

The Influence of Green Human Resource Management on Environmental Performance through Green Commitment and Task-Related Behavior as Mediation: A Study on the Banking Sector in Batam City

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Abstract

This study examines the influence of Green Human Resource Management (GHRM) on the Environmental Performance (EP) of employees with Green Commitment (GC) and Task-related Behavior (TRB) as a mediating variable in banking sector in Batam. The respondents in this study were 260 employees who worked in four private banks in Batam that implemented environmentally friendly policies. The analysis method used Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of this study confirm that all hypotheses are accepted. The novelty of this study is found in the mediation variables of Green Commitment and Task-related Behavior. GHRM has an impact on environmental performance through mediation in the banking sector in Batam.

Keywords: Green Human Resource Management, Environmental Performance, Green Commitment, Task-related Behavior

Introduction

In the past few decades, the protection of the environment has become a major worldwide issue (Fitria et al., 2024). In Indonesia, global warming has led to temperature changes, erratic rainfall, droughts, and rising sea levels, primarily due to high greenhouse gas emissions (Maksum et al., 2022). These impacts have increased public and investor pressure on companies to address climate change, pushing firms to commit to net-zero targets and adopt strong ESG practices (Fuoli & Beelitz, 2023; (Latisha & Dirkhaheshza, 2024). Companies that align with global initiatives, such as the SDGs, tend to report stronger financial performance (Kumar & Aggarwal, 2022) and attract more investors, resulting in better stock value (Aliano et al., 2023).

Integrating sustainability into business practices has become a global priority. In line with its 2060 decarbonization target, Indonesia urges sectors like banking to adopt sustainable strategies (Ramadhan & Chaerul, 2023). As a key player in green financing, the banking sector is expected to promote environmental sustainability. However, many green initiatives in Indonesian banks remain confined to policy documents and reports, with limited implementation in daily operations (Qalbie & Rahmaniah, 2023). Some banks have embraced green banking. For instance, OCBC NISP received EDGE Advanced Green Building certification (OCBC NISP, 2024), Panin Bank launched the "PaninPeduli" CSR program focusing on the environment, education, and health (Panin, 2023), and BCA established an ESG-focused Governance Sub-Division and Sustainable Finance Action Plan (BCA, 2020).

Although green banking frameworks are increasingly being adopted, many Indonesian banks still struggle to integrate environmental values into their organizational culture and employee practices (Hutauruk, 2022). This issue is obvious in regional areas like Batam, which is striving to become a Green City but lacks strong HR integration (Mediacenter, 2020). The Financial Services Authority (OJK) identifies key barriers, including limited HR capacity and the absence of sustainability in strategic and risk management processes (Hutauruk, 2022). These challenges underscore the need to examine how GHRM can bridge the gap between institutional sustainability goals and employee-level implementation. Prior studies have shown that GHRM practices such as green recruitment, training, and evaluation can promote environmentally friendly behavior (Chaudhary, 2019). However, most research tends to examine either task-related green behavior Elshaer et al., (2021) or green commitment Ly, (2023) in isolation, without exploring how these mediators might interact to influence environmental performance.

This study is motivated by the growing need for companies, particularly in developing countries such as Indonesia, to translate their sustainability goals into concrete employee actions, despite Indonesia's strategic environmental objective to become net-zero by 2060. However, many banks continue to have difficulty integrating environmental considerations into their everyday business operations, which restricts the effectiveness of GHRM programs. These challenges highlight the importance of understanding how HR systems can influence employee behavior that promotes environmental sustainability. Although more firms disclose their environmental goals through reports and policies, empirical research on how HRM influences green employee behavior remains limited. To fill this gap, this study investigates the role of GHRM in shaping organizations' environmental outcomes through green commitment and task-related behavior, providing both theoretical insights and practical recommendations for Indonesian banks.

