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HOW GREEN HRM AND EMPLOYEE GREEN BEHAVIOR DRIVE SUSTAINABILITY: A GENDER-BASED ANALYSIS

Winda Eka Saputri¹ and Lenny Christina Nawangsari²

^{1,2}Magister Manajemen, Universitas Mercu Buana

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ABSTRACT

Organizational sustainability has become a top priority in modern business strategies, driven by increasing pressure from stakeholders to adopt environmentally friendly practices. Amidst this urgency, Green Human Resource Management (GHRM) has emerged as a crucial tool in supporting Corporate Sustainability by encouraging Employee Green Behavior (EGB). This study aims to analyze the influence of GHRM on Corporate Sustainability with the mediating role of EGB, considering gender differences between male and female employees. This research is quantitative in nature, employing SEM PLS statistical analysis to test the relationships between variables with a sample of 130 individuals. The results indicate that GHRM significantly influences Corporate Sustainability, mediated by EGB, for both male and female employees. The novelty of this study lies in its gender-based approach to examining the impact of GHRM on corporate sustainability, a perspective that has been rarely discussed in previous literature. These findings highlight the importance of considering gender differences in the development of green human resource management policies and practices, to maximize the potential of all employees in achieving the organization's long-term sustainability goals.

KEYWORDS: - Green Human Resource Management, Corporate Sustainability, Employee Green Behavior, Gender Differences.

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1.INTRODUCTION

Corporate Sustainability (CS) has become a top priority for organizations worldwide, especially in the face of climate change challenges and increasing demands from various stakeholders for more sustainable business practices. One strategic approach that has been gaining attention is Green Human Resource Management (GHRM), which integrates environmentally friendly principles into human resource management practices. GHRM plays a crucial role in promoting Employee Green

Behavior (EGB), which ultimately contributes to the overall sustainability of the company. GHRM encompasses various practices such as green recruitment, green training and development, and sustainability-focused performance evaluations. These practices aim to instill environmental awareness and responsibility among employees, enabling them to act in alignment with sustainability values. Employee Green Behavior, which includes actions that support the company's environmental initiatives, plays a vital role in achieving corporate sustainability goals. EGB plays an important role in achieving Corporate Sustainability by examining how Green Human Resource Management (GHRM) and environmental leadership influence employee green behavior. The results indicate that EGB is a key element in driving corporate sustainability, especially when supported by green HRM policies and proactive environmental leadership (Ali, A., Khan, S., & Fatima, T., 2023).

Several studies have shown that men and women often differ in their perceptions and responses to environmental issues. Women tend to be more environmentally conscious and are more likely to support green initiatives compared to men. Understanding how these gender differences affect responses to GHRM and EGB can help organizations design more effective and inclusive policies and programs (Lee & Lee, 2020; Martins & Aguiar, 2021). Companies can enhance pro-environmental behavior in the workplace through various practices, such as green training and green performance evaluations. However, the impact of these practices may differ between men and women. For example, women might be more motivated by initiatives that emphasize the social impact of green practices, while men might be more motivated by incentives or rewards related to environmental performance. Exploring these differences can provide valuable insights for optimizing the implementation of GHRM in diverse organizations (Al-Ghazali, & Afsar, 2021; Yusoff, & Nejati, M, 2020).

Previous research has found that women are often more active in demonstrating green behavior in the workplace compared to men, who may focus more on traditional work tasks. Examining these gender differences is important for understanding how organizations can effectively promote EGB among employees with different gender backgrounds (Kim & Kim, 2021).

2. THEORITICAL BACKGROUND

Green Human Resource Management (GHRM) is a set of policies, practices, and human resource systems that encourage environmentally friendly behavior in the workplace, aiming to develop a sustainable workforce and support organizational sustainability goals. GHRM includes practices such as green recruitment, green training, green performance appraisal, and career development focused on sustainability (Tang et al., 2020).

Employee Green Behavior (EGB) refers to the individual behaviors of employees that support or contribute to the organization's environmental objectives. This includes a range of actions such as reducing energy use, waste management, efficient use of resources, and participation in environmental initiatives at work (Dumont & Deng, 2021).

Corporate Sustainability is a business approach aimed at creating long-term value by minimizing negative impacts on the environment, society, and the economy. It involves integrating

sustainability principles into the company's strategy, operations, and culture to ensure business continuity and positive contributions to society and the planet (Baumgartner & Rauter, 2021).

