Model of Green Human Resources Behavior Based on Green Behavior Training, Green Competence, and Affective Commitment on Green Value

Marno Nugroho[a, *], Budhi Cahyono[a], and Rifki Hasa Gunawan[a]

[a]Universitas Sultan Agung, Semarang, Indonesia

Abstract: This study used fundamental research to explore the concept of green management in behavioral theory. This study used 100 employees of PT Sidomuncul as respondents and used a purposive sampling method and multiple regression analysis for data analysis. The results of this study indicate that green behavior training has a positive and significant effect on green competencies. Green behavior training has a positive and significant effect on the affective commitment to green values. Green behavior training, green competencies, and affective commitment to green values have a positive and significant effect on human resources' green behavior. Green competencies and affective commitment to green values are the intervening variables between green behavior training and human resources green behavior. This study examines the antecedents and consequences of the green human resource management (HRM) model with the behavioral theory that explores green competencies and affective commitment. This research will contribute to increasing employee awareness to change their behavior towards green HRM. For social implications, this study provides a social impact of becoming a greener society environment.

Keywords: *Green Behavior Training, Green Competencies, Affective Commitment, Green Values, and Human Resources Green Behavior.*

JEL Classification: D23 and O15.

Introduction

In today's competitive business world, sustainable competitive advantage is a fundamental factor for achieving organizational strategies. Capital and technology are becoming increasingly available to almost anyone, everywhere, seeking sustainable competitive advantage, increasingly leading to organizational capabilities. Most organizations have found that the ability of their workforce is the key to gaining a competitive advantage. Nowadays, organizations are more concerned about their human competency base and development (Ozcelik & Ferman, 2006). Thus, competency studies have gained more interest and attention (Liu et al., 2009). In addition to being so competitive in the business world today, the issue of green awareness of human resources also significantly impacts the sustainability of the company's business. Green awareness is defined as the level of concern for the company's human resources for the environment, especially the company's environment, which includes environmental cleanliness and HR behavior that is implemented to create a clean and healthy environment in order to minimize negative impacts on the environment. The growing public awareness of the environment impacts the tendency of companies to care more about environmental protection as their social responsibility (Waskito, 2015).

This then impacts many companies, especially those engaged in manufacturing, becoming increasingly aware of the importance of long-term sustainability of their business where this aspect is influenced by environmental sustainability. Environmental sustainability is one of the essential aspects

✉ marnonugroho@unissula.ac.id (M. Nugroho), budhicahyono@unissula.ac.id (B. Cahyono), gunawanrifqi0609@gmail.com (R. H. Gunawan).

that are of concern to the management. On the other hand, various challenges must be faced. Currently, the challenges of companies are not only global competition but also the challenges of the natural environment (Triastity, 2011). In the last few decades, many researchers have conducted various research on the negative impacts that humans have on the environment as a result of human activities, especially from the operational activities of the company where they work or from the environment in which they live (Blok et al., 2015).

For PT. Sido Muncul, as the study object, employees are an essential element because employees are movers, implementers, and people who realize organizational goals by using careful planning, capital, and technological sophistication. PT. Sido Muncul as a producer of health products has also become a necessity to always campaign for environmental conservation, both for consumers and its human resources. Based on the understanding and background of the study, it is fundamental for the management of PT. Sido Muncul to improve the performance of its employees accompanied by increasing employee awareness of the importance of human resource green behavior. This improvement in the green performance of human resources can be expected to be implemented through an increase in green behavior training, green competence, and green affective commitment. This then became the primary basis for conducting this research. The research gap in research, namely the results of research (Wall et al., 2007; Blok et al., 2015) shows that green affective commitment has a positive effect on green HR performance while other studies conducted by (Nye & Hargreaves, 2010) show that green affective commitment negatively affects the green performance of HR. Based on the research gap and problems described above and considering the importance of green behavior training, green competence, and green affective commitment, the authors are interested in researching "Model Green Behavior Training Based on Green Competence and Affective Commitment on Green Values".

The novelty of the developed model is to examine behavioral changes related to the training program on competence and commitment to creating green behavior. Several studies that are relevant to Hossain (2016) discuss the theory regarding Green HRM. Likewise, Gill et al. (2021) study explore how eco-friendly behavior in theory affects environmental performance. The novelty of this research is behavioral testing due to the green behavior training stimulus.

