



Impact of Green Economy on Job Satisfaction and Employee Performance in Private University South Sulawesi

Andi Nabila Tenri Lala, Mahlia Muis, Nurdjannah Hamid, Andi Reni

Hasanuddin University, Makassar, Indonesia

`lalaant23a@student.unhas.ac.id`

Abstract. This study investigates the transformative impact of the Green Economy program on job satisfaction and employee performance at private universities in South Sulawesi. Using a quantitative research method, data from 55 university employees was analyzed through Partial Least Squares (PLS) to test four key hypotheses. The results highlight the significant role of the Green Economy program in enhancing job satisfaction (H1), with a sample value of 0.407, T-statistics of 3.726, and a P-value of 0.000. Additionally, job satisfaction plays a critical role in improving employee performance (H2), as shown by a sample value of 0.752, T-statistics of 10.909, and a P-value of 0.000. The direct effect of the Green Economy program on employee performance was insignificant (H3), with a sample value of 0.080, T-statistics of 0.730, and a P-value of 0.465. However, the study confirms that the Green Economy program indirectly enhances employee performance through job satisfaction (H4), with a sample value of 0.306, T-statistics of 3.459, and a P-value of 0.001. In conclusion, the findings emphasize the importance of job satisfaction in improving employee performance, which is significantly influenced by the Green Economy program. This suggests that organizations should prioritize green practices to enhance both job satisfaction and overall performance.

Keywords: Green Economy, Job Satisfaction, Performance

1 Introduction

In the era of globalization and increasingly real climate change, the concept of a green economy has become one of the main focuses in various industrial sectors. A green economy encourages sustainable economic growth by reducing negative environmental impacts and increasing resource efficiency. In response to community needs and Government policies, many companies have begun to adopt green practices, such as reducing carbon emissions, recycling waste, and using renewable energy.

A green economy is an approach that combines economic growth with environmental protection. It does this through policies that reduce carbon emissions, increase more efficient energy use, and protect nature [1]. A green economy is an increasingly applied approach in various sectors to support environmentally friendly

sustainable development. In private universities, the application of a green economy has great potential to have a positive impact not only on the environment but also on employee welfare and performance. Implementing green economy policies that reduce emissions, energy efficiency, and waste management can create a healthier and more comfortable work environment, ultimately increasing employee job satisfaction [2].

Job satisfaction is one of the critical factors that influences employee productivity. Research shows that employees who are satisfied with their environment, including environmentally friendly working conditions, are more committed and productive. Policies supporting poverty, such as energy efficiency programs, recycling, or campus greening, can create a healthier and more comfortable work environment in a green economy. Employees who feel they are contributing to the environment will feel more motivated and engaged in their tasks, improving their performance.

Implementing a green economy can also improve overall organizational performance by enhancing the positive image of the institution, both among students and the wider community. Additionally, emphasize the role of green HRM in improving both employee well-being and overall organizational performance [3], demonstrating that sustainability initiatives such as energy efficiency and waste reduction not only benefit the environment but also foster a more engaged and satisfied workforce [4]. Thus, a close relationship exists between implementing a green economy, employee job satisfaction, and improved organizational performance. Although the green economy has been widely discussed in the literature on economic desirability and efficiency, research examining the relationship between implementing a green economy and employee job satisfaction and performance in the education sector, especially on private campuses, is still minimal. Most existing research focuses on the industrial and manufacturing sectors and pays little attention to the education sector and other public organizations.

To date, empirical data examining the relationship between implementing a green economy, job satisfaction, and employee performance in the education sector, especially in private campuses in South Sulawesi, still needs to be provided. Most existing studies focus more on the corporate sector or large industries, with little to no data on the higher education sector, especially in South Sulawesi. Furthermore, data related to implementing green economy policies in private campuses in South Sulawesi is also minimal. There needs to be comprehensive baseline data that records the desired initiatives implemented on campus and how these initiatives impact employee job satisfaction and institutional performance.

1.1 Research Questions

Therefore, this study aims to address this knowledge gap. In this study, we analyze green economy practices related to employee job satisfaction and performance to answer the following research questions:

- RQ1: Do green economy programs influence job satisfaction in private universities in South Sulawesi?
- RQ2: Does job satisfaction influence employee performance in private universities in South Sulawesi?

