

The Effect of Green Human Resource Management on Environmental Performance Mediated by Organizational Citizenship Behavior at Pt Hakaaston Bakauheni-Terbanggi Besar Section

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ABSTRACT: This study aims to analyze the effect of Green Human Resource Management (GHRM) on environmental performance, as well as the mediating role of Organizational Citizenship Behavior (OCB) at PT Hakaaston, Bakauheni–Terbanggi Besar Section. Using a quantitative approach and Structural Equation Modeling (SEM) via AMOS version 25, the study surveyed 151 employees. The results reveal that GHRM positively and significantly influences environmental performance directly and indirectly through the mediation of OCB. The Sobel test confirms OCB as a significant mediator. This research highlights the importance of environmentally oriented HRM strategies and proactive employee behavior in improving corporate environmental performance.

KEYWORDS: Green Human Resource Management, Organizational Citizenship Behavior, Environmental Performance

I. INTRODUCTION

Environmental issues have become a major global concern due to the increasingly visible impacts of climate change, pollution, and resource depletion. Companies in various sectors, including infrastructure, are now being urged to adopt sustainable practices that reduce their ecological footprint. One such approach is the implementation of Green Human Resource Management (GHRM), which refers to environmentally conscious policies and practices in the management of human resources.

GHRM integrates environmental considerations into key HR functions such as recruitment, training, performance appraisal, and employee engagement. By fostering environmental awareness and commitment among employees, GHRM contributes to the organization's efforts in achieving sustainable development goals. However, the effectiveness of GHRM is also influenced by individual employee behavior within the organization.

Organizational Citizenship Behavior (OCB) plays a vital role in this context. OCB is defined as voluntary behavior that goes beyond formal job responsibilities, contributing to the overall effectiveness of the organization. When employees demonstrate OCB with an environmental orientation—such as helping colleagues adopt eco-friendly habits or taking initiative in waste reduction—this behavior can enhance environmental performance at the organizational level.

PT Hakaaston, an infrastructure company operating under Hutama Karya, manages the Bakauheni–Terbanggi Besar toll road. As a strategic entity involved in major construction and maintenance activities, the company has a responsibility to ensure that its operations align with environmental standards. This study investigates the influence of GHRM on environmental performance in this context, with OCB serving as a mediating variable.

The research seeks to answer the following questions: (1) Does Green Human Resource Management significantly influence environmental performance? (2) Does Organizational Citizenship Behavior mediate the relationship between GHRM and environmental performance? The study adopts a quantitative approach using Structural Equation Modeling (SEM) to analyze data collected from employees of PT Hakaaston.

The findings of this study are expected to contribute theoretically to the development of green HRM literature and practically to the formulation of effective environmental management strategies in infrastructure-related industries.

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II. LITERATURE REVIEW

A. Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) refers to the integration of environmental objectives into traditional HRM functions such as recruitment, training, development, performance appraisal, and rewards. According to Renwick et al. (2013), GHRM is a strategic tool that can drive organizational sustainability through the cultivation of green behaviors among employees. GHRM practices aim to develop a workforce that is environmentally conscious and motivated to implement eco-friendly practices in the workplace.

Green recruitment involves attracting candidates who value environmental responsibility, while green training develops employees' skills and knowledge related to environmental protection. Green performance appraisal assesses employees' contributions to environmental goals, and green compensation systems reward eco-friendly behavior. These practices collectively build an organizational culture that supports sustainability.

B. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is defined as discretionary behavior that is not directly recognized by the formal reward system but contributes to the effective functioning of the organization (Organ, 1988). OCB includes behaviors such as altruism, conscientiousness, civic virtue, and courtesy. Environmentally oriented OCB—or "green OCB"—is behavior voluntarily performed by employees to support the organization's environmental performance (Boiral, 2009).

OCB is often influenced by perceptions of organizational support, leadership, and human resource practices. Employees are more likely to engage in OCB when they feel aligned with the organizational mission and values. In the context of GHRM, environmentally supportive HR policies may encourage employees to go beyond their formal roles to support environmental sustainability.

