

Green HRM Practices To Enhance Environmental Performance Through Green Innovation In The Regional Secretariat Employees of Pasuruan City Government

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ABSTRACT

The research problem focuses on the gap between the formulated Green policies and their uneven implementation Practices in the Regional Secretariat of Pasuruan City Government. This includes the lack of optimization in the application of Green Human Resource Management (GHRM) and Green Innovation, which affects the effectiveness of improving environmental performance in a sustainable manner in the organization. The research method used in this research is explanatory research with a quantitative approach, the number of samples used is 150 respondents, the data collection technique used only uses a survey with an instrument through a questionnaire. The analysis technique used is descriptive analysis, and SEM-PLS analysis with mediation effects. The testing tool used is the Smart-PLS version 3.3 application. The results of this study indicate that the overall significance value in this study shows less than 0.05. This means that partially there is an influence of Green Human Resource Management (GHRM) Practises (X), and Green Innovation (Z). on Environmental Performance (Y), and based on the mediation analysis shows that Green Human Resource Management (GHRM) Practises through Green Innovation has a significant effect on Environmental Performance in Pasuruan City Government Regional Secretariat Employees. For future research, it is recommended to refine the measurement of GHRM with more specific indicators, expand the scope of research to various sectors, and conduct longitudinal studies to observe long-term impacts. Additionally, strengthening collaborations with academic institutions to integrate the latest innovations and methodologies in research is encouraged.

Keywords: Green Human Resource Management (GHRM); environmental performance;

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INTRODUCTION

Climate change, pollution, and environmental degradation have become increasingly urgent global issues to be addressed by the world community. Environmental sustainability is now one of the biggest challenges facing humanity in the 21st century. With increasing awareness of the importance of preserving ecosystems, governments, international organizations, and the business sector are starting to take significant steps to reduce negative impacts on the environment (Sukmawati, 2023). This condition opens up opportunities for various innovations and environmentally friendly strategies that play an important role in maintaining the sustainability of the earth.

On the other hand, individuals in an organization also have a crucial role in preserving the environment. Employee awareness of the importance of a healthy and sustainable environment needs to be continuously increased. Organizations have a responsibility to encourage changes in employee behavior and attitudes towards environmental issues. One of

the steps that can be taken is to integrate environmental performance into the organizational culture, so that all elements in it can contribute to environmental sustainability efforts.

Environmental Performance refers to business impacts, both in financial and non-financial aspects (Dragomir, 2018). This performance can be measured through various indicators, such as indirect carbon emissions, recycled waste management, water consumption, as well as environmental costs related to the company's operations. These indicators are also relevant for government organizations, which play an important role in preserving the environment, especially in the public service sector.

Although the government sector is generally considered to be one of the most environmentally friendly sectors (Jo et al., 2015), the government is now starting to face increasing pressure. This pressure arises from various stakeholders who demand better environmental protection and conservation. As a result, the government needs to change its approach to its services to meet increasingly high expectations regarding environmental responsibility, while maintaining efficient and sustainable operations.

Banking responsibility for social and environmental issues has become increasingly global and media attention in recent years. This is largely triggered by concerns about environmental damage, such as climate change, greenhouse gas pollution, and biodiversity degradation. In addition, banking performance is now not only assessed from a financial point of view, but also from the aspect of environmental performance (Solovida & Latan, 2017). As a result of this trend, many organizations are starting to set more environmentally friendly goals in line with increasing awareness of environmental issues (Mousa & Othman, 2020).

The growing awareness among stakeholders encourages them to motivate managers to pay more attention to environmental issues and regularly evaluate the company's environmental performance (Solovida & Latan, 2017). The implementation of good environmental performance provides a number of benefits, including reduced production costs (Inman & Green, 2018), improved company reputation (Lin et al., 2016), and support from the government (Ren et al., 2019). Thus, the focus on Environmental Performance not only supports environmental conservation, but also provides strategic advantages for the company.

