

# The Influence of GHRM and Organizational Culture on Environmentally Friendly Companies

GHRM and  
Organizational  
Culture

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Submitted:

13 OCTOBER 2023

Accepted:

21 DECEMBER 2023

## ABSTRACT

The purpose of this study is to analyze the role of organizational commitment as mediating the influence of GHRM & organizational culture on Eco Friendly at Dishub Boyolali. This research method is quantitative. The population in the study were employees of the Boyolali Regency Transportation Office. In sampling this study using non-probability sampling method with purposive sampling. The number of samples of this study were 100 respondents. The data analysis method uses SMART PLS. The results of this study are that GHRM has a negative and insignificant effect on Eco-Friendly at the Boyolali Transportation Office. Organizational Culture has a positive and significant effect on ECO Friendly at the Boyolali Transportation Agency. GHRM has a positive and significant effect on organizational commitment at the Boyolali Transportation Agency. Organizational culture has a positive and significant effect on organizational commitment at the Boyolali Transportation Agency. Organizational commitment has a negative and insignificant effect on mediating the effect of GHRM on eco-friendly. Organizational commitment mediates organizational culture on eco-friendly negatively and insignificantly.

**Keywords:** Eco Friendly, GHRM & Organizational Culture, Organizational Commitment

## ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis peran komitmen organisasi sebagai pemediasi pengaruh GHRM & budaya organisasi terhadap Eco Friendly di Dishub Boyolali. Metode penelitian ini adalah kuantitatif. Populasi dalam penelitian adalah pegawai Dinas Perhubungan Kabupaten Boyolali. Dalam pengambilan sampel penelitian ini menggunakan metode non probability sampling dengan purposive sampling. Jumlah sampel penelitian ini sebanyak 100 responden. Metode analisis data menggunakan SMART PLS. Hasil dari penelitian ini adalah GHRM berpengaruh negatif dan tidak signifikan terhadap Eco-Friendly di Dinas Perhubungan Kabupaten Boyolali. Budaya Organisasi berpengaruh positif dan signifikan terhadap Eco Friendly pada Dinas Perhubungan Boyolali. GHRM berpengaruh positif dan signifikan terhadap komitmen organisasi pada Dinas Perhubungan Boyolali. Budaya Organisasi berpengaruh positif dan signifikan terhadap Komitmen Organisasi pada Dinas Perhubungan Boyolali. Komitmen organisasi berpengaruh negatif dan tidak signifikan dalam memediasi pengaruh GHRM terhadap eco friendly. Komitmen organisasi memediasi budaya organisasi terhadap eco friendly secara negatif dan tidak signifikan.

**Kata kunci:** Ramah Lingkungan, GHRM & Budaya Organisasi, Komitmen Organisasi

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 12 No. 1, 2024  
pp. 95-104  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v12i1.2393

## **INTRODUCTION**

Human resources are a crucial element in the success of an organization or company. The presence of humans is not just a component but the main driver that determines the direction and performance of an entity. The quantity of human resources in Indonesia must align with the level of productivity produced. Quality productivity becomes a significant contribution of human resources in the organizational context. This quality encompasses not only technical abilities but also institutional aspects, professionalism, and creativity in problem-solving. Human resource management plays a central role as a catalyst for change, managing internal organizational dynamics, and creating a work environment that supports the growth and development of human resources. Supardi and Aulia (2022) highlight that competent human resources provide positive contributions. The success of a country is not only determined by physical infrastructure but also by the excellence of human resources. Human capabilities in facing change, managing innovation, and adapting to the dynamic business environment are key to success.

The human resources needed by an organization or company not only require physical presence but also adequate capabilities. Emphasizing both soft skills and hard skills, organizations can optimize performance and efficiency in completing tasks. Skills that align with job requirements ease the responsibilities for employees. To enhance a company's competitiveness, employees need to continually develop their skills to keep up with technological advancements and changes in the times. Hustia (2020) emphasizes the importance of human resource adaptation to globalization changes. This era significantly impacts both technological progress and mindset changes. In the context of developing a company with a good reputation, the role of high-quality and continuously developing human resources becomes crucial.

