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Green Human Resource Management (GRHM) Practices To Support Firm Performance in Jababeka Industrial Area, West Java, Indonesia

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Abstract

Sustainable industries, which center on the three primary pillars of economy, social, and environment, produce goods and services while maintaining ecological circumstances. One of the factors in achieving firm performance is leadership ethics. Business performance has been demonstrated to be impacted by initiatives relating to green innovation, green creativity, and green human resource management (GHRM). This study aims to determine how green thinking, green invention, and green human resource management (GHRM) act as moderating variables to influence corporate performance with regard to moral leadership. With the aid of the Smart-PLS program, a route analysis methodology is used as the research method in quantitative research. The population is employees who work in the JABABEKA industrial area, Cikarang, West Java, Indonesia. The results of the study show that leadership ethics has Green Creativity (GC), Green Human Resources (GHRM), and Green Innovation all experience direct and indirect benefits, innovation (GI) as moderating variables.

Keywords: Leadership Ethics, Company Performance, Green Creativity, Green Innovation and Green Human Resource Management (GHRM).

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Introduction

Green concept is included into all business departments, including HR, Marketing, Finance, and Information Technology, in organizations with a "Go green" history. In addition to focusing on financial and economic aspects, businesses are becoming aware that environmental and social factors are crucial for a successful business initiative (Aboramdan et al., 2020). Through the Jababeka Industrial Estate in Cikarang, West Java, PT Jababeka Infrastruktur implements the foundational ideas of sustainable development embracing the concepts of wasteless production, cleaner manufacturing, green productivity, and green businesses.

Sustainable industries, which center on the three primary pillars of economy, social, and environment, produce goods and services while maintaining ecological circumstances. The sustainable business sector aggressively averts, lessens, and eliminates trash and pollutants that degrade the environment's quality and carrying capacity. Leadership ethics, green creativity, green innovation, Green Human Resource Management (GHRM), among other things, is essential to advancing sustainable business. This is crucial for improving business performance and ultimately ensuring the viability of the sustainable development idea.

Based on demands from the government, environmental regulations and parties involved, Companies are starting to use Green Human Resource Management (GHRM) as a strategy, they can improve their reputation and accomplish environmental objectives. Therefore GHRM practices are important in efforts to improve organizational environmentally responsible behavior and competitive advantage (Guerci & Carollo, 2016). Based on these demands, PT Jababeka Infrastruktur through the Jababeka Industrial Estate in Cikarang, West Java, is trying to make this happen starting with providing an understanding of the significance of Green Human Resource Management (GHRM). According to Renwick et al. (2008), "Green Human Resource Management" (GHRM) integrates ways for utilizing human resource management techniques with environmental management. Organizations use GHRM to lower operating expenses, improve brand recognition, and boost employee morale. Any firm must now integrate environmental sustainability within its human resources department. The formulation of a competitive environment strategy is facilitated by a number of internal organizational elements. Effective leadership is one of these elements (Bahzar, 2019).

Given that ethics are the primary concern, the ethical leadership style is a good fit for this objective (Brown et al., 2005). In order to safeguard the interests of several stakeholders, including the company, its workers, and society, ethical leadership leverages its position, by acting in a morally upstanding manner. Such corporate leaders never make decisions without first considering how they will affect the environment, the organization, the workforce, and the community. When interacting with coworkers, the general public, and the environment, they act responsibly. They naturally gravitate toward taking action to save the environment. A leadership approach like this can benefit the sustainability of the environment.