Green Human Resource Management (GHRM) Practices is a series of processes that focus on implementing practices that aim to improve the excellence of human resources in an organization. These practices include aspects such as recruitment, development, training, provision of incentives and benefits, as well as career development for employees (Arbab & Mahdi Abaker, 2018). In addition, GHRM Practices also focuses on the human aspect of the organization, which includes employee attraction, assessment, reward, and evaluation, while ensuring employees' strategic commitment to the organization's vision and mission. It also includes leadership and organizational culture that supports the achievement of the company's goals.

GHRM Practices are often referred to as personal management skills, as they require a strategic approach that ensures the capacity of human resources to achieve organizational goals (Al-Jedaiah & Albdareen, 2020). The implementation of these practices has a direct impact on the strategy and excellence of the organization, as they affect the quality of the processes and results achieved by the organization (Alkhazali & Halim, 2016). Thus, GHRM Practices become an important component in an organization's efforts to achieve sustainable excellence.

Green Human Resource Management (GHRM) provides psychological support to employees through a socialization process that includes social interaction focusing on relationships, cognitive resources for learning, and affective resources for decision-making. This combination of resources, along with social exchanges between organizations and employees, tends to improve adaptability, increase job satisfaction, and lower employee turnover rates (Peng et al., 2024a).

Meanwhile, the responsible and ethical integration of Green Innovation in business processes is an important prerequisite for increasing the added value of companies (Cao et al., 2021; Kim et al., 2019). In recent years, increasing awareness of environmental issues has attracted great attention to Green Innovation (Chin et al., 2022). This innovation has the potential to support the long-term growth of companies by strengthening their environmentally friendly image, increasing consumer awareness, and expanding market reach, thereby providing benefits for companies that are pioneers in this innovation (Shehzad et al., 2023).

In addition, the company's ability in Green Innovation can improve sustainable performance through the application of new methods to reduce carbon emissions, improve resource efficiency, and create long-term opportunities for customers and shareholders (Alam et al., 2023). Thus, Green Innovation not only helps companies reduce their negative impact on the environment, but also creates additional revenue (Duan et al., 2023).

This research is based on the Resource-Based View (RBV) theory, which emphasizes the importance of human resources as a unique and sustainable asset in creating a competitive advantage for the organization. According to this theory, competitive advantage is not only determined by physical or financial assets, but also by the internal capabilities of the company that are difficult for competitors to imitate, one of which is human resources. In the context of environmental performance, RBV highlights that the contribution of employees who are actively involved in environmental conservation efforts can be a determining factor for the company's success in achieving environment-based competitive advantage.

Based on this RBV theory, an organization's Environmental Performance can be achieved if employees play an active role in implementing Green Human Resource Management (GHRM) practices and encouraging green innovation in daily work. GHRM Practices involves aspects such as recruitment, training, incentives, and career development oriented towards environmental sustainability, which in turn will increase employee awareness and participation in environmental issues. On the other hand, Green Innovation refers to the implementation of innovations that aim to reduce the company's negative impact on the environment, for example through the reduction of carbon emissions and the efficient use of resources.

Thus, the RBV theory clearly connects the importance of effective human resource management with the Environmental Performance variable. Employees who are supported through GHRM practices and engage in green innovation have the potential to make a significant contribution to improving the company's environmental performance. This shows that the synergy between GHRM Practices, Green Innovation, and employee contributions is a key element in realizing competitive advantage through sustainable environmental performance.

Previous studies have examined the relationship between Green HRM Practices, Green Innovation, and Environmental Performance. For example Molina-Azorin et al., (2021) indicates that Green HRM Practices can encourage green innovation and improve environmental performance. Meanwhile, Sofiyan et al., (2024) emphasized that green innovation plays a mediating role in the relationship between HRM policies and environmental performance.

The variables that have been discussed previously, such as Green Human Resource Management (GHRM) Practices, Green Innovation, and Environmental Performance, will be formed into a conceptual framework model in this study. This conceptual framework model is designed based on the synthesis of various theories and previous research, including the Resource-Based View (RBV) theory which emphasizes the strategic role of human resources in creating competitive advantages, especially in the context of environmental performance.

Furthermore, this conceptual framework model will be tested on employees of the Pasuruan City Government Regional Secretariat, as one of the companies engaged in government, has a strategic role in maintaining a balance between human resource management and environmental performance. Therefore, the application of this conceptual framework model is expected to delve deeper into how the model can be applied effectively in supporting environmental performance in the organization.