Investing in employee development is not only for individual benefits but also as a long-term strategy for the success and sustainability of the company. Human resource management is now one of the ways used to solve issues in the environment of outstanding staff compared to other workers (Sinambela & Lestari, 2021). This is done to maintain the continuity and progress of a company or organization. The cooperation and contribution of each division influences the running of the organization and company. Therefore, placing each part must align with the foundation and abilities for more effectiveness and efficiency. Various efforts have been made to improve employee performance by conducting training and development. These can take the form of workshops, benchmarking studies, webinars, training, and the like. The training aims to enhance theoretical knowledge and skills (Gunawan et al., 2020). The purpose of this study was to analyze the role of organizational commitment as a mediator in the influence of GHRM & organizational culture on Eco Friendly at Department of Transportation (*Dinas Perhubungan/Dishub*) Boyolali.

## **LITERATURE REVIEW**

In achieving sustainable human resources, the cooperation of all members of the organization is crucial. The harmony between humans and the environment is a central element of Green Human Resource Management (GHRM). The increasing environmental damage caused by the production and operational activities of organizations, both companies and governments, without considering the impact on the environment, demands the need for sustainable measures. GHRM is an approach that applies sustainability principles in carrying out human resource management functions. Human resources with awareness of environmental sustainability become the focus in the Green HRM paradigm. In a study conducted by Luturlean et al. (2020), it was found that the implementation of GHRM involves human resources that care about the green environment. This includes attitudes and actions that support environmentally friendly practices, such as efficient energy use, waste reduction, and increased environmental awareness in the workplace. Thus, GHRM is not just a strategy to improve organizational performance but also a real contribution to environmental preservation.

The implementation of Green Human Resource Management (GHRM) is evident in the government office in Boyolali, which actively pays attention to GHRM principles. This step demonstrates a commitment to improving work comfort, productivity, and simultaneously preserving the environment. GHRM is implemented as a strategy to support movements towards environmentally friendly practices. Awareness of the importance of environmental considerations has guided organizational decisions, where efforts to minimize negative impacts on the ecosystem become a priority. This proactive step is taken to achieve the well-being of employees and the goals of the organization. As mentioned by Haryono & Octavia (2020) and Setyadi & Imaroh (2017), the understanding that environmental consideration can provide work comfort and align with organizational goals. GHRM helps create a more positive and sustainable working environment, which in turn can increase employee productivity. By integrating GHRM principles, the government office in Boyolali shows that responsibility for the environment is not only the domain of the business sector but also the public sector.

This sets a positive example for other government agencies to follow suit in implementing practices that support sustainability and collective well-being. According to Rosalin et al. (2022), being eco-friendly involves efforts to promote environmentally friendly behavior in the use of items, aiming to minimize environmental waste in organizational operations. This can have a significant impact on the surrounding environment. When using office supplies, it is essential to consider the potential impacts that may arise afterward. As part of the younger generation, active participation in environmental preservation is crucial to maintaining a comfortable working atmosphere. When the environment is well-maintained, it undoubtedly contributes to a positive work environment (Fadhillah & Saputra, 2021; Sari & Putri, 2023).

## **METHODS**

The research method uses quantitative research methods. This type of research is carried out by means of a survey, namely by conducting a survey directly at the Boyolali Transportation Service office and collecting it using a questionnaire technique. This research uses primary data which in its preparation was obtained from direct searches by employees who work in the office. The method used to collect data in this research was by distributing questionnaires. The questionnaire uses a Likert scale format with the scale often used in preparing questionnaires, namely the interval scale (Sugiyono, 2016). The population in the study were employees of the District Transportation Service. Boyolali. The sample collection technique in this research is to use a saturated sampling technique, namely using the entire population as a sample in the research according to (Sugiyono, 2016). The sample calculation technique follows Malhotra, namely 20 question indicators  $\times 5 = 100$ . So, the number of samples used in this research is 100 people from all employees of the Boyolali Transportation Service. In taking samples, this research used a non-probability sampling method with purposive sampling. Researchers provide specific criteria and interpretations of this research, namely, Respondents are employees of the Boyolali Transportation Department. Respondents have knowledge about GHRM. Respondents care about the environment. The data analysis method uses SmartPLS PLS to predict and explore complex models without too strict data conditions (Gio, 2019). In analyzing the data using the Partial Least Square (PLS) technique. The software used to help is SmartPLS.

