



---

## Change Management: The Contribution of Sustainable Human Resource Management to Organizational Commitment and Employee Innovative Behavior

**Rahayu Mardikaningsih**

rahayumardikaningsih@gmail.com

Program Studi Manajemen

Universitas Sunan Giri Surabaya

Received: 19 05 2024. Revised: 23 06 2024. Accepted: 29 06 2024.

**Abstract** : Change management is key to improving organizational performance in a changing era. One emerging approach is sustainable Human Resource Management (GHRM), emphasizing environmentally friendly and sustainable practices. This study evaluates the contribution of GHRM to organizational commitment and innovative behavior of employees at four universities in Surabaya. It was conducted with a sample of 25 employees from each college using accidental sampling technique. Data were collected through questionnaires and analyzed by statistical methods. The results show the significance of GHRM contribution to organizational commitment and innovative behavior of employees. GHRM practices that focus on sustainability and environmental friendliness influence employee commitment to college goals and encourage innovative behavior in the workplace. This suggests investment in GHRM strategies is important to create a work environment that motivates, builds commitment, and encourages creativity and innovation, improving organizational performance and competitiveness.

**Keywords** : Sustainable Human Resource, Organizational Commitment, Innovative Behavior

### INTRODUCTION

Green Human Resource Management (GHRM) applies green principles to human resource management, which has relevance to the principles of change management. The goal is to establish a green culture and behaviors in the organization, and manage change to implement these practices. GHRM includes practices such as training employees on environmental issues, promoting environmentally friendly work behaviors, and implementing policies that support environmental sustainability. In change management, GHRM is key to shifting employee paradigms and behaviors towards more sustainable practices. Organizations can use a GHRM approach to align change with broader environmental values and goals, create change in HR practices, and lead change in organizational culture towards environmental sustainability. GHRM is a human resource management approach that focuses on

environmental sustainability, and its role is vital to managing change in organizations towards more environmentally friendly practices (Amjad et al., 2021). GHRM helps build awareness and understanding among employees about the importance of changes related to environmental sustainability. By providing clear explanations and solid reasons why change is necessary, GHRM helps reduce resistance to change.

A good awareness of the reasons behind change allows employees to see the positive impact it may have, and thus, minimizes their fear or reluctance to change. Furthermore, GHRM provides sufficient training and support to employees to help them adapt to the new, greener work environment (Rubel et al., 2021; Khatoon et al., 2022). Employees will have the knowledge of sustainable practices, and the necessary skills to apply them effectively in their daily work. The support provided by GHRM gives employees the confidence to deal with change so that they are better able to adapt and contribute positively to the implementation of sustainable practices (Alzyoud, 2021; Zhu et al., 2021; Bhatti et al., 2022). GHRM will manage resistance to change. According to Kodua et al. (2022), by understanding the sources of resistance and choosing appropriate strategies, GHRM helps organizations minimize barriers during the change process. GHRM helps management identify the causes of dissatisfied employees who resist change, finding effective solutions. Good communication is important for managing change. Through open and transparent communication, GHRM ensures all parties involved have a common understanding of the change strategy and objectives. Effective communication builds employee trust and engagement, enhancing successful implementation of sustainable practices.

Furthermore, GHRM also encourages employee creativity to find new solutions that are more environmentally friendly (Jia et al., 2018). By providing opportunities and support to create innovative ideas, GHRM strengthens the culture of innovation in the organization, key to developing effective sustainable practices. Change becomes a strong stimulus for employees for innovative behavior in the workplace. Innovation is not only on products as output but also on inputs and processes (Dervitsiotis, 2010; Putra et al., 2016; Darmawan, 2017; Ernawati et al., 2022). Innovation opens up better opportunities (Mardikaningsih & Darmawan, 2022). Change creates a dynamic environment that encourages employees to think creatively and look for new solutions. When organizations experience change, employees feel the need to adapt and react. In the face of uncertainty, employees often seek innovative solutions (Sadeh Sarifirad & Ataei, 2012). Change triggers lateral thinking and mental flexibility because employees must adjust to a changing work environment (Hogan & Coote, 2014; Putra &

Mardikaningsih, 2022). According to Ningwulan et al. (2012); Darmawan (2019), employees who are heading towards well-being at work tend to have innovative behavior. Motivation to achieve leads to innovative behavior (Amabile & Pratt, 2016; Darmawan, 2016), depending on the spread of knowledge and positive work attitudes (Baskoro et al., 2021).