The Regional Secretariat of the Pasuruan City Government was also selected because of the lack of optimization of the Green Human Resource Management (Green HRM) Practices program among employees. Despite the existence of environmentally friendly policies, implementation at the operational level is not evenly distributed. This shows that there is a gap between the policies formulated and the practice in the field. Therefore, a more in-depth study is needed to understand how Green HRM can be applied more effectively to encourage changes in environmental behavior and performance within the organization.

In addition, there is an urgent need to encourage green innovation in public services in Pasuruan City. Green innovation is considered one of the main solutions in improving environmental performance in a sustainable manner. By implementing green innovation, organizations can not only reduce negative impacts on the environment, but also create greater operational efficiency. In this context, research that examines the relationship between Green HRM, green innovation, and environmental performance in the Regional Secretariat is very relevant. This research will help identify key factors that can facilitate the implementation of green innovation and improve environmental performance in government agencies.

As part of the local government, the Regional Secretariat is responsible for ensuring that environmental policies promulgated at the central level can be effectively implemented at the local level. In this regard, this study will provide valuable insights into how Green HRM policies can be integrated with green innovation efforts to achieve environmental targets. With the expected results of this study, the Pasuruan City Regional Secretariat can develop more effective and evidence-based strategies to improve its environmental performance.

Thus, the reason for choosing the Pasuruan City Regional Secretariat as the object of research lies not only in the internal needs of the organization to improve its environmental performance, but also in its relevance and urgency in overcoming broader sustainability challenges. This research is expected to contribute to the development of environmentally friendly policies and practices, not only in Pasuruan City, but also as a model for other local governments in Indonesia.

Climate change, pollution, and environmental degradation have become global issues that require serious attention from various parties, including government institutions. In this context, the government plays a strategic role not only as a regulator, but also as an example in the implementation of environmentally friendly policies at the operational level. The Pasuruan City Regional Secretariat was chosen as the object of research because of the great potential to optimize the implementation of Green Human Resource Management (Green HRM) Practices which until now has not been evenly distributed, even though there are related policies. In addition, the encouragement to implement green innovation in public services is increasingly relevant to improve sustainable environmental performance. Through a Resource-Based View (RBV) theory-based approach, this study aims to examine how the synergy between Green HRM Practices and Green Innovation can improve organizational environmental performance, while offering a strategic model that can be replicated by other local governments in Indonesia. This is the reason why the author chose the title of the research "Green HRM Practices to Improve Environmental Performance through Green Innovation in Employees of the Regional Secretariat of the Pasuruan City Government".

This research aims to explore the influence of Green HRM practices on Green Innovation and environmental performance among employees of the Regional Secretariat of

the Pasuruan City Government, including the mediating role of Green Innovation in this relationship. The study offers theoretical contributions by enhancing the Resource-Based View (RBV) and Theory of Planned Behavior (TPB) in the context of human resource management and organizational behavior, particularly concerning green innovation. It also develops a mediation model demonstrating how Green Innovation bridges Green HRM practices and environmental performance, providing a foundation for future research across various organizational contexts. Empirically, the findings offer practical applications for public organizations, guiding policymakers in integrating Green HRM practices to foster green innovation and enhance environmental performance. Local governments can leverage these insights to craft targeted strategies, such as environmentally focused training and HR policies, aimed at improving sustainability. Additionally, the research provides a valuable resource for advancing environmental practices in the public sector and other sustainability-oriented organizations, emphasizing the role of innovative HRM in developing environmentally friendly technologies and fostering competitive advantages.