## **RESULTS**

Convergent validity is one of the important aspects in factor analysis or measurement construction. Convergent validity measures the extent to which indicators that are supposed to measure the same concept actually correlate with each other. The outer loading value is used to assess convergent validity. The external loading value is a measure of the extent to which each indicator reflects the construct measured by a particular latent variable or concept. To assess convergent validity, an indicator is considered to meet good criteria if the indicator's outer loading value is greater than 0.7. If the external loading

value of an indicator exceeds 0.7, it indicates that the indicator effectively reflects the concept measured by the latent construct or variable, and therefore, it can be considered to meet the criteria of good convergent validity. This indicates that the indicator makes a significant contribution to the concept being measured.

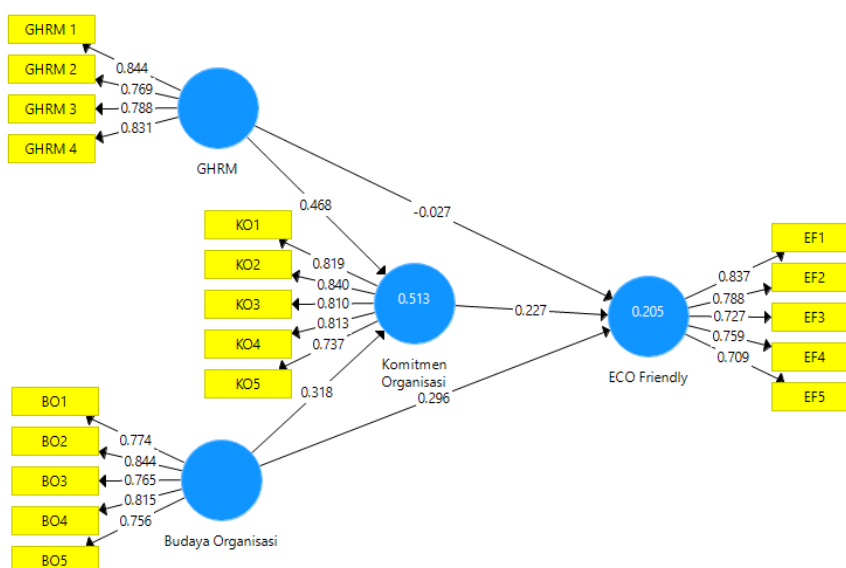


Figure 1. Outer Model

Table 1. Outer loading result

Indicators	GHRM	Organizational Culture	ECO friendly	Organizational Commitment
BO1	0,774			
BO2	0,844			
BO3	0,765			
BO4	0,815			
BO5	0,756			
EF1				0,837
EF2				0,788
EF3				0,727
EF4				0,759
EF5				0,709
GHRM1	0,844			
GHRM2	0,769			
GHRM3	0,788			
GHRM4	0,831			
KO1			0,819	
KO2			0,840	
KO3			0,810	
KO4			0,813	
KO5			0,737	

Source: Data processed 2023

Description: X1 = GHRM, X2 = Organizational Culture, Y = ECO friendly, Z = organizational commitment. Based on Table 1, that many research variables have an outer loading of > 0.7. The results of the data not have indicators whose outer loading value is < 0.5, so the indicators can be declared feasible and valid. Discriminant validity is known by the Average Variance extracted (AVE) method for each indicator with criteria of > 0.5 said to be valid.

Table 2. Results Average Variance Extracted (AVE)

Variable	AVE	Description
GHRM (X1)	0,654	Valid
Organizational Culture	0,627	Valid

ECO Friendly (Y)	0,647	Valid
Organizational Commitment (Z)	0,586	Valid

Source: Data processed 2023

From Table 2, it is obtained that the AVE value of all variables which means that all variables have good discriminant validity values. Composite reliability is used to test the reliability value of variable indicators. The variable can be declared fulfilled if the composite reliability value is  $> 0.7$ . The following are the results of the composite reliability of each variable.

Table 3. Result's Composite reliability

Variable	Composite Reliability	Conclusion
GHRM (X1)	0,883	Reliable
Organizational Culture (X2)	0,893	Reliable
ECO Friendly (Y)	0,902	Reliable
Organizational Commitment (Z)	0,876	Reliable

Source: Data processed 2023

Based on Table 3, it is obtained that the Composite reliability value of all variables is, which means that all variables are proven reliable. Cronbach's Alpha is used to strengthen the reliability test with composite reliability. The variable is said to be reliable if the Cronbach's alpha value is  $> 0.7$ . Here is the Cronbach's alpha value of each variable.