Literature Review

GHRM refers to the application of sustainability principles within key human resource areas, including employee selection, skills development, performance management, and career growth (Chaudhary, 2019). The AMO theory suggests that GHRM supports environmental engagement by improving employees' capabilities through green training, motivating them with rewards, and creating opportunities via green initiatives (Tandon et al., 2023). Workplace initiatives that promote actions like conserving energy and minimizing waste can cultivate environmentally responsible behavior among employees. As noted by Ahmad et al. (2023), incorporating green training programs and environmentally focused performance

evaluations contributes to building a sustainability-driven organizational culture. Hameed et al. (2022) further highlights that eco-conscious recruitment practices and reward systems play a vital role in reinforcing environmental commitment. Similarly, Gill et al. (2021) observed that companies with strong environmental values are more inclined to foster sustainable behaviors. Overall, GHRM supports the alignment of employee actions with an organization's environmental objectives.

H1: GHRM has a significant effect on TB

Green commitment means how much employees care about and support their company's environmental goals (Ahmad et al., 2023). This commitment can grow when green ideas are included in how a company hires, trains, evaluates, and rewards its workers. Based on the AMO (Ability-Motivation-Opportunity) model, these HR practices help employees build green skills, feel motivated to act in eco-friendly ways, and get chances to be involved in green activities (Adawah et al., 2025). The Resource-Based View (RBV) also explains that employees who care about the environment are important assets that help the company maintain strong environmental performance (Lawter & Garnjost, 2025). Research has shown that GHRM helps improve green commitment (Ahmad et al., 2023), supports employee loyalty and eco-friendly behavior (Yoo, 2024), and works better in workplaces that already support sustainability (Ullah et al., 2023).

H2: GHRM has a significant effect on GC

Task-related activities at work often involve actions that support environmental goals, such as saving energy, reducing waste, and using resources more efficiently (Liaquat et al., 2024). Based on the Theory of Planned Behavior Yuriev et al. (2020), a person's behavior is shaped by their positive attitude, their awareness of social expectations, and their confidence in their ability to perform the action. People are more likely to engage in green behaviors when they believe their actions matter, feel supported by colleagues or managers, and care about environmental issues. Elshaer et al. (2021) also point out that environmental actions are driven by self-awareness and a strong sense of responsibility toward nature. Real-world studies back this up, showing that regularly practicing eco-friendly behaviors can significantly impact a company's environmental performance (Nurulfadhilah et al., 2022; Kim et al., 2019).

H3: TB has a significant effect on EP

"Green commitment" refers to employees' emotional connection and sense of duty toward promoting environmental sustainability in the workplace (Thi et al., 2023). This internal motivation drives individuals to apply eco-friendly values in their daily routines. Workers who care deeply about environmental issues are more likely to act in environmentally responsible ways on the job (Sharma et al., (2021). For a strong sustainability culture to develop, there must be harmony between the organization's values and those of its employees (Sentoso & Muchsinati, 2024). Employees who are environmentally aware often take simple, meaningful steps like reducing waste and conserving energy (Paillé & Valéau, 2021). Furthermore, supportive HRM practices can strengthen this green commitment by enhancing job satisfaction and encouraging employees to engage more in eco-friendly behaviors (Khan et al., 2022).

H4: GC has a significant effect on EP

To bring environmental values into the workplace, companies now include sustainability in key HR practices such as recruitment, training, and employee evaluations (Le & Tham, 2024). These values are then reflected in how employees perform their everyday tasks. When environmental principles are consistently emphasized through HR policies, workers are more likely to engage in green actions like reducing paper use, saving electricity, or properly managing waste (Malik et al., 2021). Elshaer et al. (2021) discovered that the relationship between GHRM and environmental performance is mediated by pro-environmental behavior related to the task, highlighting the significance of individual actions in attaining sustainability outcomes. In a similar vein, Khattak et al. (2021) showed that HR practices that are environmentally focused have an impact on everyday actions that have a direct impact on environmental performance. As a result, task-related behavior acts as a key channel through which GHRM promotes quantifiable advancements in organizational sustainability.