Previous research is an effort by researchers to find comparisons and subsequently to find new inspiration for future research, in addition, previous studies help position research and show the originality of the research. In this section, the researcher lists various previous research results related to the research to be carried out, then makes a summary, both published and unpublished research. In this study, the author explained previous research that is relevant to the problem to be researched on "Green HRM Practises in Improving Environmental Performance Through Green Innovation in Employees of the Regional Secretariat of the Pasuruan City Government". For more clarity and detail of previous research, you can see the following description:

Muhammad Alfian Nugroho and Tiarapuspa (2023) examined the influence of green culture, green transformational leadership, and Green Human Resource Management (GHRM) on green organizational citizenship behavior in employees of PT. Rita Ritelindo in Cilacap. This research highlights the importance of the role of managers in educating and motivating employees to participate in environmentally friendly practices. The results of the study show that managers need to discuss environmental issues more often and be more responsible in encouraging green innovation. Recognition of green initiatives by management is also important so that employees are more aware of the importance of environmentally friendly behavior and are motivated to create a healthy and safe work environment.

Albert Kurniawan Purnomo (2021) conducted an analysis of the application of GHRM in the textile industry in Bandung. This study found that the implementation of GHRM in textile companies is able to reduce operational costs through replacing online systems and reducing emissions and waste. In addition, GHRM allows companies to recycle waste into other valuable products. Overall, companies that implement GHRM get significant benefits, both in terms of cost efficiency and from contribution to the environment.

Frederik Pradana Deniawara and Sopiah Sopiah (2023) conducted a systematic literature review regarding the implementation of GHRM in various sectors. Through the Preferred Reporting Items for Systematic Review method, this study analyzes various GHRM practices such as green recruitment and selection, green development and training, and other sustainability practices. The results show that GHRM not only improves the environmental performance of companies, but also influences employees' green behavior, green innovation, and sustainability in organizations. Thus, GHRM is one of the important strategies in achieving sustainability goals in various industries.

This research introduces a novel perspective by examining the integration of Green Human Resource Management (GHRM) practices and green innovation as a strategic approach to enhancing environmental performance within government institutions, specifically focusing on the Pasuruan City Government Regional Secretariat. Unlike previous

studies that primarily focused on the private sector or broader GHRM frameworks, this study specifically investigates the public sector's role in driving green innovation and its direct link to environmental performance. It contributes by identifying how GHRM practices, such as recruitment, training, and reward systems, can mediate the relationship between green innovation and environmental outcomes, offering a new framework for enhancing sustainability in governmental operations.

The primary objective of this research is to evaluate the effectiveness of Green Human Resource Management (GHRM) practices in fostering green innovation and improving environmental performance at the Pasuruan City Government Regional Secretariat. The study seeks to provide actionable insights on how GHRM practices can be strategically aligned with green innovation initiatives to support the implementation of sustainable environmental policies. The benefits of this research are twofold: it offers practical guidance for public sector organizations on how to integrate GHRM practices to improve environmental outcomes and contributes to the academic understanding of the role of human resources in environmental sustainability. Moreover, the findings could serve as a model for other local governments in Indonesia and beyond, enhancing their ability to manage resources efficiently and create a more sustainable future.

METHOD

The approach used in this study is a quantitative approach. The quantitative approach is a numerical measurement based on the event being studied. The numerical data that is planned to be used is questionnaire data from employee answers about performance that is being carried out at the Regional Secretariat of the Pasuruan City Government. This research is included in the type of explanatory research that uses a quantitative approach which uses questionnaires as a tool to take data to analyze the relationship between variables. Meanwhile, according to the method, this research includes descriptive research. The purpose of this study is to make a systematic, factual, and accurate description of the system in order to find out the characteristics of the population related to the research variables. This descriptive method involves collecting data to test hypotheses or answer questions about people's opinions on an issue or topic. Quantitative studies limit their analysis to numerical data that has been collected using statistical methods, quantitative methods will result in significant relationships between variables.

RESULTS AND DISCUSSION

The characteristics of the respondents in this study are in accordance with the sample used in this study, which is as many as 109 respondents with several characteristics ranging from gender, age, last education and working period. Based on the description above, the assessment hypothesis testing can be carried out as follows:

H1 accepted: The results of this study show that there is a significant influence between Green Human Resource Management practices on Green Innovation among employees of the Regional Secretariat of the Pasuruan City Government. From the statistical analysis using the bootstrapping method, it was found that the original sample value was 0.704, which shows that there is a strong influence. In addition, the resulting p-value is 0.000, which is much lower than the significance threshold of 0.05. Based on these results, it can be concluded that the level of implementation of GHRM practices is directly proportional to the increase in Green Innovation in the work environment studied. This emphasizes the importance of implementing GHRM as an effective strategy to encourage environmentally friendly innovation in the operations of government organizations.

