the company will increase the meaningful work of employees towards the company so that employees will feel satisfied with their work. Where when a company has a work environment that is environmentally friendly and comfortable, the enthusiasm and motivation of employees to grow in work is higher so that the meaningfulness of the employee's work will increase employee job satisfaction. This hypothesis supports the results of research according to Farrukh et al. (2022); Ghouri et al. (2020); Hutomo et al. (2020); Iftikar et al. (2022); Irani et al. (2022); Kara et al. (2022) where the results of his research also show that there is a positive influence of green human resources management on job satisfaction

The second hypothesis tests whether Green human resource management has an effect on green work engagement. The results of the study indicate that there is a positive influence between green human resources management on green work engagement. Thus it can be said that with the application of good green human resource management in the company will increase the green work engagement will increase and vice versa. Based on the test results, the higher the application of green human resources management in the company will increase the role of employees in work involvement with the company and the environment. According to Pham et al. (2020); Paulet et al. (2021); Sabokro et al. (2021); Saeed et al. (2021) companies that have adopted environmental standards such as environmentally friendly (green human resources management) will encourage employee involvement in the workplace so that work related to the environment can be a source of inspiration and enthusiasm

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for employees at work. This hypothesis supports the research results of According to [Kodua et al. \(2022\)](#); [Liu et al. \(2021\)](#) where the results of his research also show that green human resources management has a direct effect on green work engagement.

The third hypothesis tests whether Green work engagement has an effect on Job Satisfaction. The research results show that there is a positive influence between Green work engagement on job satisfaction. Thus it can be said that the involvement of employees in work related to the environment can increase employee job satisfaction with the company. Where when company employees feel enthusiastic and happy in doing work related to the environment, employee satisfaction will increase. Companies need to provide work assignments related to the environment such as holding job evaluations, meetings and gatherings outside the office (open nature) to increase employee job satisfaction. This hypothesis supports the research results of According to [Trujillo et al. \(2022\)](#) that work engagement is related to positive energy towards work, so it tends to produce positive results such as job satisfaction. The fifth hypothesis tests whether Green human resource management has a positive effect on Job satisfaction through green work engagement. The research results show that there is no positive influence between green human resources management on job satisfaction with green work engagement as a mediating variable. According to [Trujillo et al. \(2022\)](#); [Yasin et al. \(2023\)](#); [Yong et al. \(2020\)](#); [Yu et al. \(2020\)](#); [Zhao et al. \(2021\)](#) Many factors can affect green human resource management and job satisfaction, but in this study the Green work engagement variable is not a mediating variable. Organizations must have other ways of implementing green human resources management of employees in order to increase their job satisfaction. Thus this hypothesis is not proven and is contrary to the research of [Yong et al. \(2020\)](#); [Yu et al. \(2020\)](#); [Zhao et al. \(2021\)](#) which states that there is an effect of Green work engagement as a mediating variable

The results in this study are in line with a study conducted by [Trujillo et al. \(2022\)](#); [Yasin et al. \(2023\)](#) who found that employee engagement can increase job satisfaction. Also supported by [Park and Gursoy \(2012\)](#) who stated that the three dimensions of employee engagement (vigor, dedication, and absorption) have a positive influence on job satisfaction. This result is also supported by the opinion ([Batool, 2014](#)) concluding that employee engagement has a positive relationship with job satisfaction. This shows that the higher the employee engagement, the higher employee satisfaction will be. According to [Aboramadan et al. \(2022\)](#); [Ashraful et al. \(2021\)](#) Green human resources management is an important role for various employees starting from their recruitment/orientation to exit. Currently Green HRM is a global trending concept as conceptualized to influence green (environmentally friendly) behavior by employees in the workplace. Green HRM can be viewed as a complete and integrated HR activity involved in the development, implementation and ongoing maintenance of a system, which ensures that an organization's employees can perform effectively and aims to make the organization's employees green for the benefit of individuals, society, the environment and business . According to [Aboramadan et al. \(2022\)](#); [Ashraful et al. \(2021\)](#); [Benevene et al. \(2020\)](#); [Chaudhary et al. \(2020\)](#); [Emel et al. \(2019\)](#); [Elshaer et al. \(2021\)](#); [Ercantan et al. \(2022\)](#) the concept of Green HRM promotes greater awareness among companies, private/public sector, that seek to implement the role of Green HRM activities in strengthening and driving environmental performance. Green HRM factors that affect sustainable employee performance