C. Environmental Performance

Environmental performance refers to an organization's effectiveness in managing its environmental responsibilities, such as reducing waste, lowering emissions, conserving resources, and complying with environmental regulations. According to the ISO 14001 standard, good environmental performance is reflected in measurable improvements in energy use, waste reduction, pollution control, and resource efficiency.

Companies are increasingly evaluated not only on financial outcomes but also on their environmental and social impact. Therefore, improving environmental performance has become a strategic goal. Previous studies have shown that GHRM and employee behavior—particularly OCB—are important contributors to achieving environmental performance goals (Pham et al., 2019).

D. Theoretical Framework and Hypotheses

This study adopts the Resource-Based View (RBV) as a theoretical foundation. RBV posits that human resources are valuable, rare, and inimitable assets that can be sources of sustainable competitive advantage (Barney, 1991). GHRM enables organizations to leverage their human capital for environmental sustainability. Furthermore, OCB is viewed as a behavioral manifestation of internalized organizational values, serving as a pathway through which GHRM influences environmental performance.

Based on the literature, the study proposes the following hypotheses:

- H1: GHRM has a significant positive effect on environmental performance.
- H2: OCB mediates the relationship between GHRM and environmental performance.

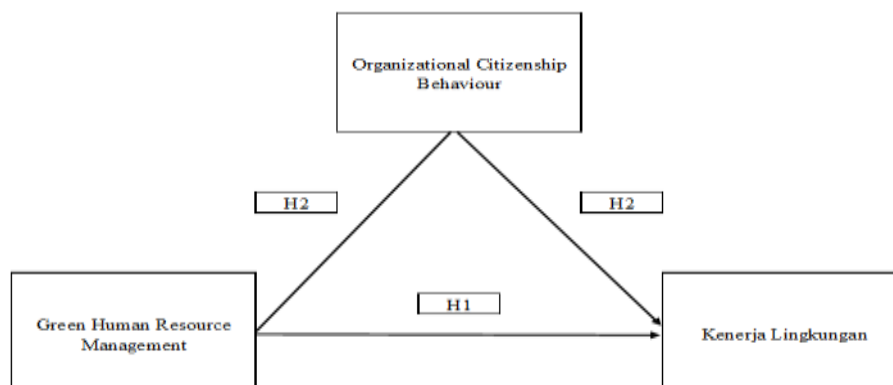


Figure 1. Conceptual Model

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III. MATERIAL AND METHODS

This study aims to analyze the influence of Green Human Resource Management (GHRM) practices and employees' pro-environmental behavior on environmental performance within PT Hakaaston, Bakauheni–Terbanggi Besar Section. The research adopts a descriptive-causal approach, seeking to explain the causal relationships between the studied variables.

Data for the study were collected using primary sources through direct distribution of questionnaires to selected respondents. The primary data collection involved a structured questionnaire administered to employees of PT Hakaaston, designed to measure their perceptions regarding GHRM practices, pro-environmental behavior (Organizational Citizenship Behavior for the environment), and the organization's environmental performance.

A. Study Design : Quantitative research uses the survey method of a questionnaire

B. Study Location : This study is base in PT Hakaaston Bakauheni – Terbanggi Besar

C. Study Duration : January 2025 to June 2025

D. Population and Sampel Size : 243 Population the target our sampel with slovin sampel size 151 responden

E. Subject & Selection method : The population and sample in this study consist of employees of PT Hakaaston, Bakauheni–Terbanggi Besar Section.

F. Precedure methodology

This study employed a survey method to collect data from respondents. Data were gathered through a Google Forms questionnaire distributed to employees of PT Hakaaston, Bakauheni–Terbanggi Besar Section. The questionnaire included three main variables: Green Human Resource Management, Organizational Citizenship Behavior, and Environmental Performance. Each item was measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

The questionnaire was distributed both directly and indirectly through Google Forms. The sample in this study consisted of employees of PT Hakaaston, Bakauheni–Terbanggi Besar Section.