H2 Accepted: The results of a study conducted on Employees of the Regional Secretariat of the Pasuruan City Government indicate that there is a significant relationship between Green

Innovation and Environmental Performance. The analysis using the bootstrapping method showed an original sample value of 0.449, which indicates that there is an influence of Green Innovation on Environmental Performance. The p-value generated in this study is 0.000, which is statistically significant because the value is smaller than the threshold of 0.05. Thus, it can be concluded that variability in Green Innovation has a significant effect on improving Environmental Performance in the studied work environment. These findings emphasize the importance of green innovation initiatives in improving environmental performance in the public sector.

H3 Accepted: The results of a study conducted on the Regional Secretariat of the Pasuruan City Government showed that there was a significant influence of Green HRM Practices on environmental performance. Data analysis using the bootstrapping method resulted in an original sample number of 0.389, which shows the influence of Green HRM practices on Environmental Performance. Further, the resulting p-value is 0.000, which indicates that this relationship is statistically significant because it is much lower than the confidence threshold of 0.05. The conclusion of this study is that the level of implementation of Green HRM Practices contributes significantly to the improvement of environmental performance in the Regional Secretariat of the Pasuruan City Government. This underscores the importance of implementing environmentally friendly HR practices in improving the effectiveness of environmental management in the public sector.

H4 Accepted: The results of a study conducted on the Regional Secretariat Employees of the Pasuruan City Government show that Green HRM Practices have a significant influence on environmental performance, with Green Innovation acting as a mediator in this relationship. The analysis using the bootstrapping method produced an original sample value of 0.316, which indicates the influence of Green HRM practices on Environmental Performance. This influence is amplified by a very low p-value of 0.000, indicating high statistical significance with the value well below the threshold of 0.05. These findings confirm that the more effective Green HRM practices are implemented by employees, the more positive the impact on environmental performance, and this is further strengthened through the mediating role of green innovation. Thus, Green Innovation effectively mediates the relationship between Green HRM Practices and Environmental Performance, providing strong evidence that the integration of green initiatives in human resource management can strengthen environmental sustainability in public organizations.

Discussion

Influence Green Human Resource Management (GHRM) Practises towards Green Innovation

The Green Human Resource Management (GHRM) variables of Practises have 4 research dimensions, namely Green compensation and reward, Performance management and appraisal, Green training and development and Green recruitment and selection with 12 valid and reliable questions given to 109 respondents. The results of the study show that Green Human Resource Management (GHRM) Practises has an influence on Green Innovation in Employees of the Regional Secretariat of the Pasuruan City Government. Based on the data, the P-Value of 0.000 is smaller than 0.05 thus confirming the acceptance of the H1 hypothesis. The regression coefficient shows that every increase in the Green Human Resource Management (GHRM) variable of Practises can increase Green Innovation by 70.4%.

The implementation of Green Human Resource Management (GHRM) practices by the Regional Secretariat of the Pasuruan City Government includes four main dimensions: Green Compensation and Reward, Performance Management and Appraisal, Green Training and Development, and Green Recruitment and Selection. Each of these dimensions has been designed to support environmental sustainability through the integration of sustainable human resources policies and practices. These initiatives include compensation related to employee

environmental performance, periodic training on sustainable practices, as well as a recruitment process that prioritizes candidates with high environmental awareness. From the survey conducted with 12 valid and reliable questions to 109 respondents, it can be seen that there is awareness and active participation of employees in the GHRM programs that are carried out.

The Resource-Based View (RBV) theory states that a company's competitive advantage can be achieved through the utilization of unique and valuable internal resources, which are difficult for competitors to imitate. In the context of GHRM, human resources who have awareness and competence in sustainability efforts are considered strategic assets that can support green innovation. GHRM emphasizes the importance of building internal capabilities through the development of environmentally-oriented competencies, integrating sustainability goals in performance assessments, and designing reward systems that support the achievement of sustainable targets. This is in line with RBV because it shows that excellence in green practices is the result of trained and motivated human resources.