Literature Review

Green Behavior Training

Green behavior training is defined as human resource activities to improve skills and be able to motivate employees to understand environmental issues, the company held this training aimed at protecting the environment and making employees aware of the importance of employees protecting the environment (Zoogah, 2016). Green behavior training is a human resource activity that motivates employees to understand environmental issues and protect the environment (Wardhani & Puspa, 2019). Green behavior training for employees will be impossible if there is no employee participation, so managers need to provide insight to their employees to appeal to the importance of initiative towards the work environment and the surrounding environment. The green view has become the benchmark for companies today. The fact is that the higher the green view of a company, the more markets the company develops.

Green Competences

Green competence is a short definition of the company's human resources ability to understand the importance of preserving the environment and ecology by reducing the use of materials that can damage the environment (Murga-Menoyo, 2014). The implementation of green competency teaching needs to be supported by the existence of facilities such as various equipment that can be used to protect the environment from company waste through a recycling procession carried out so that relevant HR can learn the real consequences of company waste if it is disposed of directly into the environment and learn about procedures. Green competence can be applied by issuing company regulations regarding environmental conservation and applying green principles campaigned by the company's leadership so that subordinates will adhere to and realize these green principles (Murga-Menoyo, 2014).

Affective Commitment to Green Values

Green affective commitment is briefly defined as HR's conformity to the organization's values of environmental care so that the relevant HR feels loyal to the organization/company. Four main indicators influence the suitability of this value within the individual, including openness to change, conservativeness, strengths, and continuous self-improvement (Blok et al., 2015). The open nature of the organization in applying values to employees regarding the importance of the company protecting the environment, which is also used as a dedication to the company as social responsibility, will encourage employees' behavior to love and always care for the environment.

The open nature of the changes needed by the company in preserving the environment will enable employees to participate through essential proposals related to environmental sustainability, which will also have a positive impact on the company by improving the company's image in the community as well as benefits in the form of maintaining the environment, especially the environment in the company's area.

Human Resource's Green Behavior

Green performance of employees/HR is an achievement of performance by HR in overcoming problems related to the environment, and environmental issues and providing important ideas for sustainable environmental conservation. Human resource's green performance is the result of developing employee knowledge regarding the importance of maintaining the environment to achieve organizational goals where this is an attitude of caring for the environment, especially in the work environment (Muhammad et al., 2020). Human resource green performance is an achievement of green human resource management (Green HRM) system that can increase employee environmental awareness and knowledge and encourage them to develop competence and self-confidence to take various mitigation or prevention actions effectively on issues. Then, it assists employees in implementing a caring attitude toward the environment in the work environment (Muhammad et al., 2020).

Gill et al. (2021) have found the effect of Green HRM on environmental performance, mediating eco-friendly behavior. Eco-friendly behavior is awareness due to the right stimulus to create green behavior. So Hossain (2016) put forward the Green HRM process his concept explains many factors can influence Green HRM.

Research Hypotheses

The Effect of Green Behavior Training on Green Competences

Green behavior training is defined as human resource activities to improve skills and motivate employees to understand environmental issues. The company holds this training to protect the environment and make employees aware of the importance of protecting the environment (Zoogah, 2016).

With the implementation of training related to green behavior, the green competencies of each employee concerned will increase. The training carried out includes various training focused on ways to overcome various environmental problems, especially those in the company's area, so that competence or knowledge related to science can be increased and used to overcome problems and optimally maintain the environment. Furthermore, being well-realized can have a positive impact on employee performance. Wardhani and Puspa (2019) and Murga-Menoyo (2014) state that green behavior training positively affects green competencies.

H$_1$: Green behavior training has a positive effect on green competencies.

The Effect of Green Behavior Training on Affective Commitment to Green Values

The organization supports employee training. Employees will feel that they have been cared for by the organization, especially training that focuses not only on the work being done but also on training that increases employee/HR knowledge about environmental aspects, which can positively impact the capabilities of employees.

This will increase enthusiasm and confidence to continue working in the organization and encourage organizations and employees to comply with the company's commitments, both committed to working and paying attention to environmental sustainability. With this training related to green behavior, employees will feel that they care about environmental sustainability. The value of affective commitment in employees towards the conformity of the values applied by the company in protecting the environment is increasing. The results of research conducted by Blok et al. (2015) state that Green Behavior Training has a positive effect on affective commitment to green values.

H_1: Green behavior training has a positive effect on affective commitment to green values.

The Effect of Green Behavior Training on Human Resources Green Behavior

Zoogah (2016) believed that green behavior training is defined as human resource activities to improve skills and motivate employees to understand environmental issues.