- RQ3: Does the green economy influence employee performance in private universities in South Sulawesi?
- RQ4: Does the green economy influence job satisfaction on employee performance in private universities in South Sulawesi?

1.2 Research Purposes

This study aims to:

1. Analyze the effect of green economy programs on employee job satisfaction in private universities in South Sulawesi.
2. Analyze the effect of job satisfaction on employee performance in private universities in South Sulawesi.

2 Methodology

2.1 Methodology

This study used a quantitative research method. Quantitative methods that emphasize numerical measurements can be justified because they are considered capable of facilitating data collection and interpretation [5]. In this study, the type of data collected for dependent variables, independent variables, and intervening variables uses mixed methods research, namely using quantitative data, which is data collected in the form of numbers or numerics that can be analyzed using statistical techniques and qualitative data, namely data expressed in the form of words or text [6].

The data source comes from primary data collected directly from the source for specific research or analysis purposes. Researchers collect primary data through surveys, interviews, direct observation, or experiments. Data collection Data will be collected through a closed questionnaire method designed to measure employee perceptions regarding the green economy program, their level of job satisfaction, and the performance they achieve. The questionnaire will use a 5-point Likert scale, with answers ranging from "strongly disagree" to "strongly agree". In addition, this study can also use semi-structured interviews with several employees to gain additional insight into their experiences related to the green program. Data analysis using Partial Least Squares (PLS) 4 is a statistical method used to emit relationships.

2.2 Hypothesis Development

Recent studies have demonstrated that implementing Green Economy practices has a significant positive impact on both employee job satisfaction and performance. Sustainability initiatives in the workplace, such as reducing environmental impacts and increasing energy efficiency, create a healthier and more comfortable work environment, which directly enhances job satisfaction [7]. These green practices not only boost employee morale but also motivate them to engage more in environmentally friendly activities, ultimately leading to improved overall organizational performance [8].

Furthermore, [9] found that job satisfaction plays a mediating role between green policy implementation and organizational success. When employees feel supported and empowered by the organization's environmental initiatives, they are more motivated to contribute to sustainability efforts, resulting in increased performance. In conclusion, implementing Green Economy policies positively affects both employee satisfaction and overall organizational outcomes.

- **H1:** Green economy programs positively and significantly influence job satisfaction in private universities in South Sulawesi.

Research found that job satisfaction significantly improves employee performance, especially when organizations support employee well-being through fair policies and good work facilities by [10]. This finding applies to various sectors, including educational institutions. Job satisfaction plays a critical role in achieving organizational goals, as satisfied employees are more productive and enhance overall effectiveness, as emphasized by [11].

Job satisfaction consistently influences productivity and performance across industries. Thus, hypothesis H2 is supported, demonstrating that job satisfaction positively impacts employee performance, including at private universities in South Sulawesi.

- **H2:** Job satisfaction positively and significantly influences employee performance in private universities in South Sulawesi.

Green Economy policy is important in improving organizational performance by applying environmentally friendly practices at work. Research shows that applying green economy policy promotes pro-environmental behavior among employees and positively impacts overall organizational performance. These practices, including training, performance management, and sustainable incentive systems, help increase employee satisfaction and involvement, ultimately increasing productivity and performance.

In addition, a review of systematic literature found that the green economy policy applied in managing human resources increases organizational efficiency and employee performance, as found by [8]. By implementing a proactive approach to sustainability, the organization can encourage employees to be more committed to environmental goals and achieve better workplace performance. This study confirms that applying a green economy, primarily through green economy policy, effectively improves employee performance by integrating sustainable values and operational efficiency.

- **H3:** Green economy positively and significantly influences employee performance in private universities in South Sulawesi

The study showed that Green Human Resource Management practices positively affect job satisfaction, which impacts sustainable organizational performance [13]. The results of this study indicate that job satisfaction is an essential mediator between

the green economy. practices and employee performance. Another study found that implementing the green economy contributed to employee satisfaction through green motivation and pro-environmental behavior, ultimately improving individual and organizational performance, as discovered by [14].

This study supports the idea that the green economy's influence can be strengthened when employees are satisfied with their jobs and feel that their environmental contributions are appreciated. Thus, hypothesis H4 can be supported by various studies showing that implementing the green economy through green economy practices affects job satisfaction, ultimately improving employee performance in the education sector.