Previous studies have shown that GHRM practices have a positive effect on green innovation in various sectors. For example, research conducted by Renwick et al. (2013) shows that companies that implement GHRM practices effectively tend to experience an increase in environmentally friendly innovations. These findings support empirical evidence that GHRM not only directly affects the operational aspects of the company but also encourages creativity and innovation among employees in creating sustainable solutions. The findings of the Pasuruan City Government Regional Secretariat research are also consistent with the existing literature, reaffirming the importance of adopting and modifying human resource practices to facilitate green innovation.

Influence Green Innovation towards Environmental Performance

The Green Innovation variable has 3 research dimensions, namely Green Product Innovation, Green Process Innovation, and Green Managerial Innovation with 9 valid and reliable questions given to 109 respondents. The results of the study show that Green Innovation has an influence on Environmental Performance in Employees of the Regional Secretariat of the Pasuruan City Government. Based on the data, the P-Value of 0.000 is smaller than 0.05 thus confirming the acceptance of the H2 hypothesis. The regression coefficient shows that every increase in one unit in the Green Innovation variable can increase Environmental Performance by 44.9%.

At the Regional Secretariat of the Pasuruan City Government, the Green Innovation initiative has been developed through three main dimensions: Green Product Innovation, Green Process Innovation, and Green Managerial Innovation. In practice, Green Product Innovation can be seen from the development of environmentally friendly products or services. Green Process Innovation refers to improving work processes that minimize environmental impact, such as efficient energy use and waste reduction. Meanwhile, Green Managerial Innovation includes the adoption of management strategies and practices that support sustainability and environmental performance. Of the 109 respondents involved, the findings show that the adoption of green innovations contributes to improving environmental performance, indicating awareness and commitment to sustainable practices.

In the context of the Resource-Based View (RBV) theory, Green Innovation can be considered as a strategic resource that provides a sustainable competitive advantage. According to RBV, a company's success is often determined by its ability to manage unique and valuable resources that are difficult for competitors to replicate. Green innovation, which includes products, processes, and managerials, is at the core of a company's ability to adapt to changing environmental and regulatory demands. By integrating green innovation, companies not only improve their environmental performance but also gain an edge in operational efficiency and corporate reputation.

Previous research has shown a significant link between green innovation and environmental performance. For example, in a study conducted by Chen et al. (2018), it was found that green innovation affects the environmental performance of manufacturing companies in China. These studies and many others support the view that green innovation contributes not only to environmental sustainability but also to the economic sustainability of companies. The findings from the Pasuruan City Government Regional Secretariat echoed similar results, suggesting that investment in green innovation can contribute significantly to improving environmental performance.

Influence Green Human Resource Management (GHRM) Practises towards Environmental Performance

The Green Human Resource Management (GHRM) variables of Practises have 4 research dimensions, namely Green compensation and reward, Performance management and appraisal, Green training and development and Green recruitment and selection with 12 valid and reliable questions given to 109 respondents. The results of the study show that Green Human Resource Management (GHRM) Practises has an influence on Environmental Performance in Employees of the Regional Secretariat of the Pasuruan City Government. Based on the data, the P-Value of 0.000 is smaller than 0.05 thus confirming the acceptance of the H3 hypothesis. The regression coefficient shows that every increase in the Green Human Resource Management (GHRM) variable of Practises can increase Environmental Performance by 38.9%.

In the implementation of Green Human Resource Management (GHRM) at the Regional Secretariat of the Pasuruan City Government, the practices adopted include four main dimensions: green compensation and rewards, performance management and assessment, green training and development, and green recruitment and selection. Green compensation and rewards are geared towards incentivizing employees who meet or exceed environmental performance targets. Performance management and appraisal involves assessing employee performance by considering sustainability factors. Green training and development focuses on increasing employee awareness and skills related to environmental practices, and green recruitment and selection prioritize the recruitment of candidates with high environmental awareness. The use of 12 valid and reliable questions to 109 respondents produced data showing a significant influence of GHRM practices on environmental performance.