G. Statistical Analysis

This study employs Structural Equation Modeling (SEM) using AMOS version 25 software. SEM is a statistical method used to analyze the relationships among latent variables within a model composed of multiple equations, similar to multiple regression analysis. All relationships between constructs (independent and dependent variables) were analyzed to test the model's goodness-of-fit and to measure both direct and indirect effects in this study.

Table 1. Demographics of Respondents (n=151)

Item		Frequency	Percentage
Gender	Male	111	73%
	Female	40	23%
Age	< 25 Year	5	3%
	25 – 40 Year	139	92%
	> 40 Year	7	4%
Work tenure	< 1 Tahun	7	4%
	1 -3 Tahun	144	96%
Education	SHS	35	23%
	Bachelors (S1)	114	75%
	Master (S2)	2	2%

Table 1 presents the demographic information of the respondents in this study. The majority of respondents accounted for 63% (n=151) of the total population. Of the 151 respondents who completed the questionnaire, 111 individuals (73%) were male and 40 individuals (27%) were female. Most respondents had a bachelor's degree educational background (73%).

This distribution indicates that the majority of respondents (92%) were within the productive age range of 25–40 years old. Additionally, most respondents (96%) had a work tenure of between 1 to 3 years, suggesting that they were in an active phase of participating in training and competency development programs, including those related to environmental awareness and Green Human Resource Management (GHRM). Most respondents had a bachelor's degree (75%)

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H. Measurment Item

The researcher used 20 items adapted from Elshaer et al. (2021) and 8 items from Anwar et al. (2020) to measure the direct and indirect influence of Green Human Resource Management (GHRM) on environmental performance, including the mediating role of Organizational Citizenship Behavior (OCB).

Table 2. Measurement Item

Item	Mean	G. MEAN	References
Green Human Resource Management			
My organization provides adequate training to promote environmental management as a core organizational value.	4.331	4.439	Elshaer et al. (2021)
In my organization, environmental training is offered to all employees (including outsourced workers) at all levels of the hierarchy.	4.411		
In my organization, employees are generally satisfied with the environmental training provided.	4.377		
My organization provides environmental management training to enhance employee awareness, skills, and knowledge.	4.430		
My organization assesses which environmental aspects employees need training in.	4.477		
Employees fully understand the extent of the organization’s environmental policies.	4.464		
My company provides sufficient training to promote environmental management as a core value.	4.344		
My company considers the alignment of personal identity with environmental management during recruitment and selection.	4.351		
My organization incorporates green and social requirements in job descriptions and specifications.	4.424		
In my organization, job candidates are evaluated based on environmentally friendly aspects during job interviews.	4.371		
My organization considers how well employees perform in environmentally friendly behavior as part of their performance appraisal.	4.457		
My organization uses various formal and informal communication methods to promote green values.	4.450		
My organization recognizes employees as key stakeholders in environmental management.	4.444		
In my organization, top management uses teamwork to successfully manage and raise awareness of environmental issues.	4.523		
My organization offers workshops, forums, or joint sessions for staff to improve environmental behavior and share knowledge.	4.490		
My organization offers monetary or non-monetary rewards for environmental achievements (extended leave, bonuses, promotions, etc.)	4.497		
My organization links environmentally friendly employee behavior to rewards and compensation.	4.464		
In my organization, environmental performance is publicly recognized.	4.510		
My organization plans environmentally friendly activities for employees.	4.464		

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My organization provides incentives to encourage green activities and behaviors (e.g., carpooling).	4.497		
Organizational Citizenship Behavior (OCB)			
In my job, I consider the consequences of my actions before doing something that could impact the environment (e.g., turning off lights when leaving the office, placing recyclables in the correct bin).	4.358	4.373	Anwar et al. (2020)
I voluntarily engage in environmental actions and initiatives in my daily work activities..	4.331		
I stay informed about environmental initiatives in my workplace.	4.404		
I perform environmental actions that contribute positively to the image of the company I work for.	4.384		
Environmental Performance			
n my company, initiatives are taken to implement long-term environmental policies (e.g., sustainability policies).	4.510	4.455	Anwar et al. (2020)
In my workplace, initiatives are taken to implement environmental management systems (such as ISO 14001 or other EMS standards).	4.457		
Energy-saving practices are promoted in my workplace (including reminders to save energy, turning off computers and lights when not in use).	4.424		
In my workplace, initiatives are taken to provide alternative energy sources, such as solar panels, etc.	4.430		