Proper implementation of GHRM will also encourage the strengthening of organizational commitment. Strong commitment can lead to maximum employee performance (Messersmith et al. 2019; Darmawan et al., 2020; Arifin & Darmawan, 2022); job satisfaction (Darmawan, 2016); to organizational effectiveness (Darmawan, 2022). There are several factors that can strengthen commitment such as job satisfaction and motivation (Mardikaningsih, 2023); clear career development (Mardikaningsih & Darmawan. 2021; Putra & Darmawan, 2022); professionalism (Darmawan, 2018); compensation (Jahroni et al., 2021; Putra & Mardikaningsih, 2021; Widiyana, 2021; Ernawati et al., 2022; Mardikaningsih & Darmawan, 2022); tenure (Mardikaningsih, 2020); quality of work life (Eddine et al., 2023); and leadership (Darmawan & Mardikaningsih, 2021; Ernawati et al., 2020; 2022). Although commitment is a form of preventing turnover intention, work stress is a threat that can weaken a person's commitment to the organization (Mardikaningsih et al., 2021; Widiyana, 2021).

Through the right approach, GHRM can be a powerful force for building organizational commitment to sustainable practices and strengthening the organization's reputation as a leader in social and environmental responsibility. Proper implementation of GHRM will influence the policies and practices of the organization as a whole, with significant impact at the individual level, i.e. each employee. GHRM creates an environment where sustainability values are embedded in the overall culture and identity of the organization. When employees feel that their organization prioritizes sustainability, they tend to be more engaged and committed to the principles. GHRM can trigger changes in individual behavior, inspiring employees to adopt more socially and environmentally responsible actions. As such, GHRM impacts the overall organizational level, shaping the attitudes and behaviors of each individual, creating a culture where sustainability becomes a value that all members of the organization hold dear. This study will examine the role of GHRM in shaping organizational commitment and influencing employee innovative behavior. GHRM is defined as an approach to managing human resources that prioritizes environmental sustainability.

This research will analyze how effective GHRM implementation can increase employee commitment to sustainable practices in the organization, including support to employees in applying sustainability principles in their daily work. Through GHRM, organizational

commitment can be strengthened, encouraging employees to adopt more environmentally friendly and sustainable innovative behaviors. Through a quantitative approach, this research will explore the relationship between GHRM practices, organizational commitment, and employee innovative behaviors. The purpose of this study is to understand the role of GHRM in shaping organizational commitment and influencing employee innovative behavior, with the hope of providing insight into the factors that influence sustainable practices in the workplace. The results of this study can help organizations develop more effective strategies to strengthen commitment to sustainability and encourage sustainable innovation throughout the organization. The contribution of this research can enrich theory and practice in the field of human resource management and organizational sustainability.

## **RESEARCH METHOD**

This quantitative research focuses on one independent variable, GHRM, and two dependent variables, organizational commitment and innovative behavior. Conducted in four universities in Surabaya, with 25 employees in each university, using accidental sampling technique for representative inclusion. Data was collected through surveys sent to employees from various backgrounds and departments. The survey was designed to measure employees' perceptions of GHRM practices, their organizational commitment, and innovative behavior. Interviews were also conducted with several college leaders to gain a deeper understanding of GHRM implementation at different levels of the organization.

GHRM (X1) is the accumulation of employees' knowledge, skills, experience, wisdom, creativity, and dedication to environmental preservation or green innovation, internal to individual employees (Napathorn, 2022). According to Yong et al. (2091), there are three indicators to measure GHRM: 1) green human capital; 2) green structural capital; and 3) green relational capital. Organizational commitment (Y1) is a definite desire to maintain organizational membership, identification with the goals, success of the organization, loyalty, and great effort on behalf of the organization (Aydin, 2011). There are three indicators to measure organizational commitment: affective, normative, and continuance commitment (Meyer & Allen, 1991). Innovative behavior (Y2) is the introduction and application of new ideas, processes, products, or procedures aimed at providing significant benefits to individuals, groups, or organizations (Cingöz & Akdoğan, 2011).