H5: GHRM has a significant effect on EP with TB as a mediating variable

GHRM enhances environmental performance by fostering employees' internal commitment to sustainability. Integrating environmental values into HR functions like recruitment, training, and rewards builds stronger psychological ties to the organization's green goals (Thi et al., 2023). This internal motivation helps translate HR strategies into real environmental outcomes (Huo et al., 2020). Green commitment reflects emotional and value-based alignment with sustainability. Organizations that promote green commitment offer support and incentives for eco-friendly behavior (Sampene et al., 2024), while GHRM also signals genuine environmental concern (Ly, 2023). A company's dedication to social and environmental responsibility is shown by its strong environmental performance (Itan et al., 2023).

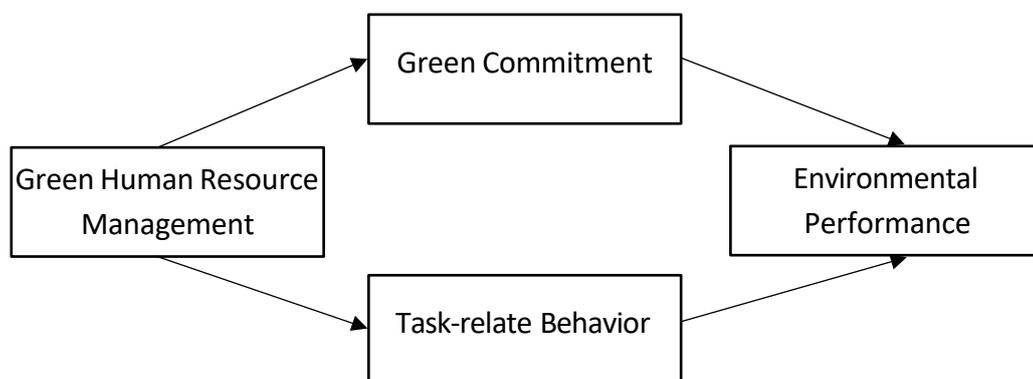
H6: GHRM has a significant effect on EP with GC as a mediating variable

Figure 1. The Proposed Conceptual Framework (2025)

Research Methodology

This study uses a quantitative explanatory approach to investigate the impact of Green Human Resource Management (GHRM) on environmental performance. Data was collected through a structured questionnaire distributed via Google Forms and internal channels of the selected banks. This survey-based approach is considered appropriate for analyzing mediation models and causal relationships in behavioral research. The population of this study includes employees from private banking companies operating in Batam, Indonesia,

particularly those employed in institutions that have initiated sustainability-related programs. The sample was selected using purposive sampling, based on three inclusion criteria: (1) the bank must regularly publish sustainability or corporate social responsibility (CSR) reports; (2) the bank must possess strong financial capacity to support environmental initiatives; and (3) the employee must be directly or indirectly involved in environmental or human resource policy implementation. Four major private banks were selected: Bank Central Asia (BCA), CIMB Niaga, OCBC NISP, and Panin Bank. According to (Gilang, 2025), these banks ranked among the top five private banks in Indonesia, with the most significant total assets as of the first quarter of 2024. These figures confirm their financial capacity to engage in sustainability practices and validate their inclusion in the study. This study involved 260 employees from four private banks in Batam City. Based on the guidelines of PLS-SEM, a minimum of 10 respondents per indicator is recommended (Hair et al., 2022). With 24 indicators, at least 240 responses were needed. A total of 260 valid responses were obtained, which strengthened the reliability of the analysis. The characteristics of the respondents are presented in Table 1. All participants were assured that their responses would remain confidential and used solely for academic purposes, according to research ethics. Participation was voluntary, and the questionnaire was pre-tested to ensure clarity and relevance to the banking sector. The 24 measurement items were adapted from existing literature on green HRM (Tandon et al., 2023), green commitment (Le & Tham, 2024), task-related behavior (Liaquat et al., 2024), and environmental performance (Kim et al., 2019), with slight adjustments made to reflect the banking context. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to analyze the data, as it is well-suited for examining complex mediation relationships. In this study, task-related green behavior and green commitment served as mediating variables, while environmental performance was designated as the dependent variable. PLS was chosen because it enables the simultaneous estimation of both measurement (outer) and structural (inner) models. The analysis proceeded in three stages: (1) evaluating the measurement model to ensure reliability and validity; (2) assessing the structural model through path coefficient analysis; and (3) testing mediation effects using a bootstrapping procedure to determine the strength and significance of indirect relationships.