IV. RESULT

A. Validity and Reliability

Before conducting the main analysis of the relationships among variables, an instrument test was carried out to ensure that the measurement tool (questionnaire) used in this study was valid and reliable. This test was conducted using primary data collected from 151 respondents at PT Hakaaston, Bakauheni–Terbanggi Besar Section. The analysis was performed with the assistance of AMOS version 25.0.

Table 3. Results of the Validity Test for the Green Human Resource Management Construct

Variable	Statement	Factor Loading	Significance	Conclusion
<i>Green Human Resource Management</i>	X1	0,663	0,5	Valid
	X2	0,707	0,5	Valid
	X3	0,615	0,5	Valid
	X4	0,727	0,5	Valid
	X5	0,729	0,5	Valid
	X6	0,732	0,5	Valid
	X7	0,712	0,5	Valid
	X8	0,650	0,5	Valid
	X9	0,710	0,5	Valid
	X10	0,713	0,5	Valid
	X11	0,769	0,5	Valid
	X12	0,791	0,5	Valid
	X13	0,800	0,5	Valid
	X14	0,785	0,5	Valid
	X15	0,783	0,5	Valid
	X16	0,811	0,5	Valid
	X17	0,735	0,5	Valid

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Variable	Statement	Factor Loading	Significance	Conclusion
	X18	0,757	0,5	Valid
	X19	0,782	0,5	Valid
	X20	0,748	0,5	Valid

Table 4. Results of the Validity Test for Organizational Citizenship Behaviour (OCB)

Variabel	Pernyataan	Faktor Loading	Signifikansi	Kesimpulan
Organizational Citizenship Behaviour	M1	0,801	0,5	Valid
	M2	0,829	0,5	Valid
	M3	0,718	0,5	Valid
	M4	0,863	0,5	Valid

Table 5. Results of the Validity Test for Enviromental Performance

Variabel	Pernyataan	Faktor Loading	Signifikansi	Kesimpulan
Enviromental Performance	Y1	0,813	0,5	Valid
	Y2	0,787	0,5	Valid
	Y3	0,795	0,5	Valid
	Y4	0,844	0,5	Valid

High validity indicates that the instrument used is capable of accurately capturing the intended theoretical concepts. After the instrument was confirmed to be valid, a reliability test was conducted to assess the internal consistency of each variable.

Table 6. Results of the Reliability Test

Variabel	Construct Reliability	Signifikansi	Kesimpulan
GHRM (X)	0,986	0,70	Reliabel
OCB (M)	0,945	0,70	Reliabel
Environmental Performance (Y)	0,957	0,70	Reliabel

B. Overall Model Fit

The model fit test was conducted following the SEM analysis. This test aims to determine the extent to which the observed frequencies align with the expected frequencies. Table 7 presents the results of the model fit assessment using the Goodness-of-Fit method, generated through AMOS software.

Table 7. Overall Model Fit Test Result

Indeks	Nilai	Kriteria	Interprestasi
Chi-Square	358,581	$p = 0,069 > 0,05$	Fit
GFI	0,873	$\geq 0,90$	Fit
AGFI	0,808	$\geq 0,80$	Fit
RMSEA	0,047	$\leq 0,05$	Very Good
TLI	0,963	$\geq 0,95$	Very Good
NFI	0,905	$\geq 0,90$	Good
PGFI	0,693	0,60 – 0,90	Good
PNFI	0,644	0,60 – 0,90	Good

Green Human Resource Management as the independent variable (X), Organizational Citizenship Behavior as the mediating variable, and Environmental Performance as the dependent variable (Y) demonstrated an overall model fit that ranged from good to very good. Several indices, such as RMSEA and TLI, indicated a very good fit. Other indices, such as AGFI and GFI, suggested that the model could be improved but remained acceptable for further interpretation.