According to De Jong and Den Hartog (2010), there are four signs of innovative behavior: 1) opportunity exploration; 2) idea generation; 3) perseverance; and 4) idea

implementation. The collected data will be analyzed using simple linear regression technique to evaluate the relationship between the independent variable (GHRM) and the dependent variable (organizational commitment and innovative behavior). This analysis will help to understand the extent to which GHRM implementation influences organizational commitment and innovative behavior of employees in a tertiary institution environment. The results of this study are expected to make a significant contribution to the understanding of the importance of GHRM to create a sustainable and innovative work environment.

## **RESULTS AND DISCUSSION**

In this study, out of a total of 100 respondents who filled out the questionnaire, the majority were female, representing 62% of the total number. Meanwhile, 48% of the respondents were male. In terms of educational background, most respondents have a bachelor's degree (S1), reaching 86% of the total. While the rest, as many as 6 respondents or 6%, are graduates of the master's program (S2). When considering length of employment, 62% of respondents have more than 5 years of work experience, while the remaining 38% have less than 5 years of work experience. Finally, in terms of income, the majority of respondents, 89%, have an income below 4 million rupiah. This shows that in this sample of respondents, most are women with an undergraduate educational background, have less than 5 years of work experience, and earn less than 4 million rupiah.

The results of the reliability test using the Cronbach Alpha probability calculation method show that the measuring instruments used in this study can be considered reliable. For the GHRM variable (X), an alpha value of 0.817 was obtained, while for the organizational commitment variable (Y1) the alpha value reached 0.839, and for the innovative behavior variable (Y2) the alpha value was 0.788. These numbers indicate the level of consistency and reliability of the measuring instrument to measure the construct in question. Significant alpha values, all of which exceed the 0.6 threshold, indicate that the instruments used have a good level of reliability to measure the variability within them. Based on the SPSS output results, the corrected item values for each statement variable of GHRM (X1), organizational commitment (Y1), and innovative behavior (Y2) all show numbers above 0.3. These results indicate that the data collected for the three variables can be declared valid. Data validity indicates that the measurement instruments used to measure these variables have sufficient consistency to assess the intended constructs.

Regression analysis was conducted on one independent variable, namely GHRM (X) and two dependent variables, namely Innovative Behavior (Y1) and Organizational Commitment (Y2). The results of SPSS processing are shown in the following table.

Tabel 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.749	.746	3.48180

The correlation value between GHRM and Organizational Commitment is 0.865, indicating a strong positive relationship. The R Square value reaches 74.9%, indicating that GHRM has a great impact on organizational commitment. The Std. Error of the Estimate is 3.48180, signifying how far the data points may differ from the regression line. The lower the value, the better the model. The GHRM variable significantly predicts organizational commitment. The F value of 292.403 indicates that the overall regression model is significant.

Table 2. ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3544.790	1	3544.790	292.403	.000 <sup>b</sup>
	Residual	1188.050	98	12.123		
	Total	4732.840	99			

In the regression model, the constant value is 6.012. This indicates the value of Y1 when GHRM (X) is equal to zero. The regression coefficient for the GHRM variable is 1.196. This indicates that every one unit increase in GHRM corresponds to a 1.196 unit increase in organizational commitment. The t value is 17.100 with a significance of 0.000, indicating that this relationship is highly significant.

Table 3. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.012	2.338		2.572	.012
X	1.196	.070	.865	17.100	.000

The results showed that GHRM has a significant impact on organizational commitment, in accordance with previous research by Shoaib et al. (2022). When colleges implement environmentally friendly and sustainable practices, they can also provide health and wellness programs for employees, such as access to fitness facilities, mental counseling, or healthy lifestyle support. Employees feel valued when they see their college caring for the environment and the surrounding community, which strengthens their emotional bond with the workplace. Colleges that pay attention to employee well-being can create stronger bonds between employees and their

institutions, improve perceptions of college value and identity, and influence employee performance and retention. By understanding these findings, leaders in higher education can design strategies to strengthen factors that influence GHRM, such as through training and development programs, effective communication, and management support. This will help increase employees' organizational commitment, which in turn will affect job performance and satisfaction.

Table 4. Model Summary

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.848 <sup>a</sup>	.719	.716	2.498

The correlation between GHRM and Innovative Behavior is 0.848, indicating a strong positive relationship. The R Square value reaches 71.9%, indicating that GHRM has a great impact on innovative behavior. The Std. Error of the Estimate is low, at 2.498, indicating that the regression model is quite good. The GHRM variable significantly predicts innovative behavior. The F value of 250.453 indicates that the overall regression model is significant.