- **H4:** The green economy positively and significantly impacts job satisfaction through employee performance in private universities in South Sulawesi.

2.3 Population and samples

Population. Population is the whole of individuals, objects or events with specific characteristics and traits in a study. In this study, the population in Private Campuses in South Sulawesi was 55 employees in 2024.

Samples. Sampling using the census method is good enough to represent the population and ensure that each stratum is well-represented in the analysis [15]. The saturated sample method is used if the population is less than 100 [16]. Therefore, the sample used in this study is the entire population, namely 55 employees. The selection of the survey method ensures that the data collected can be communicated regarding respondents' perspectives, feelings, and feedback through an online questionnaire.

3 Research Design

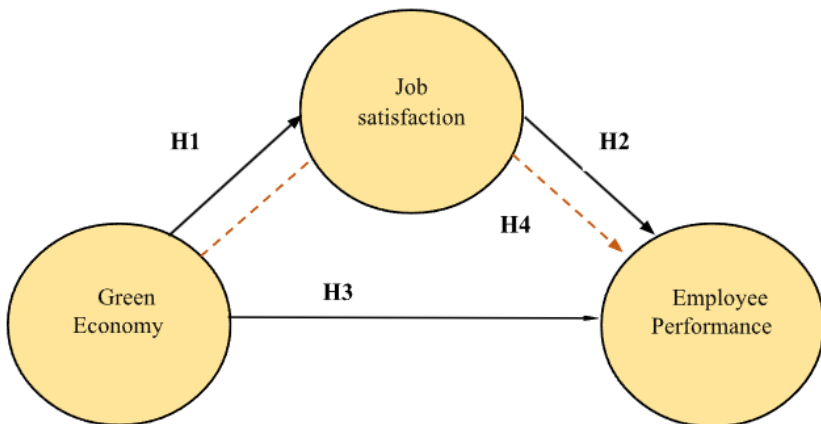


Fig. 1. Research Conceptual Framework

This study's research design uses a quantitative approach to measure the relationship between the variables involved, namely green economy programs, job satisfaction, and employee performance. In addition, this study will also use a causal design approach to see how the independent variable (green economy program) affects the dependent variable (employee performance) through the intervening variable (job satisfaction).

4 Results

4.1 Descriptive Statistics

Descriptive statistics will summarise the respondents' demographic characteristics, such as age, gender, position, and years of service. This data will help contextualize the findings related to the green economy program, job satisfaction, and employee performance.

Table 1. Respondent Demography

Attributes	Item	F	%
Gender	Women	24	43.6 %
	Man	29	56.3 %
Age (Years)	23-30 years	15	27.2 %
	31-37 years	22	40 %
	38-45 years	12	21.8 %
	46-53 years	6	10.9 %
Education	Diploma 4	7	12.7 %
	Graduate Degree	18	32.7 %
	Magister Degree	21	38.1 %
	Doktoral Degree	9	16.3 %
Work Experience	1-5 years	17	30.9 %
	6-10 years	13	23.6 %
	11-20 years	11	20 %
	>20 years	14	25.4 %

Table 1 presents demographic data; most respondents who participated in the study at a private campus in South Sulawesi were male (56.3%), with the most aged between 31-37 years (40%). Most of them have a Master's degree (38.1%) and have work experience between 1-5 years (30.9%). The combination of these demographic characteristics provides a picture of the workforce at the campus, the majority of whom are professionals with high levels of education and varying work experience.

4.2 Statistical Test Results

Statistical testing was carried out through smart pls 4 with two stages of analysis, namely algorithm and boosting analysis. Algorithm analysis is used to assess the quality of research data, especially related to validity and reliability and the value of the inflation factor variance or VIF.