According to [Benevene et al. \(2020\)](#) argues that when employees are engaged with work, this will affect the psychological characteristics of employees. According to the theory of [Emel et al. \(2019\)](#); [Elshaer et al. \(2021\)](#); [Ercantan et al. \(2022\)](#) put forward by John Elkington, in maintaining an organization, there are three aspects that need attention, namely profit, stakeholders and the environment. According to [Chaudhary et al. \(2020\)](#); [Emel et al. \(2019\)](#); [Elshaer et al. \(2021\)](#); [Ercantan et al. \(2022\)](#) stated that with the implementation of GHRM, organizations can reduce expenses, improve social views, and provide a conducive work atmosphere. According to [Chaudhary et al. \(2020\)](#); [Emel et al. \(2019\)](#); [Elshaer et al. \(2021\)](#) explained that the implementation of GHRM provides benefits in the form of increased member retention, increased productivity, and increased overall competitiveness and performance. The process of implementing GHRM practices certainly cannot be separated from the role of HRM. One of them is by getting support from members in implementing environmentally friendly behaviors such as using public vehicles, recycling, and conserving renewable energy . Remembering that organizations must also provide and know the right motivational techniques for their members and analyze the factors that can affect the work motivation of members. So that the performance of members will be aligned with the goals of the organization in growing awareness of environmental ethics.

Industries that implement practices such as Green Human Resources Management will provide significant financial savings. Green Human Resources Management itself is a concept that is able to form a company in improving company performance to protect the environment and achieve an environmentally friendly corporate culture. According to [Irani et al. \(2022\)](#); [Kara et al. \(2022\)](#) Green Human Resources Management is a specific practice that focuses on a program that tends to be significant in trying to change employees who previously worked normally to become green or pro-environmental employees by all activities involved in the development, implementation and maintenance of the ongoing system have a significant impact on environmental sustainability. Green Human Resources Management basically focuses on the successful management of the company's organization so that employee behavior is more environmentally friendly, because by implementing environmentally friendly behavior, of course will improve the performance of the company's operational environment. Green Human Resources Management is the best concept in carrying out an approach to help companies, especially hotels, in directing employees to

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implement environmentally friendly work programs to always respect the environment and identify environmental problems in operational activities that tend to focus on recruitment, training, development, management, payment, as well as providing an increase in human resources. According to Farrukh et al. (2022); Ghouri et al. (2020); Hutomo et al. (2020) Green Human Resources Management is an activity related to developing, implementing, and continuously maintaining a system that suppresses workers in a company that supports green concepts. Basically the role of human resources focuses more on outreach to employees in changing their work patterns to become greener which refers to achieving organizational goals so that in the end it leads to significant results making a positive contribution to environmental preservation. It also relates to how the rules and policies and practices are implemented so that employees can also produce benefits individually, socially, natural environment in a business.

CONCLUSION

Based on the test results in this study, it can be concluded as follows: a. Green human resources management, Meaningful work, Green work engagement, and job satisfaction have an effect on the Manufacturing Industry in Jakarta. b. Green human resources management has an effect on Job satisfaction. c. Green human resources management influences Job satisfaction through Meaningful work. d. Green human resources management has an impact on Green work engagement. e. Green work engagement has an effect on Job satisfaction. Green human resources management has no effect on Job satisfaction through Green work engagement. Employee engagement can not only affect employee performance but also affect job satisfaction. A simple explanation regarding job satisfaction can be explained by asking what can make someone want to come to work, what makes employees happy about their job, and don't want to leave their current job. This study provides an overview of research topics for managers that are highly relevant to the integration of GHRM practices with organizational sustainability. This research also shows how managers can integrate sustainability aspects into their daily business operations. This research can be a good input in developing further research by conducting experimental research. Further research can be carried out by combining quantitative and qualitative methods with the aim of analyzing whether GHRM practices are proven to be able to assist companies in reducing impacts and risks to the environment.

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