To improve green competency, leadership support and employee involvement are crucial (Agarwal, 2014). It takes supportive leadership to increase employee capacities. Through green perks and rewards, GHRM policies help motivate employees. Employees should be given chances to practice pro-

environmental behavior and have the freedom to work on innovative ideas.
According to Chen and Chang (2013), " the creation of fresh concepts for environmentally friendly products, services, practices, or activities that are seen as novel, advantageous, and original what is meant by "green creativity" (GC). It is commonly believed that innovation within organizations and problem-solving depend on creativity. Businesses in the green era are not only encouraged but also assisted in overcoming environmental disturbances through environmental sustainability.
The most crucial factor in producing novel solutions is creativity. Chen and Chang (2013) stated that Innovation is the process of putting novel ideas into reality to enhance a company's procedures, practices, or products in an organization. A fresh and beneficial idea in a firm is what is meant by the word "creativity." In light of the growing public awareness of ethical business practices, Chen and Chang (2013) created the phrase "green innovation," which is still relatively new. Since both creativity and innovation place a strong emphasis on putting ideas into practice, creativity is sometimes thought of as the foundational stage of business innovation. Chen and Chang (2013) used GC to make their initial proposal institutional creativity theory.

Research purposes

The purpose of this study is to investigate how green thinking, green invention, and green human resource management (GHRM) as a whole affect corporate performance moderating variable with a sampling of the population being employees who work in the JABABEKA industrial area, Cikarang, West Java, Indonesia

Literature Review

Ethical Leadership (EL)

The phrase " the demonstration of normatively acceptable behavior through one's own actions as well as through interpersonal interactions " is how Brown, et al. (2005) defined the idea of ethical leadership.
It also entails encouraging followers to act in this way through open dialogue, positive reinforcement, and group decision-making. High moral and ethical standards are what define this approach (Ahmad, Green human resource management: Policies and practices, 2015).
Because it encourages ethical behavior among employees through advantageous ethical behavior, it is regarded as one of the transactional ways to promoting morality (Brown et al., 2005). Among the characteristics shared by ethical leaders are honesty, reliability, integrity, and fairness (Brown & Trevio, 2006). Other leadership philosophies, such authentic or transformational leadership, also have an ethical component; however, ethical leadership philosophies place a greater emphasis on morality, justice, and ethics (Brown & Trevio, 2006). The term "transformational leader" can refer to either an actual a transformative leader fake one (Barling et al., 2008). While pseudo- In contrast to transformational leadership, which is characterized by immoral behavior and disrespect for the company, Strong ethical character and an eagerness to serve the organization are characteristics of genuine transformative leadership.

Green Human Resources Management (GHRM)

The concept of "Green HRM" encompasses not just environmental awareness but also, from a more comprehensive standpoint, the social and

economic health of the business and its personnel.

Before moving on, we first ask, Please describe Green HRM? It involves using HRM principles to promote enterprises' efficient resource usage and, more broadly, the advocacy of environmental sustainability causes, claim Marhatta and Adhikari (2013). the creation of a knowledgeable green workforce, values, and upholds green goals is directly the responsibility of GHRM. This is accomplished by ensuring that the company's human capital is recruited, hired, trained, compensated, developed, and promoted to maintain its green goals (Mathapati, 2013). It alludes to systems, protocols, and policies that create making choices that are best for everyone of individuals, society, the environment, and business organizational personnel environmentally friendly (Opatha & Arulrajah, 2014).

According to Opatha and Arulrajah (2014), GHRM refers to procedures and regulations that support staff members' adoption of green behavior, which helps individuals, groups, communities, and the environment. According to Marhatta and Adhikari (2013), GHRM promotes sustainable resource usage inside organizations and supports environmental sustainability causes. The approach aims to lower expenses, reduce carbon footprint, boost productivity, and raise employee understanding of green efforts. When it comes to GHRM, a multitude of HR activities, including employee engagement, recruiting The goal of developing a workforce that recognizes and supports pro-environmental behavior is achieved through the development of people selection, performance management, training, remuneration, and incentive systems (Mathapati, 2013). employing environmentally friendly hiring processes and choosing workers who uphold green habits and are conscious of their part in maintaining the surroundings (Peerzadah, et al., 2018).

Green training aims to raise staff members' awareness of environmental issues, foster a green mindset among them, and provide them with the knowledge and skills needed to cut down on waste and conserve energy (Zoogah, 2011). Green performance management entails including eco-friendly behaviors in the evaluation process, which encourages employee compliance (Mishra, 2017). According to Opatha and Arulrajah (2014), green awards are meant to offer staff both monetary and non-monetary incentives for high environmental performance. Employee involvement places a focus on the participation of employees in decision-making that affects their work (Ababneh, 2021). Empowerment of green employees plays an important role in preventing workplace pollution.