Table 5. ANOVA<sup>a</sup>

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	1563.232	1	1563.232	250.453	.000 <sup>b</sup>
	Residual	611.678	98	6.242		
	Total	2174.910	99			

In the regression value there is a constant value of 7.281. This shows the value of innovative behavior (Y2) when GHRM (X) is equal to zero. The regression coefficient for the independent variable (GHRM) is 0.794. This indicates that every one unit increase in GHRM corresponds to a 0.794 unit increase in innovative behavior. The t value is 15.826 with a significance of 0.000, indicating that this relationship is highly significant.

Table 6. Coefficients<sup>a</sup>

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
1 (Constant)	7.281	1.677		4.340	.000
X	.794	.050	.848	15.826	.000

The results show that GHRM has a significant impact on innovative behavior, in accordance with previous research by Kara et al. (2023). GHRM emphasizes the importance of considering the environment and society regarding work. When organizations pay attention to this aspect, employees become more aware of the importance of protecting the environment and providing benefits to society. Universities, as places of learning and research, have a vital role in teaching these values to employees and students. They can set a good example in

implementing environmentally friendly work practices and building awareness about social responsibility among staff and students.

One way is to incorporate learning about sustainability into the curriculum or employee training programs. For example, by organizing seminars or workshops on the importance of protecting the environment, saving energy, or how to reduce waste. Colleges can also provide specific training on how to live more environmentally friendly lives, such as using public transportation or reducing plastic use. Through internal policies, colleges can support good resource management and waste management in the workplace, such as the installation of separate bins for recycling or the provision of facilities to save water.

By implementing GHRM practices, colleges create a more sustainable and supportive work environment, while raising employee awareness about sustainability practices. Colleges can lead by example in implementing GHRM, influencing those around them, and society at large. They can become centers of innovation in sustainability practices, contributing to protecting the environment and improving social well-being. Leaders in higher education can use these findings to design strategies that strengthen factors that influence GHRM. Investing in training and development programs that improve GHRM among employees can increase their innovative behavior. By understanding the implications of this analysis, leaders in higher education can take appropriate actions to increase employees' innovative behavior.

The role of GHRM in colleges shapes innovative behavior among employees and strengthens organizational commitment. With the GHRM approach, colleges design work environments that promote creativity and collaboration in response to changes in the educational environment and industry. In the ever-evolving education industry, it is important for colleges to be adaptive. By paying attention to a work culture that supports innovation and collaboration, leaders ensure the institution is ready for the future. Within the scope of organizational change, leaders need to manage change management thoroughly. Through effective communication, sustainability socialization, and change management, leaders ensure GHRM initiatives are adopted across the college. Universities can become centers of innovation that are ready to face challenges and take advantage of future opportunities, an integral part of implementing change management.

Change management is the process of managing change in an organization, including changes in organizational structure, technology, or culture. Change management facilitates change towards more environmentally friendly practices (Parida & Brown, 2021; Zihan et al., 2024). GHRM and change management are closely related. Organizations need to make



significant changes in the way they manage human resources to implement GHRM. This includes changes in policies, work procedures, and work culture. Change management helps ensure that these changes are effectively implemented by all members of the organization. For example, if a college wants to implement a new policy on green transportation, they need to carefully plan and manage this change. This involves communicating about the new policy, training employees, and providing incentives. GHRM drives change towards greener practices, while change management ensures these changes are implemented successfully.

## **CONCLUSIONS**

The results showed the significance of GHRM's contribution to employees' organizational commitment and innovative behavior, highlighting the importance of GHRM practices in higher education. The findings confirm a focus on sustainability and eco-friendliness influences employees' commitment to the institution's goals as well as triggers innovative behaviors. Employees who connect with the college's mission for sustainability tend to be more emotionally engaged and committed. Sustainability-focused GHRM practices also encourage employees to think creatively and create innovative solutions. Investing in GHRM strategies can be key to creating a work environment that motivates, builds commitment, and encourages creativity and innovation. Universities have an important role to play in strengthening these GHRM practices. GHRM helps manage the impact of change, whether on organizational structure, work processes, or work culture. By understanding and planning to manage the impact, GHRM helps organizations achieve sustainable change. The role of GHRM in managing change towards green practices is critical. By building awareness, providing training and support, managing resistance, improving communication, encouraging creativity, improving decision-making, and managing the impact of change, GHRM helps organizations become responsive to environmental challenges and create a more sustainable future.