With the implementation of training related to green behavior, the performance of each employee concerned will increase. The training carried out includes various training focused on ways to overcome various environmental problems, especially those in the company's area, so that competence or knowledge related to science can be increased and used to overcome problems and optimally maintain the environment.

H_3: Green behavior training has a positive effect on human resources' green behavior.

The Effect of Affective Commitment on Green Values on Human Resource's Green Behavior

Carsten and Spector in Sopiah (2008) stated that the higher the organizational commitment, the more impact employees will stay on the organization and continuously improve their performance. Employees committed to the organization will give all their abilities to the organization where the employee is so that the organization can continue to move towards a better direction.

Organizational commitment makes employees more careful and thorough in carrying out work responsibilities. Research conducted by Yonathan and Eddy (2014) suggests that commitment positively influences employee performance, so the higher the employee's commitment, the higher the increase in employee performance.

H_4: Affective commitment to green values has a positive effect on human resources' green behavior.

The Effect of Green Competences on Human Resource's Green Behavior

Priansa (2016) argues that competence is a map of employee capacity for the attributes of their work, which is a collection of abilities, skills, maturity, experience, effectiveness, efficiency, and success in carrying out job responsibilities. The competencies required by each position level in the organization are undoubtedly different, executive level, manager level, and employee level. Employees who have competence in work and in implementing environmental care behavior will work with focus, work according to their expertise, and consider environmental sustainability aspects in fulfilling their assigned responsibilities. Thus, employees will become more effective and efficient for the company and the environment. The results of previous research conducted by (Winanti, 2011; Murga-Menoyo, 2014; Purwanti, 2018) show that competence has a positive and significant influence on employee performance.

H_5: Green competencies have a positive effect on human resource's green behavior.

Research Framework

Based on the research objectives and theoretical basis, the research questions and hypotheses proposed in this study can be followed as shown in Figure 1.
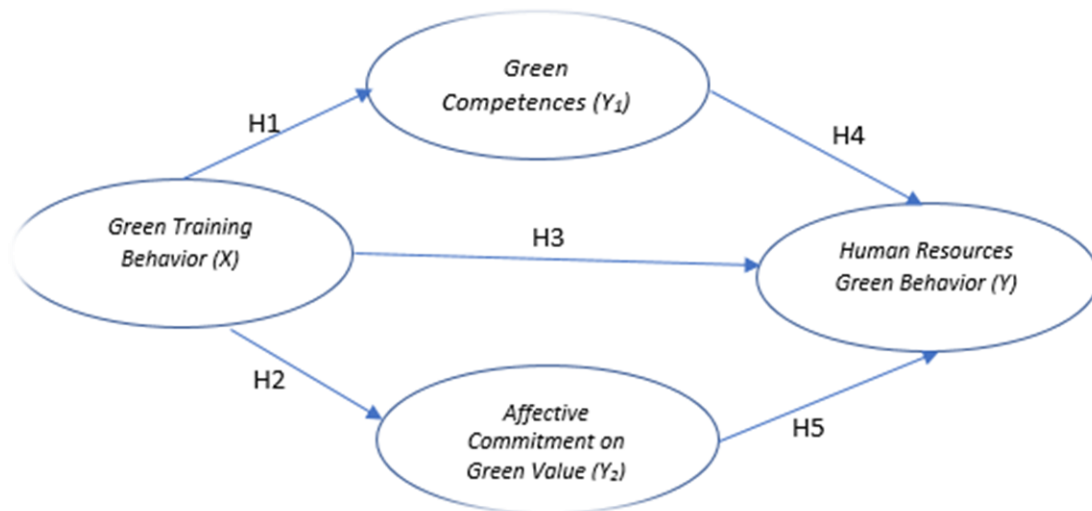
Figure 1. Research Framework

Methods

Population and Sample

The population in this study were all employees of PT. Sido Muncul Semarang totaled 355 people. The sample in the study is 100 respondents who were obtained based on the sampling criteria according to the researcher's desires.

By using SPSS ver. 22 models will be tested to get answers to research questions. The SPSS program is powerful enough to explain questions with parametric statistical tests that can be interpreted statistically and managerially.

Data Analysis

All indicators or dimensions are significant at 5%. Based on the validity test results, it shows that all statement items used in this study have r count > from r-table 0.197. Thus, all of the indicator items are valid and all statements can explain the indicators in the questionnaire.