Several previous studies have explored the impact of GHRM on Corporate Sustainability. For instance, a study by Afsar et al. (2021) examined how GHRM influences Corporate Sustainability through the mediating role of employees' pro-environmental behavior. The results showed that effective GHRM policies can enhance employees' commitment to sustainability, which in turn strengthens the overall sustainability of the company. Similarly, Yong et al. (2020) analyzed the relationship between GHRM and Green Intellectual Capital in supporting Corporate Sustainability, finding that GHRM plays a key role in developing human resources focused on sustainability, ultimately reinforcing the company's sustainability. Renwick et al. (2020) conducted a literature review on GHRM and its role in promoting sustainable business practices, emphasizing that GHRM is not only a tool for promoting internal sustainability but also a key factor in achieving the company's overall sustainability goals.

Other studies have examined the impact of Green Human Resource Management (GHRM) on Employee Green Behavior (EGB). For example, Dumont et al. (2021) explored how GHRM practices influence EGB in the workplace, considering the mediating role of a green psychological climate and employees' green values. The findings indicated that GHRM significantly enhances EGB, especially when employees perceive organizational support for green initiatives. Pham & Jabbour (2020) investigated the impact of GHRM on EGB by considering the role of psychological ownership, revealing that GHRM contributes to increased EGB by fostering employees' sense of ownership over their work environment. Additionally, Yusoff et al. (2020) explored the relationship between GHRM practices and environmental performance in the hospitality industry, with EGB as a mediator, finding that GHRM significantly influences EGB, which in turn positively impacts the company's environmental performance.

Several journals provide empirical evidence on the importance of Employee Green Behavior in supporting and enhancing Corporate Sustainability (Kim & Kim, 2021; Tariq & Ahmad, 2021; Afsar & Umrani, 2020). Kim & Kim (2021) explored the impact of EGB on Corporate Sustainability in the hospitality industry, showing that employees' green behavior significantly contributes to achieving the company's sustainability goals, particularly in waste reduction and energy efficiency. Tariq & Ahmad (2021) analyzed the relationship between EGB and Corporate Sustainability, considering the mediating role of organizational green culture, finding that EGB has a significantly positive impact on corporate sustainability, especially when supported by an organizational culture that promotes green practices. Afsar & Umrani (2020) examined the impact of perceived organizational support on EGB and its effect on Corporate Sustainability, discovering that employees who are engaged and supportive of green initiatives at work are more likely to contribute to the company's overall sustainability.

Some previous studies have demonstrated that EGB mediates the impact of GHRM on Corporate Sustainability. For example, Zaid & Bon (2020) investigated the influence of GHRM on sustainability performance in healthcare organizations, emphasizing the mediating role of Employee Green Behavior. The findings showed that EGB plays a critical role in mediating the

relationship between GHRM and Corporate Sustainability, with significant effects on improving environmental performance. Pham & Phan (2020) explored the mediating role of Employee Green Behavior in the relationship between GHRM and Corporate Sustainability, finding that green training and an environmentally supportive organizational culture enhance EGB, which in turn strengthens organizational sustainability. Meanwhile, a study by Guerci & Luzzini (2021) analyzed how stakeholder pressures are translated into environmental performance through the mediating role of GHRM and Employee Green Behavior. This study found that EGB significantly mediates the impact of GHRM on Corporate Sustainability, reinforcing the relationship between the two.

Based on the theories and previous research, the research model in the study is:

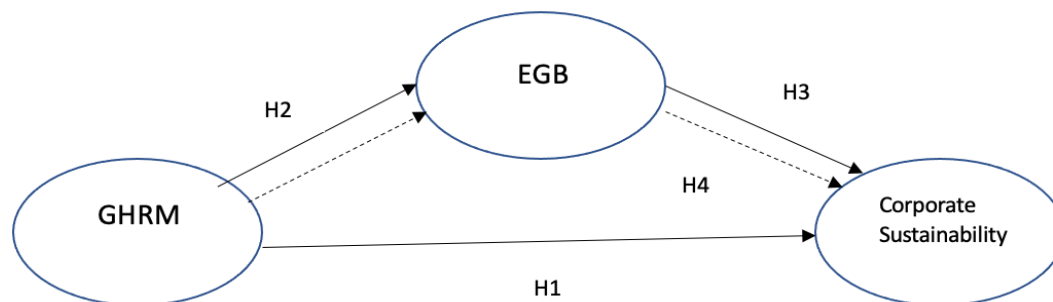


Figure 1. Research Mode

The research hypotheses are as follows:

- H1a: GHRM has a positive and significant effect on Corporate Sustainability among male employees.
- H1b: GHRM has a positive and significant effect on Corporate Sustainability among female employees.
- H2a: GHRM GHRM has a positive and significant effect on EGB among male employees.
- H2b: GHRM has a positive and significant effect on EGB among female employees.
- H3a: EGB has a positive and significant effect on Corporate Sustainability among male employees.
- H3b: EGB has a positive and significant effect on Corporate Sustainability among female employees.
- H4a: GHRM has a positive and significant effect on Corporate Sustainability, mediated by EGB, among male employees.
- H4b: GHRM has a positive and significant effect on Corporate Sustainability, mediated by EGB, among female employees.

3. METHODS

This study was conducted at PT. ATC, with a population of 192 employees working at the Gading Serpong headquarters, and a sample size of 130 participants. The research is quantitative in nature and employs statistical analysis using SEM-PLS.

4. RESULTS AND DISCUSSION

4.1 Evaluation of the Measurement Outer Model

4.1.1 Convergent Validity Test

In the testing of convergent validity, an indicator is considered valid if it has an outer loading value greater than 0.7. Below is the PLS analysis for male and female employees.

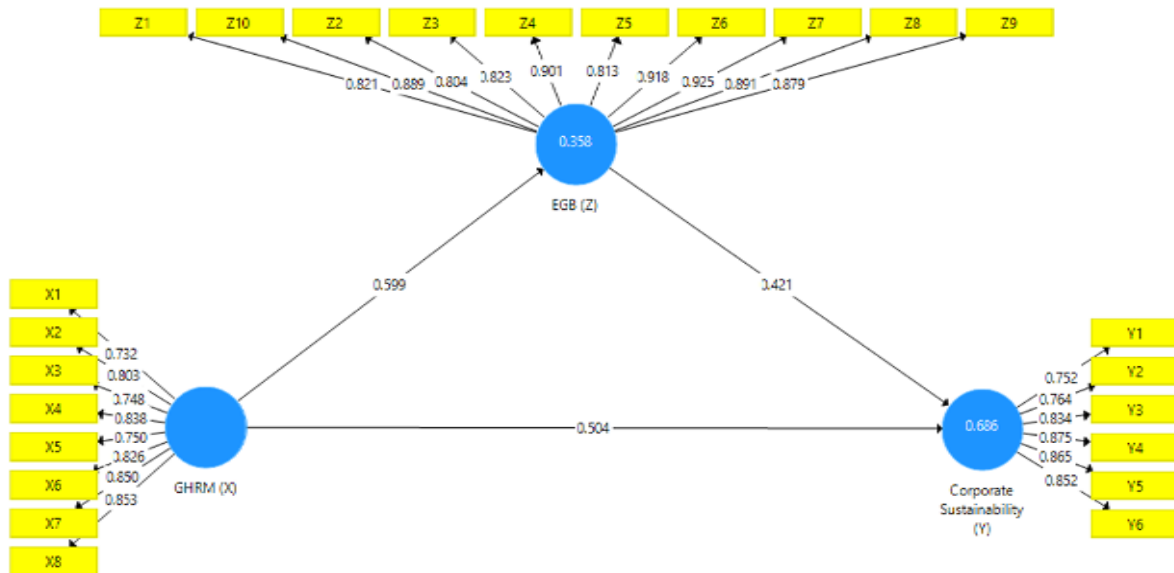


Figure 2. PLS Analysis for Male Employees

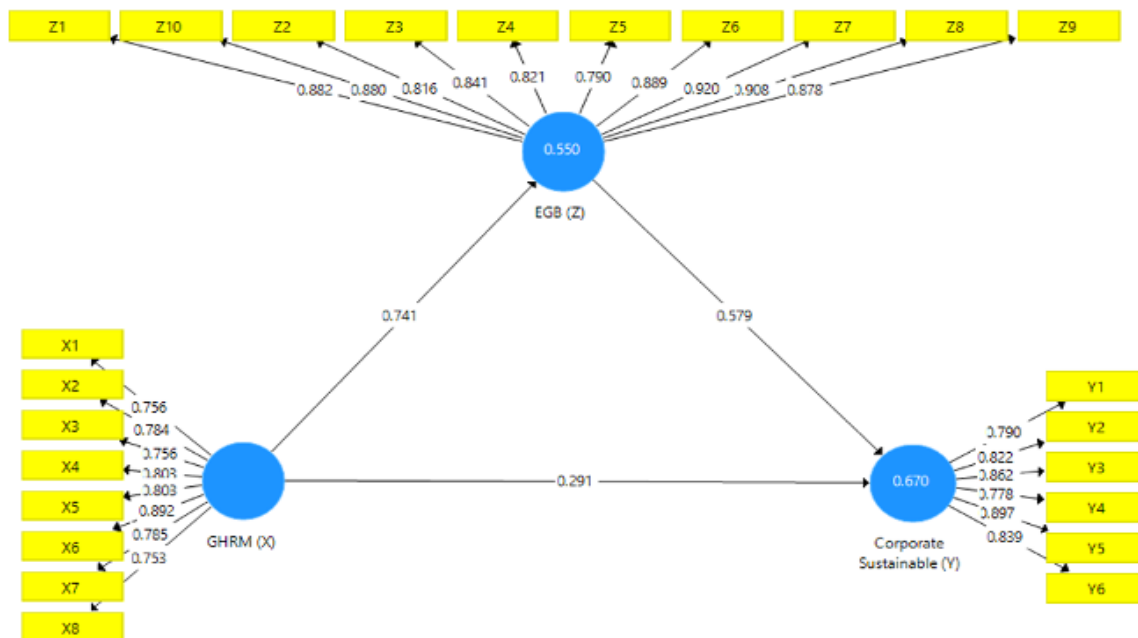


Figure 3. PLS Analysis for Female Employee