The second body is the posting analysis, a test carried out to determine which factors are the most significant and can answer research questions. The value of the creation factor with a standard of 0.7 is used for the construct validity test. The loading factor value > 0.7 is considered an item with good data. The reinforcement value in this study is shown as follows Fig 2 :

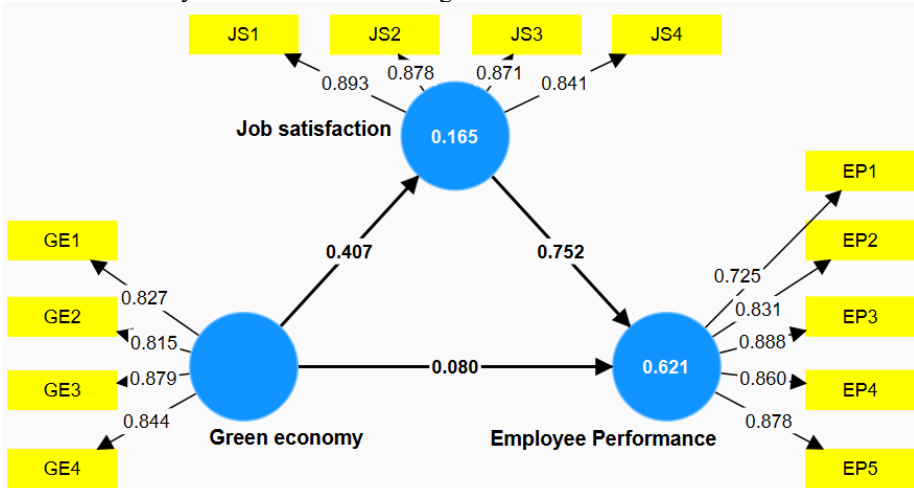


Fig. 2. Algorithm analysis

The results of the algorithm analysis show that all indicators must have a loading factor value exceeding 0.7 to qualify. Based on this criterion, all indicators in the green economy, job satisfaction, and employee performance variables have been considered to meet the established standards. Furthermore, the research model is measured from the aspect of goodness of fit based on validity, AVE value, composite reliability, and Cronbach alpha. The Cronbach alpha value is used to test reliability, where the indicator is declared reliable if its value is above 0.6.

In addition, reliability can also be evaluated using the Composite Reliability value. Based on the data displayed, all composite reliability values are above 0.7, so they are considered reliable. Thus, all indicators shown in Figure 2 can be declared valid and reliable based on the results of the validity and reliability tests. Overall, the data quality and goodness of fit tests are presented in Table 3.

Table 2. The Good of Fit Model

Variable	Items	Validity	Cronbach Alpha	Composite Reliability	AVE
Green economy	GE 1	0.827	0.866	0.897	0.708
	GE 2	0.815			
	GE 3	0.879			
	GE 4	0.844			
	GE 5				

4					
Job satisfaction	JS1	0.893	0.893	0.893	0.703
	JS2	0.878			
	JS3	0.871			
	JS4	0.841			
Employee Performance	EP1	0.725	0.894	0.898	0.759
	EP2	0.831			
	EP3	0.888			
	EP4	0.860			
	EP5	0.878			

If the Variance Inflation Factor (VIF) value is below 10, it can be concluded that there is no multicollinearity problem. This VIF value is used to identify the presence or absence of potential multicollinearity. The highest VIF value obtained from the study results was 3.965, which is still far below 10, indicating that multicollinearity is not a problem in this study. Details of the VIF values are presented in Table 4.

Table 3. Variance Inflation Factors (VIF)

Item	VIF
GE1	3.823
GE2	3.823
GE3	2.438
GE4	2.312
JS1	3.965
JS2	2.467
JS3	3.551
JS4	2.071
EP1	1.524
EP2	3.023
EP3	3.619
EP4	2.960
EP5	3.497

4.3 Hypothesis result

Direct Effect. Direct association describes a clear relationship between two variables, where changes in one variable directly affect the other variable without the role of an intermediary variable. Research often explores this relationship to assess how significantly one factor influences another.

Table 4. Hypothesis Result (Direct Effect)

Variables Effects	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Green economy->	0.407	0.421	0.109	3.726	0.000

Job satisfaction					
Job satisfaction -> Employee Performance	0.752	0.752	0.069	10.909	0.000
Green economy -> Employee Performance	0.080	0.083	0.109	0.730	0.465

Based on the analysis's results, the green economy program has been proven to significantly affect job satisfaction at private universities in South Sulawesi. This is indicated by the original sample value of 0.407, T-statistics 3.726, and P-value 0.000, which indicates that the green economy has a strong positive relationship with job satisfaction. Furthermore, job satisfaction also significantly affects employee performance, with the original sample value of 0.752, T-statistics 10.909, and P-value 0.000, indicating that the higher the job satisfaction, the better the employee performance.