Table 1
Demographic Profile of Respondents

Characteristic	Criteria	Frequency (n)	Percentage (%)
Gender	Male	128	49.2
	Female	132	50.8
Age (years)	18-22	43	16.5
	23-27	76	29.2
	28-32	79	30.4
	33-37	48	18.5
	> 37	14	5.4
Work Experience (years)	Less than 1 year	31	11.9
	1-3	84	32.3
	4-6	105	40.4
	More than 6	40	15.4

Source: Data processed (2025)

Most of the respondents in this study were in their productive age, with the 28–32 years age group being the largest. In terms of gender, the proportion of male and female respondents was relatively balanced. Additionally, the majority had 4 to 6 years of work experience, suggesting that they had enough experience and understanding to follow green policies in their workplace.

Results and Discussions

The validity of the questionnaire items is determined by their external loading values. Indicators with loadings of 0.70 or higher are considered acceptable, according to (Hair et al., 2022). The Average Variance Extracted (AVE) must be at least 0.50, demonstrating that the indicators explain more than half of the variance. Composite Reliability and Cronbach's Alpha must both be at least 0.70 for an indicator to be deemed trustworthy (Hair et al., 2022).

Table 2

Outer Model Test's Validity and Reliability

Variables	Item Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
GHRM	GH10.839	0.656	0.895	0.92
	GH20.827			
	GH30.773			
	GH40.811			
	GH50.792			
	GH60.818			
TB	TB10.896	0.733	0.818	0.892
	TB20.822			
	TB30.849			
GC	GC10.817	0.636	0.918	0.933
	GC20.796			
	GC30.814			
	GC40.783			
	GC50.777			
	GC60.757			
	GC70.785			
	GC80.846			
	GC90.846			
EP	EP10.836	0.636	0.904	0.924
	EP20.793			
	EP30.788			
	EP40.761			
	EP50.799			
	EP60.761			
	EP70.842			

Source: Data processed (2025)

All of the variables in Table 2 have outer loading values greater than 0.70 and AVE values greater than 0.50. Furthermore, both Cronbach's Alpha and Composite Reliability have values higher than 0.70. This demonstrates the accuracy and reliability of the variables; as a result, all of the indicators were utilized to process more data.

Table 3

Inner Model Test: Direct and Indirect Impacts

Path	Sample mean	T statistics	P values	Result
H1: GHRM-> TB	0.834	24.678	0.000	Significant
H2: GHRM-> GC	0.833	22.758	0.000	Significant
H3: TB-> EP	0.433	4.829	0.000	Significant
H4: GC-> EP	0.512	5.396	0.000	Significant
H5: GHRM-> TB-> EP	0.360	4.819	0.000	Significant
H6: GHRM-> GC-> EP	0.428	4.841	0.000	Significant

Source: Data processed (2025)

H1: GHRM has a significant on TB

According to the findings, GHRM has a significant effect on task-related conduct (Mean = 0.834, T = 24.678, $p < 0.001$). This result supports the AMO model, which contends that environmental education and motivational techniques promote eco-friendly behavior in the workplace Chaudhary (2019), Tandon et al. (2023), J. Ahmad et al. (2023), Hameed et al. (2022), and Gill et al. (2021). Consequently, H1 is confirmed.