Resource-Based View (RBV) emphasizes the importance of an organization's internal resources as the basis for gaining a competitive advantage. In the context of GHRM, RBV considers that green HR practices are a strategic resource that differentiates organizations and provides a competitive advantage through improved environmental performance. GHRM supports internal capacity building that increases the effectiveness of organizations in responding to environmental challenges. Because these resources are difficult for competitors to replicate, they provide significant long-term value, strengthening the organization's strategic position in the green economy.

Previous research has shown that GHRMs have an impact on environmental performance. A study by Dumont et al. (2017) explores how green HR practices, such as environmental training and sustainability criteria in performance assessments, directly affect resource efficiency and waste reduction. The results of this study are consistent with similar findings, showing that GHRM practices in the Regional Secretariat of the Pasuruan City Government are effective in facilitating the improvement of environmental performance.

Green Innovation mediate Green Human Resource Management (GHRM) Practises and Environmental Performance

The indirect effect of Green Human Resource Management (GHRM) Practises on Environmental Performance through Green Innovation with a regression coefficient of 0.316 with a positive relationship direction and P-Values of $0.000 < 0.05$. It can be concluded that

Practises' Green Human Resource Management (GHRM) through Green Innovation has a significant effect on Environmental Performance. So that the interpretation of the results of this test is that the higher the Green Human Resource Management (GHRM) Practises felt by the Employees of the Regional Secretariat of the Pasuruan City Government, it will affect Environmental Performance and Green Innovation is able to mediate the Employees of the Regional Secretariat of the Pasuruan City Government.

Green Innovation acts as a partial mediator in the influence between Green Human Resource Management (GHRM) Practices and Environmental Performance on Employees of the Regional Secretariat of the Pasuruan City Government. This is evident from the acceptance of the H1 hypothesis, which shows that GHRM Practices have a significant effect on Green Innovation, and the H4 hypothesis, which shows that GHRM Practices through Green Innovation have a significant effect on Environmental Performance. According to Ula et al. (2023), partial mediation occurs when the independent variable (X) still has a direct influence on the dependent variable (Y), but part of the influence is mediated by the mediator variable (M).

The practice of Green Human Resource Management (GHRM) has been effective in integrating environmental sustainability into various aspects of human resource management. These initiatives include green training, environmental performance-based compensation, and a recruitment and selection process focused on sustainability competencies. The presence of this GHRM practice is positively perceived by employees, and is proven to increase Green Innovation, which includes the development of more environmentally friendly products and processes as well as green managerial innovation. As a result, not only does it increase environmental awareness and competence among employees, but it also has a direct impact on improving the environmental performance of the organization.

The Resource-Based View (RBV) theory emphasizes the important role of unique and valuable internal resources in achieving competitive advantage. In the context of GHRM, this means that well-trained, motivated, and environmentally conscious human resources are considered strategic assets that can spark innovation and improvement of environmental performance. RBV supports the idea that an organization's success in implementing sustainability depends on their ability to manage these resources effectively, thereby not only creating added value but also ensuring business sustainability.

Previous research has shown that GHRMs can play an important role in mediating the relationship between green innovation and environmental performance. For example, a study by Dumont et al. (2017) shows that GHRMs act as a catalyst in adopting and implementing environmentally friendly innovations, which in turn improves environmental performance. These findings are consistent with research at the Pasuruan City Government Regional Secretariat, which shows that GHRM practices facilitate green innovation, and these innovations significantly improve environmental performance.

CONCLUSION

The study concludes that Green Human Resource Management (GHRM) practices significantly influence Green Innovation among employees of the Regional Secretariat of the Pasuruan City Government. Green Innovation, in turn, has a substantial and significant impact on Environmental Performance, highlighting its role as a critical driver of sustainable outcomes. Additionally, GHRM practices directly influence Environmental Performance, emphasizing the importance of environmentally oriented HR initiatives in fostering sustainable organizational practices. Furthermore, Green Innovation serves as a mediating factor, amplifying the positive and significant impact of GHRM practices on Environmental Performance, demonstrating the interconnected role of innovation in enhancing environmental sustainability within the organization.

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