This GHRM strategy gives workers opportunity to broaden their knowledge and hone their abilities in environmental sustainability while encouraging environmentally friendly behavior. In order for GHRM to be adopted by the organization as its primary business strategy, HR policies must be integrated with the goals of organizational environmental management (Ahmad, 2015).

Green Creativity (GC)

The secret to coming up with original and practical ideas that eventually lead to the creation of innovations is creativity. The development of fresh, practical concepts for eco-friendly products, eco-friendly procedures, eco-friendly services, and eco-friendly activities (Chen & Chang, 2013). To make it a top priority, substantial commitment from high management is necessary. Through encouragement and the creation of a

supportive environment, leadership may enhance employee green innovation.
Thinking outside the box and developing fresh concepts are the essence of creativity and open doors to new chances (Ahmed et al., 2021). Employees frequently argue with their managers when developing new ideas (Cheung & Wong, 2011). Creativity requires taking chances, defying conventional wisdom, questioning authority, and engaging in productive confrontation (Baucus et al., 2008). In this situation, the leader's encouraging demeanor motivates staff to look for new employment options without hesitation. According to research, employees who work for supportive and motivating leaders tend to be more creative.

Green Inovation (GI)

Two categories of Green Innovation (GI) work are typically recognized. The first describes GI as business's capacities, whilst the second characterizes it as a practice involving the organizational environment. According to organizational practices, "Innovation in hardware or software for green goods or procedures" is what is referred to as "green innovation" (GI) (Song & Yu, 2018). It is hypothesized that GI is made a combination of management techniques and technical developments that improve environmental and organizational (OP) performance and provide organizations a competitive edge. Other academics advise that GI is made up of distinctive or modified systems, processes, goods, and behaviors that improve the environment and support a business' sustainability.
GI is described as "new or altered goods and methods, including managerial and organizational innovations that support environmental sustainability" in a recent research. Additionally, GI can be used to describe "creative initiatives that generate environmental benefits while reducing adverse environmental impacts." GI is separated into two categories, such as "green process inventions" or "greening" corporate practices and "green product innovations" (offering new environmentally friendly items to consumers).
It is suggested that GIs should be classified differently from other innovative maneuvers as not only harvesting spill consequences for exploration and expansion efforts but also optimistic external holdings such as enlargement in the atmosphere. Environmental regulations can result in a "win-win situation" because they can increase profits while reducing pollution.
Utilization of GI practices within and outside the company boundaries is critical to influencing economic and ecological performance goals. Additional driving forces for GI practices adoption and corporate environmental responsibility include stakeholder pressure, organizational support, and social expectations.
Additionally, innovation capabilities services for Green innovation significantly affects sustainability performance through regulation, supplier intervention, and technology. Promoting environmental awareness by highlighting directly and indirectly benefits effects of environmental management methods on environmental performance.

Firm Performance

The idea of "firm performance" is broad and centers on making money. This is good governance for governmental or non-governmental organizations (NGOs) and the delivery of high-quality social services to individuals or communities. The idea of corporate performance is not only all-encompassing, but also dynamic. Due to the company's emphasis on various time periods, the definition evolved from decade to decade, making it

challenging to define the notion precisely (Taouab & Issor, 2019).

The effectiveness and efficiency with which a corporation makes use of its finite resources—land, labor, and capital—to generate value is referred to as its performance. According to Burhan and Ramanti (2012), creating value entails making enough money while also attending to the requirements of a variety of stakeholders. For a business to survive, it is crucial that it can manage both its financial and non-financial activities (Taouab & Issor, 2019). This is referred to as being sustainable when it is accomplished at a significant level within an organization. Evaluations of a company's performance that are "financially and non-financially" based are feasible. By applying GI practices, organizations can increase productivity while saving money on environmental costs.