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C. Structural Model

Structural Equation Modeling (SEM) analysis was used to examine the three variables: Green Human Resource Management (GHRM), Organizational Citizenship Behavior (OCB), and Environmental Performance. The figure below presents the path diagram generated using AMOS software.

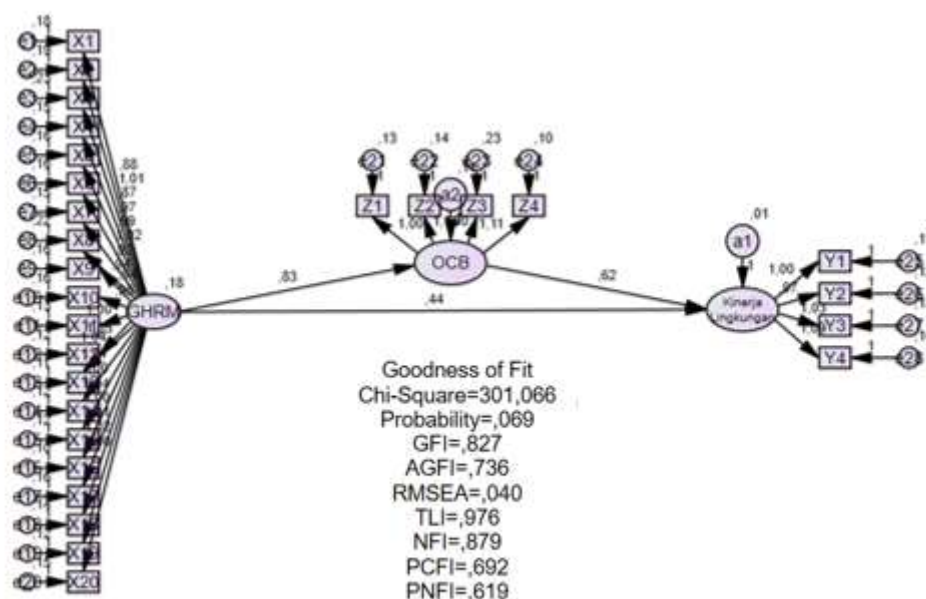


Figure 2. Structural Model

5. DISCUSSION

This study uses SEM analysis with AMOS software. After conducting descriptive analysis, further analysis was carried out to examine the relationships among variables. The study consists of two hypotheses involving the relationship between Green Human Resource Management (GHRM) and the mediating role of Organizational Citizenship Behavior (OCB) in influencing the effect of GHRM on Environmental Performance.

The results indicate that both hypotheses are accepted. After testing for validity, reliability, and model fit (goodness of fit), hypothesis testing was conducted. The results of the hypothesis testing are presented in the Table 8 below:

Table 8. Results of the Regression Weights Analysis

	Estimate	S.E.	C.R.	P
X → Y	0,439	0,081	5,421	0,000
X → M → Y	0,16			

This analysis aims to address the research question regarding the extent to which Green Human Resource Management (GHRM) influences Environmental Performance at PT Hakaaston Ruas Bakauheni – Terbangi Besar. The effect of GHRM on environmental performance is found to be positive and significant, as indicated by the p-value < α. Based on the AMOS analysis, the p-value is 0.000, which is below the significance level of α = 0.05, with a Critical Ratio (CR) of 5.421 and an estimate coefficient of 0.439. This means that GHRM contributes 43.9% to the improvement of environmental performance. These results confirm that GHRM (X) has a positive and significant effect on Environmental Performance (Y).

H1 Supported.

The Sobel test was conducted to examine whether OCB significantly mediates the relationship between GHRM and Environmental Performance. Based on manual calculation or through a plugin tool such as a Sobel calculator, the result was obtained using the following formula:

$$Z = \frac{a \times b}{\sqrt{b^2 \times Sa^2 + a^2 \times Sb^2}}$$

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Description:

a = Path coefficient from variable X to M (GHRM → OCB)

b = Path coefficient from M to Y (OCB → Environmental Performance)

Sa = Standard error of a

Sb = Standard error of b

the result of the Sobel test yields a Z-value of 5.483, which is greater than 1.6, and is significant at $\alpha = 0.000$. Therefore, it can be concluded that OCB plays a positive and significant mediating role in the relationship between GHRM and Environmental Performance.