Table 3. Cronbach's Alpha Results

Variable	Cronbach's Alpha
GHRM (X1)	0,883
Organizational Culture (X2)	0,893
ECO Friendly (Y)	0,902
Organizational Commitment (Z)	0,876

Source: Data processed 2023

Based on Table 4, the value of Cronbach's alpha for all variables means that all variables are reliable. The multicollinearity test aims to determine multicollinearity between variables by looking at the value of the correlation between independent variables. This applies if the VIF (Variance Inflation Factor) value is  $< 5$ , meaning that the regression model is free from multicollinearity. The results of the multicollinearity test for each variable are as follows.

Table 4. Multicollinearity Test Results

Variable	ECO Friendly	Organizational Commitment
GHRM	1.742	2.192
Organizational Culture	1.742	1.950
ECO Friendly		2.055
Organizational Commitment		1.716

Source: Data processed 2023

From Table 5, it is found that the VIF value of each variable is less than 3, so it can be concluded that the model is free from multicollinearity symptoms. Coefficient (R-Square) is used to measure the number of dependent variables fulfilled by other variables. From the results of data processing with smart PLS 3.0, the R-Square value is obtained.

Table 5. R Square Results

Variable	R Square	R Square Adjusted
ECO Friendly	0,205	0,180
Organizational Commitment	0,513	0,503

Source: Data processed 2023

From Table obtained that the influence of the Eco-friendly variable is 0.205 or 20.5%. While the influence on the organizational commitment variable is 0.513 or 51.3%. Structural model testing is carried out with regard to Q (predictive relevance). To find out

the predictive capability of how good the value is. The resulting value is 0.02 (small), 0.15 (medium), 0.35 (large) which gives an influence on the structural level. Based on data processing carried out using smart PLS 3.0, the F-square is obtained in Table 6 :

**Table . 6 F-Square Results**

Variable	ECO Friendly	Organizational Commitment
GHRM (X1)	0,258	0,000
Organizational Culture (X2)	0,119	0,057
ECO friendly (Y)		0,032
Organizational Commitment		

*Source: Data processed 2023*

From the results of this data, it shows that the predictive capability of GHRM value on ECO friendly is 0.258 classified as medium. Organizational culture towards ECO friendly of 0.119 is medium and organizational culture towards organizational commitment of 0.057 is small. ECO friendly to organizational commitment is small. Good of fit assessment can be known from the Q-Square value. Q-Square means the same as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better the model can be said to be. From the results of the data calculation, the Q-square value is 0.5924. Indicates that the amount of research data information explained in this model is 59.24%, while 40.76% is explained by other factors. From this research it is stated that it has a good goodness of fit.

The hypothesis is accepted if the p values <0.05. In this study, there are direct effects and indirect effects because there are independent, dependent, and intervening variables.

**Table 7. Direct Influence Path Results**

	Influence Test	Original Sample (O)	T Statistics (O/STDEV)	P Values
H1	GHRM => ECO friendly	-0.027	0.150	0.881
H2	Organizational Culture => ECO Friendly	0.296	2.282	0.023
H3	GHRM => Organization Commitment	0.468	4.447	0.000
H4	Organizational Culture => Organizational Commitment	0.318	3.273	0.001
H5	GHRM => Organizational Culture => Eco Friendly	0.227	1.466	0.143