## **REFERENCES**

- Alzyoud, A. A. Y. 2021. The Impact of Green Human Resource Management Practices and Knowledge Sharing on Sustainable Performance: A Conceptual Framework. *International Journal of Education Humanities and Social Science*, 4(2), 115-132.
- Amabile, T. M. & M. G. Pratt. 2016. The Dynamic Componential Model of Creativity and Innovation in Organizations: Making Progress, Making Meaning. *Research in Organizational Behavior*, 36, 157-183.

- Amjad, F., W. Abbas, M. Zia-Ur-Rehman, S. A. Baig, M. Hashim, A. Khan, & H. U. Rehman. 2021. Effect of Green Human Resource Management Practices on Organizational Sustainability: The Mediating Role of Environmental and Employee Performance. *Environmental Science and Pollution Research*, 28, 28191-28206.
- Arifin, S., & D. Darmawan. 2022. Studi tentang Pengalaman Kerja, Komitmen Kerja, Dukungan Organisasi dan Pengaruhnya terhadap Kinerja Karyawan. *Jurnal Ilmiah Edunomika*, 6(1), 33-43.
- Aydin, A., Y. Sarier, & S. Uysal. 2011. The Effect of Gender on Organizational Commitment of Teachers: A Meta Analytic Analysis. *Educational Sciences: Theory and Practice*, 11(2), 628-632.
- Baskoro, B. D., R. Mardikaningsih & E. A. Sinambela. 2021. Hubungan Kecerdasan Emosional, Tacit Knowledge Sharing, dan Perilaku Kerja Inovatif pada Pekerja Konstruksi di Jakarta. *Jurnal Manajemen Teknologi*, 20(2), 157-172.
- Bhatti, S. H., F. Saleem, G. Murtaza, & T. U. Haq. 2022. Exploring the Impact of Green Human Resource Management on Environmental Performance: The Roles of Perceived Organizational Support and Innovative Environmental Behavior. *International Journal of Manpower*, 43(3), 742-762.
- Cingöz, A. & A. A. Akdoğan. 2011. An Empirical Examination of Performance and Image Outcome Expectation as Determinants of Innovative Behavior in the Workplace. *Procedia-Social and Behavioral Sciences*, 24, 847-853.
- Darmawan, D. 2016. Pengaruh Kualitas Kehidupan Kerja Dan Motivasi Berprestasi Terhadap Perilaku Inovatif. *Jurnal Ekonomi dan Bisnis*, 6(1), 22-28.
- Darmawan, D. 2016. Peranan Motivasi Kerja, Komitmen Organisasi dan Budaya Organisasi terhadap Kepuasan Kerja, *Jurnal Ilmiah Manajemen Pendidikan Indonesia*, 2(3), 157-166.
- Darmawan, D. 2017. Hubungan Antara Inovasi Produk, Kepuasan dan Kepercayaan Pelanggan. *Jurnal Ekonomi dan Bisnis*, 7(1), 36-42.
- Darmawan, D. 2018. Pengaruh Profesionalisme Dan Kondisi Kerja Terhadap Komitmen Organisasi. *Jurnal Ekonomi dan Bisnis*, 8(1), 21-26.
- Darmawan, D. 2019. Profesionalisme, Motivasi Berprestasi, Komitmen Organisasi dan Pengaruhnya terhadap Intensi Berwirausaha, *Ekuitas, Jurnal Ekonomi dan Keuangan*, 3(3), 344-364.
- Darmawan, D. & R. Mardikaningsih. 2021. Studi Tentang Peran Kualitas Kehidupan Kerja, Kepemimpinan dan Persepsi Dukungan Organisasi terhadap Komitmen Organisasi. *Jurnal Simki Economic*, 4(1), 89-98.