Reliability Test

All variables had Cronbach alpha of more than 0.6. The table of reliability test results shows that all Cronbach alpha values for the variables of green behavior training, green competencies, and affective commitment on green values and human resources green behavior are more significant than 0.60. This shows that all the question items used in this study are reliable or appropriate to be used as measuring tools.

Partial Hypothesis Test (t-Test)

The Effect of Green Behavior Training on Green Competences

Based on the results of the partial hypothesis test (See Table 1), the t-count value was 8.393, using a significant level of 5%, it was obtained t-table 1.985, which means that t-count 8.393> t-table 1.985, and a significant value of 0.000 <0.05. It means that the alternative hypothesis (Ha) is accepted.

These results indicate that green behavior training has a positive effect on green competencies, meaning that the better the green behavior training applied in the organization, the higher the affective commitment to green values of employees. Thus, it can be concluded that the hypothesis which states that green behavior training has a positive effect on green competencies is accepted.

The Effect of Green Behavior Training on Affective Commitment to Green Values

Based on the hypothesis test, the t-count value was 11.841, using a significant level of 5%, it was obtained t-table 1.985, which means that t-count 11.841> t-table 1.985, and a significant value of 0.000 <0.05. It means the alternative hypothesis (Ha) is accepted.

These results indicate that green behavior training has a positive effect on affective commitment to green values, meaning that the better the green behavior training applied in the organization, the higher the affective commitment to green values of employees. Thus, it can be concluded that the hypothesis which states that green behavior training has a positive effect on affective commitment to green values is accepted.

The Effect of Green Behavior Training on Human Resources' Green Behavior

Based on the hypothesis test, the t-count value is 2.773, using a significant level of 5%, it is obtained t-table 1.985, which means that the t-count is 2.773> t-table 1.985, and a significant value of 0.007 <0.05. It means the alternative hypothesis (Ha) is accepted.

These results indicate that green behavior training has a positive effect on human resources green behavior, meaning that the better the green behavior training applied in the organization, the better the human resources green behavior of employees. Thus, it can be concluded that the hypothesis that green behavior training has a positive effect on human resources green behavior is accepted.

Table 1. Multiple Linear Regression Test Results

Dependent Variable	Independent Variable	Standardized Coefficients Beta	t	Sign
Regression 1				
Green Competences	*Training Green Behavior*	0.647	8.393	0.000
Regression 1				
Affective Commitment to Green Value	*Training Green Behavior*	0.767	11.841	0.000
Regression 2				
Human Resources Green Behavior	*Training Green Behavior*	0.273	2.773	0.000
	Green Competences	0.430	5.358	0.000
	Affective Commitment to Green Value	0.214	0.241	0.027

The Effect of Green Competences on Human Resources' Green Behavior

Based on the hypothesis test, the t-count value is 5.358, using a significant level of 5%, the t-table is 1.985, which means that the t-count is 5.358> t-table is 1.985, and a significant value is 0.000 <0.05, meaning that the alternative hypothesis (Ha) is accepted.

These results indicate that green competencies positively affect human resources' green behavior, meaning that the better the green competencies possessed by the employees, the higher the human resources' green behavior. Thus, it can be concluded that the hypothesis that green competencies have a positive effect on human resources' green behavior is accepted.

The Effect of Affective Commitment on Green Values on Human Resources Green Behavior

Based on the hypothesis test, the t-count value is 2.241, using a significant level of 5%, the t-table is 1.985, which means that the t-count is 2.241> t-table is 1.985, and a significant value of 0.027 <0.05 means that the alternative hypothesis (Ha) is accepted.

These results indicate that the affective commitment to green values positively affects human resources' green behavior. The better the affective commitment to green values possessed by employees, the higher the human resources' green behavior. Thus, it can be concluded that the hypothesis stating

that affective commitment to green values has a positive effect on human resources' green behavior is accepted.

Coefficient of Determination Test

Based on the results of the coefficient of determination in equation model 1, the Adjusted R Square is 0.412. This means that the green behavior training variable can explain the green competencies variable by 41.2%, while the remaining 58.8% is explained by other variables not examined in this study. In equation 2, it is found that Adjusted R Square is 0.589, which means that the green behavior training variable can explain the variation of affective commitment on green values by 58.4%, while the remaining 41.6% is explained by other variables not examined in this study. In equation model 3, it is obtained an Adjusted R Square of 0.651. This means that the variables of green behavior training, green competencies, and affective commitment to green values can explain the variation of human resources' green behavior by 65.1%, while the remaining 34.9% is explained by other variables not examined in the study.