*Source: Data processed 2023*

From the results of Smart PLS 3.0 data processing, it shows that; The first hypothesis which tests whether Green Human Resource Management (GHRM) has a significant effect on ECO friendly. The results of the data processing show a t-statistic value of 0.150 with an effect of -0.027 and a p value of 0.881. With a t-statistic value <1.96 and a p value > 0.05, it can be concluded that H1 is rejected. The second hypothesis which tests Organizational Culture has a positive and significant effect on ECO Friendly, as evidenced by the sig value of 0.023, meaning that 0.023 <0.05 means that there is a positive and significant effect of organizational culture variables on ECO friendly. From these results, it shows that the second hypothesis which states that organizational culture has a significant effect on eco-friendly is accepted. Means H2, accepted. The third hypothesis which tests GHRM has a significant effect on organizational commitment, from the results of the data processing shows a t-statistic value of 4.447 with an effect of 0.468 and a p value of 0.000. With a t-statistic value > 1.96 and a p value <0.05, it means that H3 is accepted. The fourth hypothesis that tests organizational culture has a significant impact on organizational commitment. From the results of the data processing, it shows a t-statistic value of 3.273 with an effect of 0.318 and a p-value of 0.001. With a t-statistic value > 1.96 and a p-value <0.05, so H4 is accepted. The fifth hypothesis that tests organizational commitment has a negative and insignificant effect on eco friendliness. The results of the data processing show a t-statistic value of 1.466 with an

effect of 0.227 and a p-value of 0.143. with a t-statistic value  $<1.96$  and a p-value  $> 0.05$ , so H5 is accepted.

Indirect effect testing is used to determine the indirect effect of the variable Role of Organizational Commitment as a Mediator of the Effect of GHRM & Organizational Culture on Eco Friendly. The results of the analysis can be seen from the following table indirect effect bootstrapping technique.

**Table 8.** Indirect Influence Path Results

Influence Test	Original Sample (O)	T Statistics (O/STDEV)	P Values
H6 Organizational Culture => Organizational Commitment =>ECO friendly	0,072	1.172	0.121

Source: Data processed 2023

From the results of the data it is obtained that the level of significance value of the role of organizational commitment as a mediator on the influence of organizational culture on eco-friendly is 0.121 or  $0.121 > 0.05$ , so it is said that organizational commitment mediates organizational culture on eco-friendly is not significant. So that H6 is rejected.

## DISCUSSION

GHRM is a way to help organizations in environmental performance that invites employees to participate in preserving a green environmental culture. In recruiting, selecting, training and developing green performance management. In improving the human resources of an organization while still paying attention to the green environment. (Hasdiansa et al., 2022). Based on the results of data processed using smart PLS 3.0, it proves that the first hypothesis which tests whether Green Human Resource Management (GHRM) has a significant effect on ECO friendly. The data shows a t-statistic value of 0.150 with an effect size of -0.027 and a p value of 0.881. With a t-statistic value  $<1.96$  and a p value  $> 0.05$ , it can be concluded that the first hypothesis is rejected. In this study, it is concluded that in the first hypothesis GHRM does not have a significant effect on Eco-Friendly at the Boyolali Transportation Department. This result is in line with the research results (Imaningsih et al., 2019);(Puspitasari et al., 2021);(Sunaryo et al., 2022) whose research results state that GHRM is less visible to employees because the organization lacks in rewarding Eco-Friendly. So that it affects the level of Eco-friendly which is not significant.

Organizational culture leads to a habit that applies in an organization, which is formed due to cooperation between individuals, and is used as a belief and guideline adopted by all members of the organization. At first glance, this organizational culture is invisible but can invite people to carry out certain activities. The organizational culture used aims as a means of supporting the organization in an effort to achieve its goals. (Supardi & Aulia, 2022). Based on the results of data processed using smart PLS 3.0, it proves that the second hypothesis which tests Organizational Culture has a positive and significant effect on ECO Friendly, as evidenced by the sig value of 0.023, meaning that  $0.023 < 0.05$  means that there is a positive and significant effect of organizational culture variables on ECO friendly. From these results, it shows that the second hypothesis which states that organizational culture has a significant effect on eco-friendly is accepted. This result is in line with research (Prahasti & Wahyono, 2018) Organizational culture that applies in an organization is a support for the realization of ECO Friendly so that in this study it is proven to have a significant and positive influence.

Organizational commitment as an identification of one's involvement with the organization. This aims to stay with the organization and be committed to realizing organizational goals. (Ilham et al., 2022; Sawaji et al., 2023). Affective commitment refers to the attachment between the employee's emotions and the organization and the involvement of the application. Agreement between organizational and individual goals. Employees who have high dedication certainly have the within themselves so that they are effective for the organization. Awareness of the benefits that come from this ongoing

commitment. (Muslikah et al., 2022). Based on the results of data processed using smart PLS 3.0, the third hypothesis which tests GHRM has a positive and significant effect on organizational commitment, from the results of the data processing shows a t-statistic value of 4.447 with an effect of 0.468 and a p value of 0.000. With a t-statistic value > 1.96 and a p value < 0.05, it is concluded that the third hypothesis is accepted. These results are in line with research conducted by (Metria & Riana, 2018) which results in GHRM proving to have a positive and significant effect on Commitment. It is concluded that GHRM has a significant influence on organizational commitment in this study.