H2 Supported.

Based on the following equation, a Z-value of 5.483 was obtained. This indicates a significant mediating effect of Organizational Citizenship Behavior (OCB) in the relationship between Green Human Resource Management (GHRM) and Environmental Performance. The Sobel test result confirms that OCB significantly mediates the influence of GHRM on environmental performance, with a Z-value of 5.483 ($p < 0.001$).

These findings suggest that GHRM not only has a direct effect on environmental performance but also an indirect effect through the enhancement of OCB. In other words, OCB plays a significant mediating role in this relationship. This indicates that GHRM practices contribute directly to improving environmental performance, but part of their influence operates through fostering OCB among employees.

When employees perceive that their organization supports sustainability values, they are more likely to voluntarily engage in pro-environmental workplace behaviors, such as resource conservation, cleanliness initiatives, and waste separation.

Based on the results of path analysis and the Sobel test, it can be concluded that Organizational Citizenship Behavior significantly mediates the effect of Green Human Resource Management on Environmental Performance. This means that GHRM improves environmental performance not only directly but also indirectly by increasing employees' voluntary positive behaviors.

6. CONCLUSION

Based on the results of the research conducted at PT Hakaaston Ruas Bakauheni – Terbanggi Besar, it can be concluded that Green Human Resource Management (GHRM) has a positive and significant effect on environmental performance, both directly and indirectly through Organizational Citizenship Behavior (OCB) as a mediating variable. This study demonstrates that the effective implementation of GHRM practices can foster proactive and voluntary organizational behavior toward environmental issues, ultimately enhancing employees' contributions to the sustainability of company operations.

More specifically, the conclusions of this study are as follows:

1. Green Human Resource Management has a positive and significant effect on environmental performance. This finding indicates that practices such as green recruitment, environmental training, sustainability-based performance appraisal, and incentives for environmentally supportive employees can directly improve the effectiveness of environmental management within the company.
2. OCB significantly mediates the relationship between GHRM and environmental performance. Thus, GHRM not only serves as a policy tool but also acts as a catalyst for fostering organizational behaviors that internally support the company's environmental goals. This mediating role explains the mechanism through which GHRM indirectly influences environmental performance by shaping positive organizational behavior.

Overall, the findings of this study affirm that a company's success in achieving optimal environmental performance does not solely rely on structural policies or technical regulations. Instead, it heavily depends on the strategic role of human resource management and the collective behavioral support of employees. Therefore, to strengthen environmental performance, organizations should position GHRM as a core HR strategy and cultivate an environmental OCB culture across all levels of the organization.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Although this study provides valuable insights into the influence of Green Human Resource Management (GHRM) on environmental performance, both directly and indirectly through Organizational Citizenship Behavior (OCB), it is important to acknowledge several limitations. First, the limited generalizability of the findings may result from the relatively small sample size and the use of purposive sampling focused solely on employees of PT Hakaaston Ruas Bakauheni – Terbanggi Besar. Second, since the study relied on self-reported questionnaires, there is a possibility of response bias, where participants may respond in a socially desirable manner. Moreover, the cross-sectional design of the study restricts the ability to establish causal relationships or observe long-term behavioral changes. Therefore, future research is encouraged to adopt longitudinal approaches, random sampling

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techniques, and potentially incorporate qualitative methods such as interviews or observations to deepen the understanding of behavioral mechanisms. Future studies could also explore the moderating or mediating effects of other organizational variables, such as leadership style, organizational culture, or employee engagement, to enrich the conceptual model. In addition, comparative studies across different industries or regions would help to assess the broader applicability of GHRM practices in driving environmental performance. By addressing these limitations, future research can provide a more comprehensive and generalizable understanding of how GHRM initiatives shape pro-environmental behavior and improve environmental outcomes through enhanced employee commitment and voluntary action.

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