The result of this study demonstrate that all research indicators are considered valid for both male and female employees, as their outer loading values exceed 0.7.

Table 1. Convergent Validity

	Male		Female	
	Outer Loading		Outer Loading	
X1	0,732	Valid	0,756	Valid
X2	0,803	Valid	0,784	Valid
X3	0,748	Valid	0,756	Valid
X4	0,838	Valid	0,803	Valid
X5	0,750	Valid	0,803	Valid
X6	0,826	Valid	0,892	Valid
X7	0,850	Valid	0,785	Valid
X8	0,853	Valid	0,753	Valid
Y1	0,752	Valid	0,790	Valid
Y2	0,764	Valid	0,822	Valid
Y3	0,834	Valid	0,862	Valid
Y4	0,875	Valid	0,778	Valid
Y5	0,865	Valid	0,897	Valid
Y6	0,852	Valid	0,839	Valid
Z1	0,821	Valid	0,882	Valid
Z10	0,889	Valid	0,880	Valid
Z2	0,804	Valid	0,816	Valid
Z3	0,823	Valid	0,841	Valid
Z4	0,901	Valid	0,821	Valid
Z5	0,813	Valid	0,790	Valid
Z6	0,918	Valid	0,889	Valid
Z7	0,925	Valid	0,920	Valid
Z8	0,891	Valid	0,908	Valid
Z9	0,879	Valid	0,878	Valid

4.1.2. Discriminant Validity Test

1. Cross Loadings

Table 2. Discriminant Validity (Cross Loadings) for Male employees

	GHRM (x)	y (Corporate Sustainability)	z (EGB)
X1	0,732	0,385	0,331
X2	0,803	0,718	0,561
X3	0,748	0,469	0,418
X4	0,838	0,731	0,588
X5	0,750	0,518	0,357
X6	0,826	0,732	0,589
X7	0,850	0,545	0,436
X8	0,853	0,579	0,426

Y1	0,615	0,752	0,511
Y2	0,494	0,764	0,518
Y3	0,620	0,834	0,587
Y4	0,690	0,875	0,548
Y5	0,600	0,865	0,729
Y6	0,704	0,852	0,660
Z1	0,542	0,668	0,821
Z10	0,553	0,606	0,804
Z2	0,533	0,680	0,823
Z3	0,577	0,668	0,901
Z4	0,504	0,582	0,813
Z5	0,532	0,632	0,918
Z6	0,479	0,646	0,925
Z7	0,424	0,582	0,891
Z8	0,470	0,537	0,879
Z9	0,546	0,634	0,889