Based on the Sobel test 1 (see Figure 2), it can be seen that the indirect effect of green behavior training on human resources' green behavior through green competencies tested using the Sobel test obtained a statistical Sobel value of 4.5146 with a significant level of 0.000 or less than 0.05. These results indicate that green competencies can mediate the effect of green behavior training on human resources' green behavior.
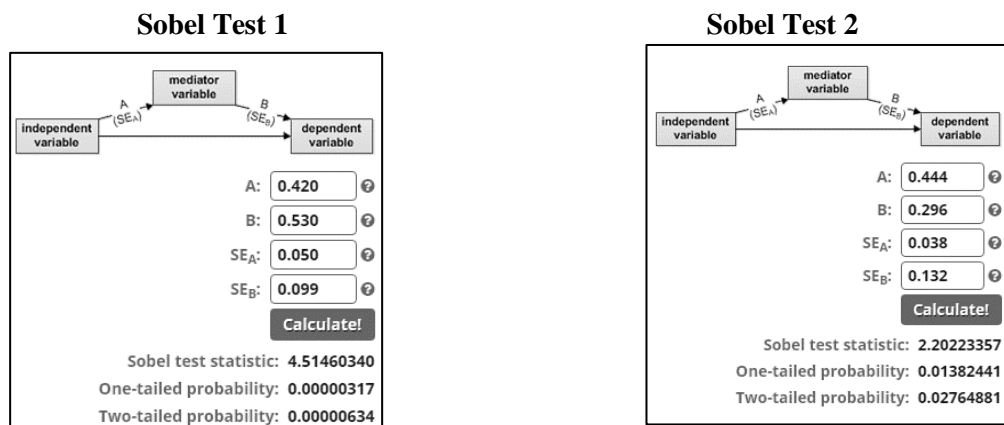
Sobel Test 1   **Sobel Test 2**

Figure 2: Sobel Test Results

Based on the test results, it can be seen that the indirect effect of green behavior training on human resources' green behavior through an affective commitment to green values which was tested using the Sobel test obtained a statistical Sobel value of 2.202 with a significant level of 0.000 or less than 0.05. These results indicate that affective commitment to green values can mediate the effect of green behavior training on human resources' green behavior.

Discussion

The Effect of Green Behavior Training on Green Competences

The results of the research analysis show that the existing green behavior training of PT. Sidomuncul has been assessed well. This shows that the training materials on procedures for preserving the environment are in accordance with the need to increase employee knowledge about procedures for maintaining and protecting the environment. Besides, the methods used in training are also in accordance with the objectives of the training. Thus, employees will understand more about the material about the importance of ecology and the sciences of environmental care. The training instructors also can convey material well and are also able to make the training atmosphere comfortable so that they can make employees better understand how to take care of the environment well within and outside the

company. The results of this study support the research conducted by Wardhani and Puspa (2019) and Murga-Menoyo (2014), that green behavior training has a positive effect on green competencies.

The Effect of Green Behavior Training on Affective Commitment to Green Values

The results of the research analysis show that the existing green behavior training of PT. Sidomuncul has been assessed well. This shows that the training materials on procedures for preserving the environment are in accordance with the need to increase employees' commitment to participate in developing their ideas for environmental conservation. Besides that, the methods used in training are also in accordance with the objectives of the training, namely maintaining the principle of caring for the environment, which is implemented in HR behavior and business operations so that it makes employees more confident to work in the company because the company where they work is concerned in preserving the environment. The results of this study support the research conducted by Blok et al. (2015), that Green Behavior Training has a positive effect on affective commitment to green values.

The Effect of Green Behavior Training on Human Resources' Green Behavior

The results showed that the existing green behavior training of PT. Sidomuncul has been assessed well. This shows that the training materials on procedures for preserving the environment are in accordance with the need to increase employee awareness to preserve the environment. Besides that, the methods used in training are also in accordance with the objectives of the training, so that by doing so, employees are more efficient in producing green performance and the quantity of work that is in accordance with targets related to solving environmental issues. The results of this study support the research conducted by Murga-Menoyo (2014), that green behavior training has a positive effect on human resources' green behavior.