- Darmawan, D. 2022. Budaya Organisasi, Kepemimpinan dan Komitmen: Determinan Efektivitas Organisasi yang Akurat, *TIN: Terapan Informatika Nusantara*, 3(7), 260-266
- Darmawan, D., E. A. Sinambela, M. Hariani & M. Irfan. 2020. Analisis Komitmen Organisasi, Iklim Kerja, Kepuasan Kerja dan Etos Kerja yang Memengaruhi Kinerja Pegawai, *Jurnal Bisnis dan Kajian Strategi Manajemen*, 4(1), 58-70.
- De Jong, J. & D. Den Hartog. 2010. Measuring Innovative Work Behaviour. *Creativity and Innovation Management*, 19(1), 23-36.
- Dervitsiotis, K. N. 2010. A Framework for the Assessment of an Organisation's Innovation Excellence. *Total Quality Management*, 21(9), 903-918.
- Eddine, B. A. S., D. Darmawan, R. Mardikaningsih, E. A. Sinambela. 2023. The Effect of Knowledge Management and Quality of Work Life on Employee Commitment, *Journal of Human Sciences*, 10(1), 87-100.
- Ernawati, E., E. A. Sinambela., R. Mardikaningsih., & D. Darmawan. 2020. Pengembangan Komitmen Organisasi melalui Profesionalisme Karyawan dan Kepemimpinan yang Efektif. *Jesya (Jurnal Ekonomi dan Ekonomi Syariah)*, 3(2), 520-528.
- Ernawati, E., R. Mardikaningsih, D. Darmawan, E.A. Sinambela. 2022. Pengembangan Keunggulan Kompetitif UMKM Melalui Strategi Orientasi Pasar Dan Inovasi Produk. *Jurnal Industri Kreatif dan Kewirausahaan*, 5 (2), 144-153.
- Hogan, S. J. & L. V. Coote. 2014. Organizational Culture, Innovation, and Performance: A Test of Schein's Model. *Journal of Business Research*, 67(8), 1609-1621.
- Jahroni, J., D. Darmawan., R. Mardikaningsih., & E. A. Sinambela. 2021. Peran Insentif, Perilaku Kepemimpinan, dan Budaya Organisasi terhadap Penguatan Komitmen Organisasi. *Jurnal Ekonomi dan Ekonomi Syariah (JESYA)*, 4(2), 1389-1397.
- Jia, J., H. Liu, T. Chin, & D. Hu. 2018. The Continuous Mediating Effects of GHRM on Employees' Green Passion Via Transformational Leadership and Green Creativity. *Sustainability*, 10(9), 3237.
- Kara, E., M. Akbaba, E. Yakut, M. H. Çetinel, & M. M. Pasli. 2023. The Mediating Effect of Green Human Resources Management on the Relationship Between Organizational Sustainability and Innovative Behavior: An Application in Turkey. *Sustainability*, 15(3), 2068.
- Khatoon, A., N. A. Khan, F. Parvin, M. S. Wahid, M. T. Jamal, & S. Azhar. 2022. Green HRM: Pathway Towards Environmental Sustainability Using AHP and FAHP in a Nascent Parsimony. *International Journal of Manpower*, 43(3), 805-826.

- Kodua, L. T., Y. Xiao, N. O. Adjei, D. Asante, B. O. Ofosu, & D. Amankona. 2022. Barriers to Green Human Resources Management (GHRM) Implementation in Developing Countries. Evidence from Ghana. *Journal of Cleaner Production*, 340, 130671.
- Mardikaningsih, R. 2020. Sebuah Penelitian Empiris tentang Hubungan Masa Kerja, Kualitas Sumber Daya Manusia dan Komitmen Organisasi. *Jurnal Ilmiah Ilmu-ilmu Ekonomi (Akuntabilitas)*, 13(1), 43-54.
- Mardikaningsih, R. 2020. Spiritualitas Kerja dan Kedisiplinan Karyawan serta Pengaruhnya terhadap Komitmen Organisasi. *Jurnal Baruna Horizon*, 3 (2), 286-295.
- Mardikaningsih, R. & D. Darmawan. 2021. Hubungan Manajemen Karir dan Komitmen Organisasi. *Jurnal Riset Manajemen dan Akuntansi*, 1 (3), 89-102.
- Mardikaningsih, R. & D. Darmawan. 2022. Determinan Keterlibatan Kerja: Peran Dari Penilaian Kinerja, Perilaku Kepemimpinan dan Perilaku Inovatif. *TIN: Terapan Informatika Nusantara*, 3(5), 178-184.
- Mardikaningsih, R. & D. Darmawan. 2022. Tinjauan Tentang Kualitas Kehidupan Kerja, Kompensasi, Komitmen Organisasi Dan Kontribusi Terhadap Kinerja Dosen, *Jurnal Pendidikan dan Konseling (JPDK)*, 4(6), 6511-6521.
- Mardikaningsih, R. 2023. Kontribusi Iklim Kerja Terhadap Tingkat Komitmen Organisasi Melalui Kepuasan Kerja Karyawan, *Jurnal Lima Daun Ilmu*, 3(2), 1-12.
- Mardikaningsih, R., E. A Sinambela, F. Issalillah, M. Munir, & E. Retnowati. 2021. Analisis Korelasi Antara Role Stress dan Komitmen Organisasi. *Jurnal Baruna Horizon*, 4 (2), 79-83.
- Messersmith, J. G., P. C. Patel, D. P. Lepak, & J. S. Gould-Williams. 2011. Unlocking the Black Box: Exploring the Link Between High-Performance Work Systems and Performance. *Journal of Applied Psychology*, 96(6), 1105.
- Meyer, J. P. & N. J. Allen. 1991. A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61-89.
- Napathorn, C. 2022. The Implementation of Green Human Resource Management Bundles Across Firms in Pursuit of Environmental Sustainability Goals. *Sustainable Development*, 30(5), 787-803.
- Ningwulan, E. P., D. Akhmal & D. Darmawan. 2012. Studi tentang Kesan Dukungan Organisasi dan Keseimbangan Kehidupan Kerja untuk Membentuk Perilaku Inovatif Karyawan. *Jurnal Ekonomi, Bisnis dan Manajemen*, 2(2), 103-116.
- Parida, S. & K. Brown. 2021. Green Human Resource Management and Green Innovation. *Responsible Management in Emerging Markets: A Multisectoral Focus*, 159-183.