Table 3. Discriminant Validity (Cross Loadings) for Female employees

	GHRM (X)	Corporate Sustainable (Y)	EGB (Z)
X1	0,756	0,449	0,445
X2	0,784	0,670	0,653
X3	0,756	0,456	0,466
X4	0,803	0,698	0,740
X5	0,803	0,533	0,521
X6	0,892	0,665	0,663
X7	0,785	0,501	0,591
X8	0,753	0,489	0,512
Y1	0,488	0,790	0,572
Y2	0,630	0,822	0,630
Y3	0,617	0,862	0,658
Y4	0,408	0,778	0,585
Y5	0,719	0,897	0,817
Y6	0,675	0,839	0,666
Z1	0,750	0,665	0,882
Z10	0,626	0,665	0,880
Z2	0,557	0,592	0,816
Z3	0,553	0,647	0,841
Z4	0,547	0,696	0,821
Z5	0,609	0,670	0,790
Z6	0,648	0,704	0,889
Z7	0,712	0,775	0,920

Z8	0,718	0,751	0,908
Z9	0,646	0,679	0,878

The table above confirms that the Cross Loading test is valid for both male and female employees.

2. Fornell-Larcker Criterion Test

Table 4. Fornell-Larcker Criterion Test for Male employees

	Corporate Sustainability (Y)	EGB (Z)	GHRM (X)
Corporate Sustainability (Y)	0,825		
EGB (Z)	0,723	0,868	
GHRM (X)	0,756	0,599	0,801

Table 5. Fornell-Larcker Criterion Test for Female employees

	Corporate Sustainability (Y)	EGB (Z)	GHRM (X)
Corporate Sustainability (Y)	0,832		
EGB (Z)	0,795	0,864	
GHRM (X)	0,721	0,741	0,793

The table above confirms that the Fornell-Larcker Criterion test is valid for both male and female employees.

3. Heterotrait-Monotrait Ratio (HTMT) Test

The result of the HTMT test, shown in the table below, indicate that the HTMT value for each variable pair is less than 0.9, thus the criteria for discriminant validity is fulfilled.

Table 6. Heterotrait-Monotrait Ratio (HTMT) Test for Male employees

	Corporate Sustainability (Y)	EGB (Z)	GHRM (X)
Corporate Sustainability (Y)			
EGB (Z)	0,765		
GHRM (X)	0,794	0,609	

Table 7. Heterotrait-Monotrait Ratio (HTMT) Test for Female employees

	Corporate Sustainability (Y)	EGB (Z)	GHRM (X)
Corporate Sustainability (Y)			
EGB (Z)	0,839		

GHRM (X)	0,757	0,767
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AVE (Average Variance Extracted) Test

Table 8. AVE (Average Variance Extracted) Test

	Average Variance Extracted (Male Employees)	Average Variance Extracted (Female Employee)
Corporate Sustainability (Y)	0,681	0,693
EGB (Z)	0,753	0,746
GHRM (X)	0,642	0,628

The explanation in Table 8 indicates that the AVE values for each variable are valid because they are greater than 0.5.

4.1.3. Reliability Test

Table 9. Reliability Test

	Cronbach's Alpha (pria)	Cronbach's Alpha (wanita)	rho_A (pria)	rho_A (wanita)	Composite Reliability (pria)	Composite Reliability (wanita)
Corporate Sustainability (Y)	0,905	0,911	0,912	0,923	0,927	0,931
EGB (Z)	0,963	0,962	0,964	0,964	0,968	0,967
GHRM (X)	0,921	0,916	0,935	0,926	0,935	0,931

Based on the table above, it is proven that the results of the Cronbach's Alpha, rho_A, and Composite Reliability tests are all above 0.7, indicating that all variables are reliable for both male and female employees.

4.2 Structural Model Testing/ Inner Model Evaluation

4.2.1 R² Test

The results of the R² testing can be seen in Table 10.

Table 10. R²Evaluation

	Male Employees		Female Employees	
	R Square	R Square Adjusted	R Square	R Square Adjusted
Corporate Sustainability (Y)	0,686	0,676	0,670	0,660
EGB (Z)	0,358	0,348	0,550	0,543

Based on the results of the R^2 testing, the R^2 value for the Corporate Sustainability variable among male employees is 0.686. This means that Corporate Sustainability is influenced by GHRM and EGB variables by 68.6%, while the remaining 31.4% is influenced by other variables not examined in the study. For female employees, the R^2 value is 0.670, indicating that Corporate Sustainability is influenced by GHRM and EGB variables by 67%, while the remaining 33% is influenced by other variables not examined.