However, the effect of the green economy on employee performance is not significant, with the original sample value of 0.080, T-statistics 0.730, and P-value 0.465, indicating that the green economy program does not directly affect employee performance at private universities in South Sulawesi. Thus, this study proves two positive and significant direct influences (H1 and H2) and one negative and insignificant direct influence (H3).

Indirect Effect. An indirect relationship is a relationship between two variables influenced by one or more variables acting as intermediaries. In this context, changes in one variable can affect another through the mediator variable. Research often explores this relationship to understand how one factor can affect another.

Table 5. Hypothesis Result (Indirrect Effect)

Variables Effects	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Green economy -> Job satisfaction -> Employee Performance	0.306	0.317	0.088	3.459	0.001

Based on the analysis results in Table 5, the green economy indirectly affects employee performance through job satisfaction. The original sample value of 0.306, T-statistics 3.459, and P-value 0.001 indicate that this mediation path is significant. Thus, it can be concluded that the green economy indirectly affects employee performance through job satisfaction at private universities in South Sulawesi. This

indicates that the green economy program increases job satisfaction, improving employee performance.

5 Discussion

5.1 The green economy positively influences employee satisfaction at private universities in South Sulawesi.

The green economy program has been proven to significantly impact job satisfaction at private universities in South Sulawesi. The research results show an original sample value of 0.407, T-statistics of 3.726, and a P-value of 0.000, indicating a strong positive relationship between the green economy and job satisfaction.

Implementing the green economy in the workplace has been scientifically proven to significantly impact employee satisfaction, as supported by various studies and field findings. A study showed that implementing Green Human Resource Management practices can increase job satisfaction by reducing environmental impacts and creating a healthier and more comfortable work environment [7]. In addition, green economy practices increase job satisfaction and encourage pro-environmental behaviour in the workplace, ultimately contributing to increased performance and productivity [8].

For example, several companies implementing online attendance systems and online libraries have made employees' work easier and reduced the company's environmental footprint. When employees feel empowered and supported by the company in this green initiative, their motivation and productivity increase. Therefore, based on research findings and field practices, implementing the green economy in the workplace creates environmental efficiency and sustainability and positively impacts employee job satisfaction.

5.2 Job satisfaction positively and significantly influences employee performance at private universities in South Sulawesi.

The results from private universities in South Sulawesi support the hypothesis that job satisfaction positively and significantly impacts employee performance. The data, with an original sample value of 0.752, T-statistics of 10.909, and a P-value of 0.000, clearly indicate that the higher the job satisfaction, the better the employee performance. This finding aligns with broader research on the subject.

The study results at private universities in South Sulawesi support the hypothesis that job satisfaction positively and significantly affects employee performance. Data with an original sample value of 0.752, a T-statistic of 10.909, and a P value of 0.000 clearly show that the higher the job satisfaction, the better the employee performance. This finding is in line with broader research on this matter. Several main factors can explain the results of the study. When employees are satisfied with their work environment, they tend to be more engaged and motivated. In addition, [8] highlighted that job satisfaction consistently increases employee productivity across sectors. Satisfied employees are more willing to put effort into their tasks, surpass

their primary responsibilities, and contribute to the organisation's success. This creates a cycle where high satisfaction drives high performance, improving overall organizational outcomes.

Employees perform better individually and contribute significantly to achieving broader organizational goals [11]. When employees feel supported by fair policies and a well-designed work environment, as noted in the findings, they are more willing to put in the extra effort and demonstrate loyalty to the organization. This satisfaction fosters a sense of purpose and alignment with the company's vision, leading to improved individual and collective performance. In short, satisfied employees are more motivated, engaged, and loyal, which results in better performance, supports the hypothesis, and aligns with broader research.

5.3 The green economy has a negative and nonsignificant influence on job satisfaction and employee performance at South Sulawesi private universities.

Green Economic Effects on Employee Performance at Private University in South Sulawesi is not significant, as shown by the original sample value of 0.080, T-Statistics 0.730, and P value 0.4. This shows that the Hihau economy does not emulate direct effects on employee performance. However, this difference is compared to other research delays such as [14] which highlights the positive effects of Green Human Resource Management, shows that GHRM can improve organizational performance through pro-environmental behavior, training, and Senya Systems.