H2: GHRM has a significant on GC

According to the findings, GHRM has a major impact on green commitment (Mean = 0.833, T = 22.758, $p < 0.001$). According to the Social Exchange Theory, which is supported by this, employees are more likely to react to organizational support with greater loyalty and dedication (Ahmad et al. (2023), Adowah et al. (2025), Lawter and Garnjost, (2025), Yoo (2024), and Ullah et al. (2023). As a result, H2 is accepted.

H3: TB has a significant on EP

The results indicate that task-related behavior has a substantial impact on environmental performance (Mean = 0.433, T = 4.829, $p = 0.001$). Environmental performance is improved by work behaviors that emphasize energy conservation, waste reduction, and the promotion of sustainable practices. This result is consistent with those of Kim et al. (2019), Nurulfadhilah et al. (2022), Elshaer et al. (2021), Yuriev et al. (2020), and Liaquat et al. (2024). Therefore, we accept H3.

H4: EP has a significant on GC

The findings demonstrate that being green significantly influences environmental outcomes (Mean = 0.512, T = 5.396, $p < 0.001$). A strong dedication to environmental concerns encourages workers to back sustainability initiatives and engage in green projects at work. These results are in line with studies that highlight green commitment as a significant factor in promoting pro-environmental conduct in the workplace, as seen in Thi et al. (2023), Sharma et al. (2021), Paillé & Valéau (2021), and Khan et al. (2022). Therefore, H4 is accepted.

H5: GHRM has a significant effect on EP with TB as a mediating variable

The results indicate that green human resource management has a substantial impact on environmental performance via behaviors related to tasks (Mean = 0.360, T = 4.819, $p < 0.001$). This implies that GHRM encourages pro-environmental work behavior, which in turn produces environmental outcomes. These results corroborate the work of Le & Tham, (2024), Malik et al. (2021), Elshaer et al. (2021), and Khattak et al. (2021), who emphasize the

significance of environmentally friendly actions as a connection between GHRM and environmental impact. Therefore, H5 is approved.

H6: GHRM has a significant effect on EP with GC as a mediating variable

The results indicate that green human resource management has a significant indirect influence on environmental performance through green commitment (Mean = 0.428, T = 4.841, $p < 0.001$). This means that GHRM enhances environmental results by boosting employees' commitment to environmental goals. Workers are inspired to integrate sustainable practices into their work when they feel supported. These findings are supported by the work of Ly (2023), Thi et al. (2023), Huo et al. (2020), and Sampene et al. (2024), who all emphasize commitment as a vital link between policy and practice. As a result, hypothesis H6 is accepted.

Conclusions

According to this research, GHRM has a positive impact on EP, either directly or through GC and TB. The results, from a theoretical standpoint, are consistent with Social Exchange Theory, which suggests that when companies back environmental initiatives, employees become more dedicated and take more environmentally conscious steps. This study also contributes by including two mediators in one model, which many prior investigations have not carried out. The results demonstrate that merely having environmentally friendly rules on paper is not enough. Instead, companies should incorporate environmental values into routine HR tasks like hiring, training, performance reviews, and employee assistance. This integration promotes employee awareness and fosters active support for environmental objectives. Everyday HR operations, such as hiring, training, performance reviews, and employee support, should incorporate environmental values. This fosters greater employee awareness and participation in promoting environmental objectives. Additionally, this work offers fresh perspective from Indonesia's private banking sector, which has not been the subject of much research in this area. Human Resources is well-placed to make a substantial contribution to fostering a robust, sustainability-focused workplace culture as environmental concerns grow in urgency on a global and national scale.

Limitations and Future Research

Some limitations must be acknowledged in this study. First, is the focus on private banks located in Batam, which may restrict the generalization of findings to other industries, regions, or public-sector entities. Second, the research was based on data collected at a single point in time, so it cannot demonstrate how things might change or develop over time. Future research could include different types of industries or locations in Indonesia and other countries. It is also recommended to conduct studies that observe changes over a longer period, to better understand how GHRM, green commitment, and task-related green behavior grow and influence environmental performance in the future.

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