Organizational culture is defined as a form of perception shared by all members in an organization which then forms a system that is shared by members of the organization. All members together interpret all activities and sub-systems in an organization. (Nofitasari & Anton, 2021). This organizational culture acts as a clear boundary to differentiate from other organizations, identity, to help unite the organization with the establishment of a social system, guide behavior between employees, and facilitate the emergence of commitment. (Robins, 2002) in Komang's book Ardana (2009). From this opinion, it is interpreted that the existence of an organizational culture facilitate the emergence of organizational commitment. Based on the results of data processed using smart PLS 3.0. The fourth hypothesis which tests organizational culture has a positive and significant effect on organizational commitment. From the results of the data processing, it shows a t-statistic value of 3.273 with an effect of 0.318 and a p-value of 0.001. With a t-statistic value > 1.96 and a p-value < 0.05, it is concluded that the fourth hypothesis is accepted and has a significant positive effect in line with the research results from (Salahudin et al., 2018); (Hamsal, 2021); (Wiratama et al., 2022) with the results of his research is that organizational culture has a significant positive effect on organizational commitment.

Eco-Friendly includes all forms of voluntary activities arising within oneself, this is done by individuals in the work environment, the goal is to protect the natural environment and improve green environmental practices in the organization. (Chen et al., 2022). There is a relationship between Commitment and Eco-Friendly. Based on the results of data processed using smart PLS 3.0, the fifth hypothesis that tests organizational commitment has a negative and insignificant effect on mediating the effect of GHRM on eco-friendly. The results of the data processing show a t-statistic value of 1.466 with an effect of 0.227 and a p-value of 0.143. with a t-statistic value < 1.96 and a p-value > 0.05, it is concluded that the fifth hypothesis is rejected. Based on data Organizational commitment does not mediate the effect of GHRM on Eco-Friendly at the Boyolali Transportation Office. Because it shows that employees are less willing to do many things to provide more contribution.

In increasing commitment in an organization, of course, it takes an organizational culture that is applied, an organizational culture that acts as a guide or reference for employees in behaving in the organization. The organizational culture that applies in an organization is a support for the realization of ECO Friendly so that in this study it is proven to have an influence. However, based on the results of data processed using smart PLS 3.0 From the results of the data, it is obtained that the level of significance value of the role of organizational commitment as a mediator in the influence of organizational culture on eco-friendly is 0.121 or 0.121 > 0.05, so it is said that organizational commitment mediates organizational culture on eco-friendly negative and insignificant. The results of this study indicate that the sixth hypothesis is stated to have no significant effect. So that organizational commitment does not mediate the influence of organizational culture on Eco-friendly.

## **CONCLUSION**

Based on the results and discussion, it was found that Green Human Resource Management (GHRM) was identified as a method that is expected to help organizations achieve environmentally friendly performance, with a focus on recruitment, selection, training and development of sustainable performance management. However, findings



from data analysis using smart PLS 3.0 show that GHRM does not have a significant effect on the level of environmental friendliness at the Boyolali Transportation Department, in line with the results of previous research. On the other hand, organizational culture has a positive and significant impact on environmental friendliness, which shows that an organizational culture that supports green environmental practices can increase environmentally friendly behavior in the organization. Research also shows that GHRM has a positive and significant impact on organizational commitment, in accordance with previous research, while organizational culture also has a positive and significant impact on organizational commitment. However, when looking at the mediation of organizational commitment on the relationship between GHRM and the level of environmental friendliness, the findings show that organizational commitment does not mediate the influence of GHRM on environmental friendliness at the Boyolali Transportation Department. Thus, the final conclusion of this research is that GHRM does not directly contribute to the level of environmental friendliness, while organizational culture has a direct positive impact on environmental behavior and organizational commitment, but not through the mediation of organizational commitment on the relationship between GHRM and environmental friendliness.

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