Similarly, businesses can open up new markets and expand their market share by utilizing and embracing environmental practices. Long-term organizational objectives, advancement in non-financial performance, and an improvement in the company's brand and image can all be shown through increased customer loyalty and new members of the customer base. At GI, innovators will benefit from a "first mover advantage," which is equivalent to a better brand reputation, more expensive products, superior competitive positioning, and new market prospects. The practice of green innovation (GI) benefits OP. Additionally, 83 New Zealand businesses came to the conclusion that GI positively impacts business performance.

From the description above, the proposed framework, where leadership ethics influences the Company's performance through Green Creativity (GC), green human resources (GHRM) and green innovation (GI) as moderating variables.

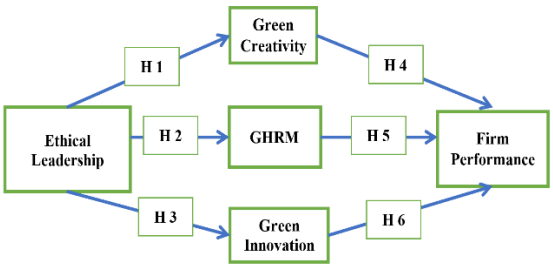


Figure 1. Theoretical Framework

Methodology

In this quantitative investigation, a route analysis approach is applied with the help of the Smart-PLS application. According to Rahadi, (2023), PLS (Partial Least Squares) is a type of structural equation analysis (SEM) that can assess both structural and measurement models at once. The validity and reliability of the evaluation model are assessed.

The structural model (inner mode) and the measurement model (outer model) may be evaluated by PLS in order to assess the model, helped by the smartPLS software, whereas the causality and predictive power of the structural model are address the formulation of the research problem. The development of this research refers to the findings of the study of Song et all., (2020); Fang et all., (2022) and (Joong et all., 2019) using the research method to be carried out, namely a quantitative approach, then presented in narrative form. The population is employees who work in the JABABEKA industrial area, Cikarang, West Java, Indonesia, with a total of 1300 employees, using the slovin formula to find a sample $n = N / (1 + (N \times e^2))$, with an error margin set at 5%, then obtained the number of samples as respondents as many as 306 employees who work in various sectors.

Results

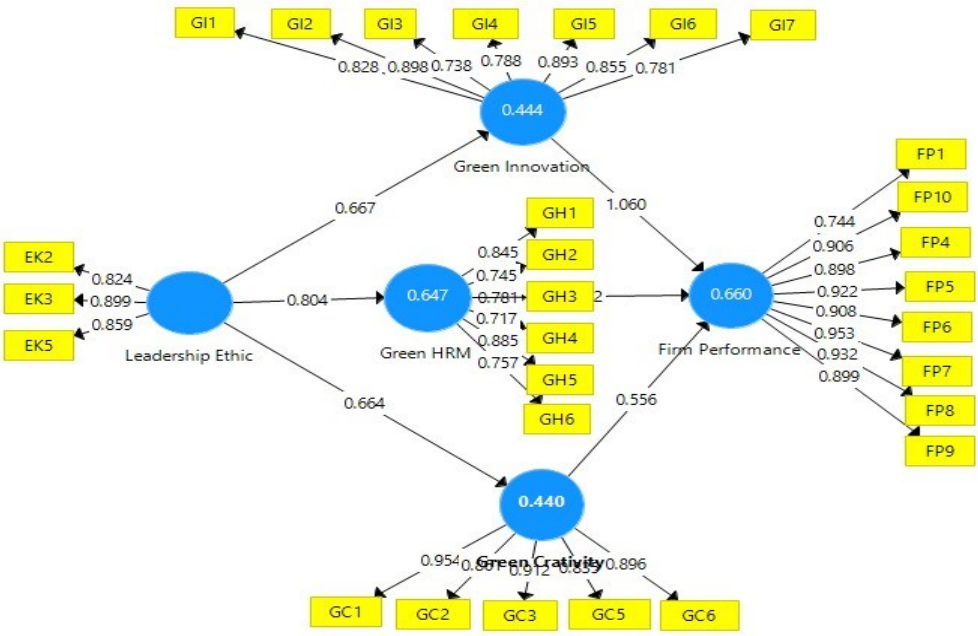
Table 1. Demographical Profile

		Frequency	Percent
Gender	Male	200	65,4%
	Female	106	34,6%
Length of work	Less than 1 Year	26	8,5%
	2 to 5 Year	153	50%
	More than 5 Year	127	41,5%
The type of company	Manufacturing	245	80%
	Health	15	5%
	Education	10	3%
	Banking	6	2%
	Retail	30	10%