- Putra, A. R. & D. Darmawan. 2022. Penguatan Komitmen Organisasi melalui Kebijakan Pengembangan Karir dan Profesionalisme Karyawan. *Jurnal Ilmiah Satyagraha*, 5(2), 45-55.
- Putra, A. R. & R. Mardikaningsih. 2022. Study on Employee Performance Reviewing from Leadership, Innovative Behavior and Work Engagement, *International Journal of Service Science, Management, Engineering, and Technology*, 1(3), 4 – 10.
- Putra, A. R., & R. Mardikaningsih. 2021. Kompensasi dan Lingkungan Kerja serta Pengaruhnya terhadap Komitmen Organisasi. *Jurnal Ilmiah Edunomika*, 6(1), 44-53.
- Putra, A.R., S. Arifin, R. Mardikaningsih, & M Hariani. 2016. Peran Karakteristik Kewirausahaan Dan Inovasi Terhadap Kinerja UMKM Di Kota Sidoarjo, *Jurnal Ekonomi dan Bisnis*, 6(2), 29-34.
- Rubel, M. R. B., D. M. H. Kee, & N. N. Rimi. 2021. Green Human Resource Management and Supervisor Pro-Environmental Behavior: The Role of Green Work Climate Perceptions. *Journal of Cleaner Production*, 313, 127669.
- Sadegh Sharifirad, M. & V. Ataei. 2012. Organizational Culture and Innovation Culture: Exploring the Relationships Between Constructs. *Leadership & Organization Development Journal*, 33(5), 494-517.
- Shoaib, M., Z. Abbas, M. Yousaf, R. Zámečník, J. Ahmed, & S. Saqib. 2021. The Role of GHRM Practices Towards Organizational Commitment: A Mediation Analysis of Green Human Capital. *Cogent Business & Management*, 8(1), 1870798.
- Widiyana, E.O & D. Darmawan. 2021. Pengaruh Stres Kerja, Beban Kerja, Konflik Kerja dan Kompensasi Terhadap Komitmen Kerja Karyawan PT Intidragon Suryatama Mojokerto, *Jurnal Ilmu Manajemen*, 1(1), 33-42.
- Yong, J. Y., M. Y. Yusliza, T. Ramayah, & O. Fawehinmi. 2019. Nexus Between Green Intellectual Capital and Green Human Resource Management. *Journal of Cleaner Production*, 215, 364-374.
- Zhu, J., W. Tang, H. Wang, & Y. Chen. 2021. The Influence of Green Human Resource Management on Employee Green Behavior—A Study on the Mediating Effect of Environmental Belief and Green Organizational Identity. *Sustainability*, 13(8), 4544.
- Zihan, W., Z. K. M. Makhbul, & S. S. Alam. 2024. Green Human Resource Management in Practice: Assessing the Impact of Readiness and Corporate Social Responsibility on Organizational Change. *Sustainability*, 16(3), 1153.