The key to success lies in the game of readiness and organicians. Green economy initiatives will be effective if the organization ensures employees are ready and involved. This readiness is more than just introducing a new green policy, but Buga is the environment where employees feel supported and satisfied. When equipped with the right knowledge and tools, employees tend to accept changes positively. Conversely, if they feel unprepared or not connected to the Green Economic Tujuan, their motivation to unknown will decrease, the program is limited to the effectiveness.

5.4 Green economy has a positive and significant influence through job satisfaction on employee performance at private universities in South Sulawesi.

Based on the analysis results in Table 6, the green economy indirectly affects employee performance through job satisfaction. This is evidenced by the original sample value of 0.306, T-statistics 3.459, and P-value 0.001, which indicates that this mediation path is statistically significant. In other words, the green economy program increases job satisfaction, positively impacting employee performance at private universities in South Sulawesi. Job satisfaction here is an essential connecting factor, allowing the benefits of green economy initiatives to be translated into improved performance.

This finding aligns with research which shows that Green economy practices positively affect job satisfaction, which then impacts sustainable organizational

performance [13]. Their research emphasizes that job satisfaction is a crucial link between GHRM practices and improved employee performance, which supports the findings seen in private universities in South Sulawesi.

In addition, other research also shows something similar. They found that green economy practices boost employee satisfaction by motivating them to engage in pro-environmental behaviours, ultimately improving individual and organizational performance [14]. This reinforces that the green economy is more effective when employees feel satisfied and rewarded for their contributions to sustainability initiatives.

When satisfied employees feel appreciated and supported by the company, they are more enthusiastic about carrying out their duties. This satisfaction increases their motivation to work harder and more efficiently, using time and resources well. Employee engagement is also critical because they feel part of the company's goals, which makes them more committed and focused on achieving optimal results. So, satisfied and motivated employees tend to work more effectively and efficiently, producing better performance and contributing to the company's success.

5.5 Practical Implication

Environmentally friendly programs, such as green economy initiatives, can significantly improve employee job satisfaction in private campuses in South Sulawesi. Implementing policies such as using refillable tumblers and energy efficiency in the campus environment creates a healthier and more comfortable working environment for staff and contributes to their overall well-being. Campuses that implement these green programs allow staff to engage in a larger purpose, such as preserving the environment, which in turn can provide a sense of pride and meaning in their work.

For staff who care about environmental issues, green policies implemented by the campus also align with their values, increasing their sense of engagement and loyalty to the institution. In addition, private campuses in South Sulawesi can introduce a reward system that recognizes staff contributions to support pro-environmental initiatives. These rewards will increase staff motivation and job satisfaction, ultimately improving individual and overall campus performance. Thus, implementing green policies in private campuses in South Sulawesi not only supports environmental sustainability but also creates a more positive and satisfying working environment for staff, which will ultimately strengthen the institution's overall performance and reputation.

5.6 Theoretical Implication

This study contributes to the literature on the relationship between green economy, job satisfaction, and employee performance, especially in education. The findings suggest that job satisfaction significantly mediates the relationship between green economy initiatives and employee performance. Green economy practices have been shown to increase employee satisfaction and engagement, which positively impact their performance, supporting the theory of organizational sustainability.

Furthermore, this study confirms that organizational support and readiness are critical to successfully implementing a green economy, which aligns with systemic management theory. This study also adds empirical evidence from the education sector, broadening the scope of the literature and focusing more on industry and manufacturing.

6 Conclusion

This study answers the four hypotheses proposed regarding the relationship between green economy programs, job satisfaction, and employee performance at private universities in South Sulawesi. First, green economy programs are proven to increase employee job satisfaction significantly. Policies such as emission reduction and energy efficiency create a healthier and more comfortable work environment, increasing employee satisfaction. Second, job satisfaction also has a significant effect on employee performance. Employees who are satisfied with their environment tend to be more motivated and engaged, improving their performance.

However, green economy programs do not significantly affect employee performance without intermediaries such as job satisfaction. Finally, green economy programs indirectly affect employee performance through job satisfaction. This means that green policies increase job satisfaction first, which then positively impacts employee performance. In conclusion, when supported by organizational and management readiness, green economy policies in the workplace significantly benefit the environment while increasing employee satisfaction and performance.