200 men (65.4%) and 106 women (34.6%) make up the respondents, according to the respondents' profile. 26 respondents (8.5%) worked less than 1 year, 153 respondents (50%) worked between 2 to 5 years and 127 respondents (41.5) worked more than 5 years. Company types include manufacturing 245 respondents (80%), health 15 respondents (5%), education 10 respondents (3%), banking 6 respondents (2%) and retail 30 respondents (10%).

Next, data processing is carried out using Smart-PLS with several modification stages as shown in Figure 2 as follows:

Figure 2. Results of Data Processing



According to the findings of the validity test of the factors for ethical leadership (EL), firm performance (FP), green human resource management (GHRM), green innovation (GI) and green creativity (GC) it was found that 33 statement items stated that there were 5 statement items that were invalid because outer loading value < 0.7. The statement items are KE 1 and 4 from the Ethical Leadership (EL) variable. GC4

statement items from the Green Creativity (GC) variable. The statement items are FP 2 and 3 from the Firm Performance (FP) variable. After re-modification, all variables are declared valid. As shown in Figure 2 and Table 2. This means the .

statement items in the variables Ethical Leadership (EL), Firm Performance (FP), Green Creativity (GC), Green Innovation (GI) and Green Human Resource Management (GHRM) declared valid and fit to be used as a research instrument

Table 2. Recapitulation of Data Processing Results

Constructs		Items	Loading	Cronbach's Alpha (Ca)	Composite Relibility (CR)	Ave
		GH1	*0,845*	*0,879*	*0,909*	*0,625*
	Green	*GH2*	*0,745*			
HRM		*GH3*	*0,781*			
		GH4	*0,717*			
		GH5	*0,885*			
		GH6	*0,757*			
		EK2	*0,824*	*0,828*	*0,896*	*0,742*
	Ethical	*EK3*	*0,889*			
Leadership		*EK5*	*0,859*			
		FP1	*0,774*	*0,965*	*0,970*	*0,805*
	Firm	*FP4*	*0,898*			
Performance		*FF5*	*0,922*			
		FP6	*0,908*			
		FP7	*0,952*			
		FP8	*0,932*			
		FP9	*0,889*			
		FP10	*0,906*			
		GI1	*0.828*	*0,923*	*0,938*	*0,685*
	Green	*GI2*	*0,898*			
Innovation		*GI3*	*0,738*			
		GI4	*0,788*			
		GI5	*0,893*			
		GI6	*0,855*			
		GI7	*0,781*			
		GC1	*0,954*	*0,936*	*0,951*	*0,796*
	Green	*GC2*	*0,861*			
Creativity		*GC3*	*0,912*			
		GC4	*0,835*			
		GC5	*0,896*			

results of processing reliability tests on the variables Ethical Leadership (EL), Firm Performance (FP), Green Creativity (GC), The estimated model's constructs for green human resource management (GHRM) and green innovation (GI) all received Composite Reliability (CR) values more than 0.7, indicating that they all match the requirements for discriminant validity.

There are two ways to assess the reliability of a study: Cronbach's Alpha and Composite Reliability Scores and dependability of research instruments for reflective indicators. If both the composite reliability rating and the Cronbach's alpha value are greater than 0.8, the instrument is considered reliable. Table 2 demonstrates that all variables have been deemed trustworthy and legitimate.