The Effect of Green Competences on Human Resources' Green Behavior

The results of the research analysis show the existing green competencies of PT. Sidomuncul has been assessed well. This shows that employees have a high level of knowledge about maintaining and protecting the environment. Furthermore, employees can identify environmental learning and how to do good environmental learning in accordance with existing needs effectively and efficiently in the company. The more employees understand the green environment, will increase their concern about environmental pollution so the employees will think about managing waste properly and try to recycle waste into valuable items again. Therefore, it can increase the quantity of work and will be more efficient in managing the green environment. The results of this study support the research conducted by Purwanti (2018), that green competencies positively affect human resources' green behavior.

The Effect of Affective Commitment on Green Values on Human Resources' Green Behavior

The results of the research analysis show the affective commitment to green values of PT. Sidomuncul has been assessed well. This shows that the company has implemented the principle of openness in the organization to help employees develop their ideas for environmental preservation. The results of this study support the research conducted by Yonathan and Eddy (2014), that Affective Commitment to Green Values has a positive effect on Human Resources' Green Behavior.

Conclusion

Based on the finding, this study draws some conclusion. *First*, the better the green behavior training applied in the organization, the higher the green competencies and the more affective commitment on green values of the employees will be. *Second*, the better the green competencies and the more affective commitment on green values of the employees, the better the human resources' green behavior. *Third*, the better the green behavior training implemented in the organization, the higher the green

competencies and the more affective commitment on green values of the employees will be so that it will have an impact on increasing the human resources' green behavior.

Suggestions

Regarding the green behavior training variable, the training atmosphere indicator has the lowest score among other indicators, therefore PT. Sidomuncul should conduct training by presenting entertainment so that the training atmosphere will be not boring. Besides, the green value indicator has the lowest score among other indicators, thereby PT. Sidomuncul should always socialize the importance of protecting the environment and preserving the environment by providing proper supporting facilities for employees to protect the environment. Furthermore, the openness indicator has the lowest score among other indicators, thereby PT. Sidomuncul should be more open in accommodating the aspirations of employees who want to provide advice in preserving the environment within the company so that it will make employees more committed to the green environment.

Limitations

This study has some limitations. This study used questionnaires to obtain data and information so that it cannot explain in detail green behavior training, green competencies, and affective commitment to green values and human resources green behavior. Besides, the research duration is relatively short, so this study has not got optimal results.

Future Research

For future research, it is recommended to use interview techniques to explore further green behavior, green training competencies, and affective commitment to green values and human resources green behavior so that better results will be obtained and are useful for efforts to improve employee performance. It is also expected to add independent variables or replace existing variables such as organizational citizenship behavior (OCB), job satisfaction, organizational culture, work environment, and others for future research.

References

Akbar, A., Musadieq, M. A., & Mukzam, M. D. (2017). Pengaruh komitmen organisasional terhadap kinerja (Studi pada karyawan PT Pelindo Surabaya). *Jurnal Administrasi Bisnis (JAB)*, *47*(2), 33–38.

Alwi, M. (2018). Pengaruh kompensasi, kompetensi, dan motivasi terhadap kinerja karyawan CV. XYZ. *Jurnal Logika*, *XIX*(1), 73–87.

Andesta, M., Taufiqurrahman, & Nuryanti. (2015). Pengaruh pelatihan dan komitmen organisasi terhadap kinerja perawat rsud dorak di Kabupaten Kepulauan Meranti. *Jom Fekon*, *2*(1), 1–15.

Ashkezari, M. J. D., & Aeen, M., N. (2012). Using competency models to improve HRM. *Ideal Type of Management*, *1*(1), 59–68.

Astuti, A. W. (2015). Pengaruh kompetensi terhadap kinerja karyawan pada KSP Sendang Artha Mandiri di Kecamatan Wungu Kabupaten Madiun. *Equilibrium: Jurnal Ekonomi Syariah*, *3*(1), 81–90.

Basori, M. A. N., Prahiawan, W., & Daenulhay. (2017). Pengaruh kompetensi karyawan dan lingkungan kerja terhadap kinerja karyawan melalui motivasi kerja sebagai variabel intervening: Studi pada PT. Krakatau Bandar Samudera. *Jurnal Riset Bisnis dan Manajemen Tirtayasa*, *1*(2), 1–10.

Blok, V., Wesselink, R., Studynka, O., & Kemp, R. (2015). Encouraging sustainability in the workplace: A survey on the pro-environmental behavior of university employees. *Journal of Cleaner Production*, *106*, 55-67.

Fauzan, A. H., & Sumiyati. (2015). Pengaruh komitmen organisasi terhadap kinerja karyawan PT Bank Mandiri Tbk. area Cirebon (Yos Sudarso). *Jurnal Administrasi Bisnis*, *4*(4), 1–20.