References

1. E. B. Barbier, "Greening the Post-pandemic Recovery in the G20," *Environ Resour Econ (Dordr)*, vol. 76, no. 4, pp. 685–703, Aug. 2020, doi: 10.1007/s10640-020-00437-w.
2. A. Shafaei, M. Nejati, and Y. Mohd Yusoff, "Green human resource management," *Int J Manpow*, vol. 41, no. 7, pp. 1041–1060, Jun. 2020, doi: 10.1108/IJM-08-2019-0406.
3. S. von Janda, A. Polthier, and S. Kuester, "Do they see the signs? Organizational response behavior to customer complaint messages," *J Bus Res*, vol. 137, pp. 116–127, Dec. 2021, doi: 10.1016/j.jbusres.2021.08.017.
4. V. A. Rasmussen, R. Hermawan, N. P. Lucky, and S. W. Prasetyaningtyas, "The Impact of Green Human Resource Management Practices on Employee Well-being and Job Satisfaction," *Ilomata International Journal of Management*, vol. 5, no. 4, pp. 1290–1301, Aug. 2024, doi: 10.61194/ijjm.v5i4.1348.
5. A. Tauchid, M. Saleh, R. Hartono, and J. Mujiyanto, "English as an international language (EIL) views in Indonesia and Japan: A survey research," *Heliyon*, vol. 8, no. 10, p. e10785, Oct. 2022, doi: 10.1016/j.heliyon.2022.e10785.
6. J. W. Creswell, *Research design: qualitative, quantitative, and mixed methods approaches*, 4th ed. Sage Publications, 2014.
7. A. H. Tahir, M. Umer, S. Nauman, K. Abbass, and H. Song, "Sustainable development goals and green human resource management: A comprehensive review of environmental performance," *J Environ Manage*, vol. 370, p. 122495, Nov. 2024, doi: 10.1016/j.jenvman.2024.122495.
8. A. Katebi, M. H. HajiZadeh, A. Bordbar, and A. M. Salehi, "The Relationship Between 'Job Satisfaction' and 'Job Performance': A Meta-analysis," *Global Journal of Flexible*

- Systems Management*, vol. 23, no. 1, pp. 21–42, Mar. 2022, doi: 10.1007/s40171-021-00280-y.
9. M. Shahriari, M. Tajmir Riahi, O. Azizan, and M. Rasti-Barzoki, “The effect of green organizational culture on organizational commitment: The mediating role of job satisfaction,” *J Hum Behav Soc Environ*, vol. 33, no. 2, pp. 180–197, Feb. 2023, doi: 10.1080/10911359.2022.2029789.
 10. A. H. Memon, S. H. Khahro, N. A. Memon, Z. A. Memon, and A. Mustafa, “Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan,” *Sustainability*, vol. 15, no. 11, p. 8699, May 2023, doi: 10.3390/su15118699.
 11. C. Morais, F. Queirós, S. Couto, A. R. Gomes, and C. Simões, “Explaining organizational commitment and job satisfaction: the role of leadership and seniority,” *Humanit Soc Sci Commun*, vol. 11, no. 1, p. 1363, Oct. 2024, doi: 10.1057/s41599-024-03855-z.
 12. B. Bin Saeed, B. Afsar, S. Hafeez, I. Khan, M. Tahir, and M. A. Afridi, “Promoting employee’s proenvironmental behavior through green human resource management practices,” *Corp Soc Responsib Environ Manag*, vol. 26, no. 2, pp. 424–438, Mar. 2019, doi: 10.1002/csr.1694.
 13. M. A. Shahzad, D. Jianguo, and M. Junaid, “Impact of green HRM practices on sustainable performance: mediating role of green innovation, green culture, and green employees’ behavior,” *Environmental Science and Pollution Research*, vol. 30, no. 38, pp. 88524–88547, Jul. 2023, doi: 10.1007/s11356-023-28498-6.
 14. A. AlKetbi and J. Rice, “The Impact of Green Human Resource Management Practices on Employees, Clients, and Organizational Performance: A Literature Review,” *Adm Sci*, vol. 14, no. 4, p. 78, Apr. 2024, doi: 10.3390/admsci14040078.
 15. W. G. Cochran, *Sampling techniques*, 3rd ed. New York: Wiley, 1991.
 16. S. Sugiyono, *Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D*. Bandung: Alfabeta, 2017.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