Additionally, it is advised that the AVE (Average Variance Extracted) be greater than 0.5 for each construct, according to Hair et all. (1998). According to Table 2, the root value of the AVE for each construct is more than or equal to 0.5. Thus, all of the Average Variance Extracted (AVE) test's results are trustworthy. All statement items were found to meet the criteria for inclusion in research instruments based on the outcomes of all instrument tests used for the validity and reliability test.

Hypothesis Testing

The results of evaluating the Inner Model (structural model), which comprises of the output r-square, parameter coefficients, and t-statistics, are used to evaluate hypotheses. to determine if a hypothesis should be accepted or rejected by taking into account the significance of the connections between the constructs, t-statistics, and p-values. The SmartPLS (Partial Least Square) 3.0 program was used to test the research hypothesis. The bootstrapping results show these values. The beta coefficient is positive and the rules of thumb are employed with a 0.05 (5%) p-value significance threshold. Table 3 provides the following information to illustrate the importance of verifying the study's premise:

Table 3. Estimation of Path Coefficients and T-Statistics Total Effects

No	Paths	T Statistics	P value	Decisions
1	Green HRM > Firm Performance	10,076	0,000	Significant
2	Green Creativity > Firm Performance	6.433	0,000	Significant
3	Green Innovation > Firm Performance	10.331	0,000	Significant
4	Ethical Leadership > Green Creativity	25.744	0,000	Significant
5	Ethical Leadership > Green HRM	51,060	0,000	Significant
6	Ethical Leadership > Green Innovation	23,249	0,000	Significant
7	Ethical Leadership > Green HRM > Firm Performance	6.526	0,000	Significant
8	Ethical Leadership > Green Creativity > Firm Performance	9,192	0,000	Significant
9	Ethical Leadership > Green Innovation > Firm Performance	9,424	0,000	Significant

Based on the structural equation that is formed,

1. It is evident that the green human resources management path coefficient is positive, indicating that green human resources management has a positive impact on firm performance, with the greater the green human resources management, the higher the firm performance. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The Green HRM route coefficient to Firm Performance has a t-statistics value of 10.952 > 1.96 (the typical Z-score value for = 0.05), and the P-value is 0.000 < 0.05. in order to confirm the fifth hypothesis, or H5, of the study.

2. It is evident that the Green Creativity path coefficient is positive, demonstrating that Green Creativity positively influences Firm Performance, with a positive inverse relationship between Green Creativity and Firm Performance. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The Green Creativity Path Coefficient to Firm Performance has a t-statistics value of 6.433 > 1.96 and a P-value of 0.000 < 0.05 (the standard Z-score value for = 0.05). in order to confirm the fourth research hypothesis (H4).

3. The positive path coefficient for green innovation indicates that it has a positive impact on firm performance, with the firm performance increasing as green innovation increases. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The path coefficient of green innovation towards firm performance has a t-statistics value

of 10,331> 1.96 (normal Z-score value for 0.05) and a P-value of 0.000 < 0.05. The sixth accepted research hypothesis (H6) is as a result.

4. It is clear that Ethical Leadership has a positive impact on Green Creativity, as evidenced by the positive path coefficient of Ethical Leadership. The greater the Leadership Ethics, the better the Green Creativity. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The Ethical Leadership path coefficient towards green creativity has a t-statistics value of 25,744 > 1.96 (normal Z-score value for 0.05) and a P-value of 0.000 < 0.05. As a result, the initial research hypothesis (H1) is accepted.

5. It is evident that Leadership Ethics has a positive path coefficient, which implies that it has an impact on Green HRM. The higher the Ethical Leadership, the higher the Green HRM. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The Ethical Leadership path coefficient towards Green HRM has a t-statistics value of 51.060 > 1.96 (the typical Z-score value for = 0.05) and a P-value of 0.000 < 0.05. The second accepted research hypothesis (H2) is as a result.