Fauzan, R. (2015). Efektifitas pelatihan terhadap kepuasan kerja dan komitmen organisasional serta kinerja karyawan bank. *Jurnal Keuangan dan Perbankan*, *19*(2), 314–325.

Gill, A., Ahmad, B., & Kazmi, S. (2021). The effect of green human resource management on environmental performance: The mediating role of employee eco-friendly behavior. *Management Science Letters, 11*(6), 1725-1736.

Hosain, S., & Rahman, M. S., (2016). Green human resource management: A theoretical overview. *IOSR Journal of Business and Management (IOSR-JBM)*, *18*(6). https://ssrn.com/abstract=2799537

Liu, L., Wang, H., Liu, X., Jin, X., He, W. B., Wang, Q. B., & Chen, Y. (2009). Green cloud: A new architecture for green data center. In *Proceedings of the 6th international conference industry session on Autonomic computing and communications industry session* (pp. 29-38).

Makawi, U., Normajatun, & Haliq, A. (2015). Analisis pengaruh kompetensi terhadap kinerja pegawai dinas perindustrian dan perdagangan Kota Banjarmasin. *Al – Ulum Ilmu Sosial Dan Humaniora*, *1*(1), 16–26.

Melizawati. (2015). Pengaruh komitmen organisasi terhadap kinerja karyawan: Studi kasus pada PT. Indotirta Abadi di Gempol Pasuruan. *Jurnal Ekonomi Bisnis dan Kewirausahaan*, *1*(2), 1–17.

Meyer, J. P., & Alien, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61–89.

Mokhtar, N. R., & Susilo, H. (2017). Pengaruh pelatihan terhadap kompetensi: Penelitian tentang pelatihan pada calon tenaga kerja Indonesia di PT Tritama Bina Karya Malang. *Jurnal Administrasi Bisnis (JAB)*, *50*(6), 19–26.

Muhtarom, A. (2015). Kepuasan kerja dan komitmen kerja: Tinjauan teori dan implementasi manajemen pada guru dan staf di sekolah. *Tarbawi*, *1*(1), 133–143.

Muhammad, S., Long, X., & Salman, M. (2020). COVID-19 pandemic and environmental pollution: A blessing in disguise? *Science of the Total Environment*, *728*, 138820.

Murga-Menoyo, M. Á. (2014). Learning for a Sustainable Economy: Teaching of green competencies in the university. *Sustainability*, *6*(5), 2974-2992.

Nadapdap, K. (2017). Pengaruh komitmen organisasi terhadap kinerja karyawan pada PT Mitra Permata Sari. *Jurnal Ilmiah Methonomi*, *3*(1), 197023.

Nugroho, M. (2020). Pengaruh pelatihan, motivasi, kompetensi terhadap kinerja sumber daya manusia. *Jurnal Riset Manajemen Sains Indonesia (JRMSI), 11*(1), 149-168.

Nugroho, M, Suharnomo, & Yuniawan, A. (2020). An organizational performance: The role of creative knowledge internalization behavior. *Quality-Access to Success Calitatea, 21*(174).

Nye, M., & Hargreaves, T. (2010). Exploring the social dynamics of pro-environmental behavior change: A comparative study of intervention processes at home and work. *Journal of Industrial Ecology*, *14*(1), 137-149.

Özçelik, G., & Ferman, M. (2006). Competency approach to human resources management: Outcomes and contributions in a Turkish cultural context. *Human Resource Development Review*, *5*(1), 72-91.

Pane, S. G., & Fatmawati. (2014). Pengaruh komitmen organisasi terhadap kinerja pegawai pada Badan Pertanahan Nasional Kota Medan. *Ilmu Administrasi Bisnis*, *2*(4), 833–845.

Pattiasina, M., Roring, M., & Rumawas, W. (2016). Pengaruh kompetensi sumber daya manusia terhadap kinerja karyawan PT.Bank Tabungan Negara Tbk. Kantor Cabang Manado. *Jurnal Administrasi Bisnis*, 1–6.

Pramularso, E. Y. (2018). Pengaruh kompetensi terhadap kinerja karyawan CV Inaura Anugerah Jakarta. *Jurnal Widya Cipta*, *2*(1), 40–46.

Pranata, O. S., Astuti, E. S., & Utami, H. N. (2018). Pengaruh pelatihan terhadap kompetensi dan kinerja karyawan: Studi pada karyawan tetap di PT Bank Tabungan Pensiunan Nasional Syariah Malang Divisi Mobile Marketing Syariah). *Jurnal Administrasi Bisnis*, *61*(3), 39–47.

Priansa, D. J. (2016). Pengaruh E-WOM dan persepsi nilai terhadap keputusan konsumen untuk berbelanja online di Lazada. *Jurnal Ecodemica Jurnal Ekonomi Manajemen dan Bisnis*, *4*(1), 117-124.

Purwanti, E. (2018). Analisis pengetahuan laporan keuangan pada umkm industri konveksi di Salatiga. *Among Makarti*, *10*(2).

Safitri, E. (2013). Pengaruh Pelatihan dan disiplin kerja terhadap kinerja karyawan. *Jurnal Ilmiah Manajemen*, *4*(1).

Sapitri, R. (2016). Pengaruh komitmen organisasi terhadap kinerja karyawan Perusahaan Listrik Negara area Pekanbaru. *Jom Fisip*, *3*(2), 1–9.

Saraswati, A. B., Hamid, D., & Topowijono. (2015). Pengaruh pelatihan terhadap kompetensi karyawan dan kualitas pelayanan: Studi pada Eco Green Park, Batu. *Jurnal Administrasi Bisnis (JAB)*, *23*(2), 1–9.

Sholehatusya'diah. (2017). Pengaruh kompetensi kerja terhadap kinerja karyawan di kantor PT Kitadin Tenggarong Seberang. *Ejournal Administrasi Negara*, *5*(2), 5789–5802.

Sopiah, S. (2008). Budaya organisasi, komitmen organisasional pimpinan dan pengaruhnya terhadap kepuasan kerja dan kinerja karyawan bank. *Jurnal Keuangan dan Perbankan*, *12*(2), 308-317.

Sutanto, M. S., & Ratna, A. (2012). Pengaruh komitmen organisasional terhadap kinerja karyawan berdasarkan karakteristik individual. *Bisma Jurnal Bisnis dan Manajemen*, *53*(9), 1689–1699.

Triasmoko, D., Mukzam, M. D., & Nurtjahjono, G. E. (2014). Pengaruh pelatihan kerja terhadap kinerja karyawan: Penelitian pada karyawan PT Pos Indonesia Persero Cabang Kota Kediri). *Jurnal Administrasi Bisnis (JAB)*, *12*(1), 1–10.

Triastity, R. (2011). Green management sebagai pelaksanaan etika bisnis upaya kelangsungan hidup perusahaan jangka panjang. *Jurnal Ekonomi dan Kewirausahaan*, *11*(2), 87-95.

Wardhani, R., & Puspa, T. (2019). Pengaruh employee green involvement, green training dan green image terhadap perception for corporate social responsibility perusahaan pada PT Cabot Indonesia Jakarta. *JKBM (Jurnal Konsep Bisnis Dan Manajemen)*, *6*(1), 52-68.

Waskito, J. (2015). Upaya meningkatkan niat pembelian produk ramah lingkungan melalui nilai, resiko, dan kepercayaan terhadap produk hijau. *The 2nd University Research Colloquium (URECOL)*.

Wall, E. A., & Berry, L. L. (2007). The combined effects of the physical environment and employee behavior on customer perception of restaurant service quality. *Cornell hotel and restaurant administration quarterly*, *48*(1), 59-69.

Wicaksono, A. R. (2018). Pengaruh pelatihan karyawan dan stres kerja terhadap turnover intentions dengan komitmen organisasi sebagai variabel intervening pada kantor pusat PT Tiga Serangkai. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, *1*(6), 1–26.

Winanti, M. B. (2011). Pengaruh kompetensi terhadap kinerja karyawan: Survei pada PT Frisian Flag Indonesia wilayah Jawa Barat). *Majalah Ilmiah UNIKOM*.

Yonathan, S. K., & Eddy, M. S. (2014). Pengaruh budaya dan komitmen organisasional terhadap kinerja karyawan pada PT Rajawali Citramas Mojokerto. *AGORA*, *2*(1).

Yuliana. (2017). Pengaruh kompetensi dan motivasi kerja terhadap kinerja karyawan perusahaan pada PT Haluan Star Logistic. *Jurnal Ilmiah Manajemen Bisnis*, *17*(2), 135–150.

Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, *13*(3), 339–351.

Zoogah, D. B. (2016). Tribal diversity, human resources management practices, and firm performance. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, *33*(3), 182-196.