6. Ethical Leadership may be seen to have a positive path coefficient, which indicates that it has a positive impact on green innovation. The higher the Ethical Leadership, the greater the Green Innovation. Each additional leadership unit will result in a 0.389-unit boost in employee satisfaction. The Ethical Leadership path coefficient towards green innovation has a t-statistics value of 23.249 > 1.96 (the typical Z-score value for = 0.05) and a P-value of 0.000 0.05. in order to confirm the third research hypothesis (H3)

7. In contrast, when the indirect effect (Specific Indirect effect) is looked at, it is known that the indirect impact of leadership ethics on firm performance through green human resource management is positive with a t-statistics value of 6,526> 1.96 and a value of Sig. of 0.000 0.05, which demonstrates the existence of a mediating role for green human resource management on the impact of ethical leadership on firm performance.

8. In addition, it is known that the indirect impact of ethical leadership on firm performance through green creativity is positive with a t-statistics value of 9.192 > 1.96 and a Sig. of 0.000 0.05, which supports the idea that green creativity plays a mediating role in the relationship between ethical leadership and business performance.

9. In contrast, when the indirect effect (Specific Indirect effect) is looked at, it is known that the indirect impact of leadership ethics on firm performance through green innovation is positive with a t-statistics value of 9.424 > 1.96 and a Sig. of 0.000 0.05, which demonstrates the existence of a mediating role for green innovation on the impact of leadership ethics on firm performance.

Discussions

In this study, it describes how the ethical leadership policy has an impact on company performance through Green Creativity (GC), Green innovation (GI) and green human resources (GHRM) are the moderating variables. The results of the study indicate that green creativity is influenced by moral leadership, GHRM and green innovation in improving the Company's both directly and indirectly performance.

The research The findings are consistent with studies by Chen and Chang (2013) and Al-Hawari et al. (2021). These results also show that Green Creativity (GC), green innovation (GI) and green human resources (GHRM) and have influenced the performance of the Company. The findings of the empirical investigations

undertaken (Chaudhry & Amir, 2020; Dumont et al., 2017; Saeed et al., 2019) are supported by these findings. Good ethical leadership can be applied by leaders and will have an impact on all employees, where employees can apply Green Creativity (GC), green human resources (GHRM) and green innovation (GI) as media in improving the Company's performance. These results will certainly be able to help companies to achieve long-term competitive advantages Green Creativity (GC), green human resources (GHRM) and Green Innovation (GI).

Ethical Leadership in the view of Freire and Bettencourt (2020) has become one of the important and crucial discussions, especially in business-oriented organizations, to create high-quality social relations between leaders and members of the organization (Ren & Chadee, 2017). Ethical leadership in an organizational environment that is complex plays a significant part in raising performance standards and increasing employee innovative performance to face various existing competitions (Ullah, Mirza, & Jamil, 2021).

Using GHRM as a strategy (Green Human Resource Management), businesses can improve their reputation and pursue environmental objectives. Therefore GHRM practices are important in efforts to improve organizational environmental performance and achieve competitive advantage (Ullah, Mirza, & Jamil, 2021).

Based on the above research related to Green Innovation, several researchers stated that the recruitment of environmentally friendly human resources increases the attractiveness of organizations in terms of environmental management, because hiring workers who are in line with environmentally friendly values will make workers involved in activities that are more environmentally friendly. Employees with a high level of ability and environmental sensitivity can generate more useful and new ideas for environmental management, thereby increasing the organization's Green Innovation.

Green Innovation refers to innovations that mitigate environmental impacts, are also in line with the achievement of organizational environmental goals and generate benefits for the environment. An efficient strategy to boost employee environmental engagement and the propensity for eco-friendly innovations is through environmentally friendly performance management. Enhancing green creativity depends on how well the company's environmental strategies and associated human resource management (HRM) procedures work together. In other words, a business must motivate its staff to take an active role if it hopes to improve environmental management and foster green creativity.

Conclusions and Recommendations

The importance of moral leadership in reaching strategic decisions and attaining business success through green talent management, green innovation, and green technology. Employers can use green initiatives like green human resources management (GHRM), green innovation (GI), and green creativity (GC) to motivate staff to put the environment first in all of their endeavors. By doing this, it is hoped that both the company's performance and the environment in which it operates will improve. The study's conclusions serve as a generalization of the data and will offer ramifications from both a theoretical and practical standpoint.

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