Table 11. Fit Model Test

	Saturated Model	Estimated Model
Male Employees		
SRMR	0,090	0,091
d_ULS	2,448	2,491
d_G	2,652	2,647
Chi-Square	679,886	682,100
NFI	0,650	0,649
Female Employees		
SRMR	0,086	0,086
d_ULS	2,206	2,196
d_G	1,895	1,897
Chi-Square	542,975	542,285
NFI	0,699	0,699

Based on the table above, the model fit or SRMR (Standardized Root Mean Square Residual) test results show a value of 0.09 for male employees and 0.086 for female employees, indicating that the model fit criteria are met since the values are below 0.1. Additionally, the NFI (Normed Fit Index) values are quite strong, with 65% for male employees and 69.9% for female employees.

4.2.1 Hypothesis Testing Result

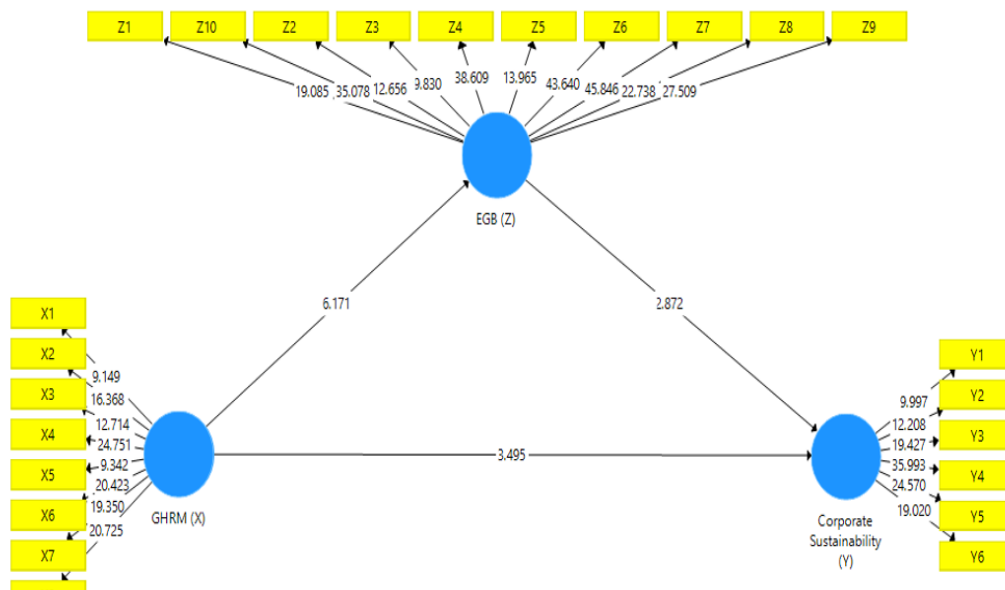


Figure 4. Bootstrapping Test Results for Male employees

Table 12. Hypothesis Testing Result for Male Employees

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Direct Effects					
GHRM (X) -> Corporate Sustainability (Y)	0,504	0,144	3,495	0,000	Support
GHRM (X) -> EGB (Z)	0,599	0,097	6,171	0,000	Support
EGB (Z) -> Corporate Sustainability (Y)	0,421	0,147	2,872	0,004	Support
Indirect Effect					
GHRM (X) -> EGB (Z) -> Corporate Sustainability (Y)	0,252	0,104	2,434	0,015	Support

Hypothesis Testing for Male employees

1. GHRM has a Positive and Significant Influence on Corporate Sustainability among male employees. The hypothesis testing results indicate a statistical value of 3.495, an original sample value of 0.504, and a p-value of 0.000. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis 1a, stating that GHRM has a positive and significant effect on Corporate Sustainability for male employees, is accepted.
2. GHRM has a Positive and Significant Influence on EGB Sustainability among male employees. The hypothesis testing results show a statistical value of 6.171, an original sample value of 0.599, and a p-value of 0.000. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis 2a, stating that GHRM has a positive and significant effect on EGB for male employees, is accepted.
3. EGB has a Positive and Significant Influence on Corporate Sustainability among male employees. Based on the hypothesis test, the statistical value obtained was 2.872, the original sample value was 0.421, and the p-value was 0.004. Since the t-statistic value is greater than the t-table value of 1.96, hypothesis 3a, which states that EGB has a positive and significant effect on Corporate Sustainability among male employees, is accepted.
4. GHRM has a positive and significant effect on Corporate Sustainability, mediated by EGB, among male employees. Based on the hypothesis test, the statistical value obtained was 0.015, the original sample value was 0.252, and the p-value was 0.015. Since the t-statistic value is greater than the t-table value of 1.96, hypothesis 4a, which states that GHRM has a positive and significant effect on Corporate Sustainability mediated by EGB among male employees, is accepted.

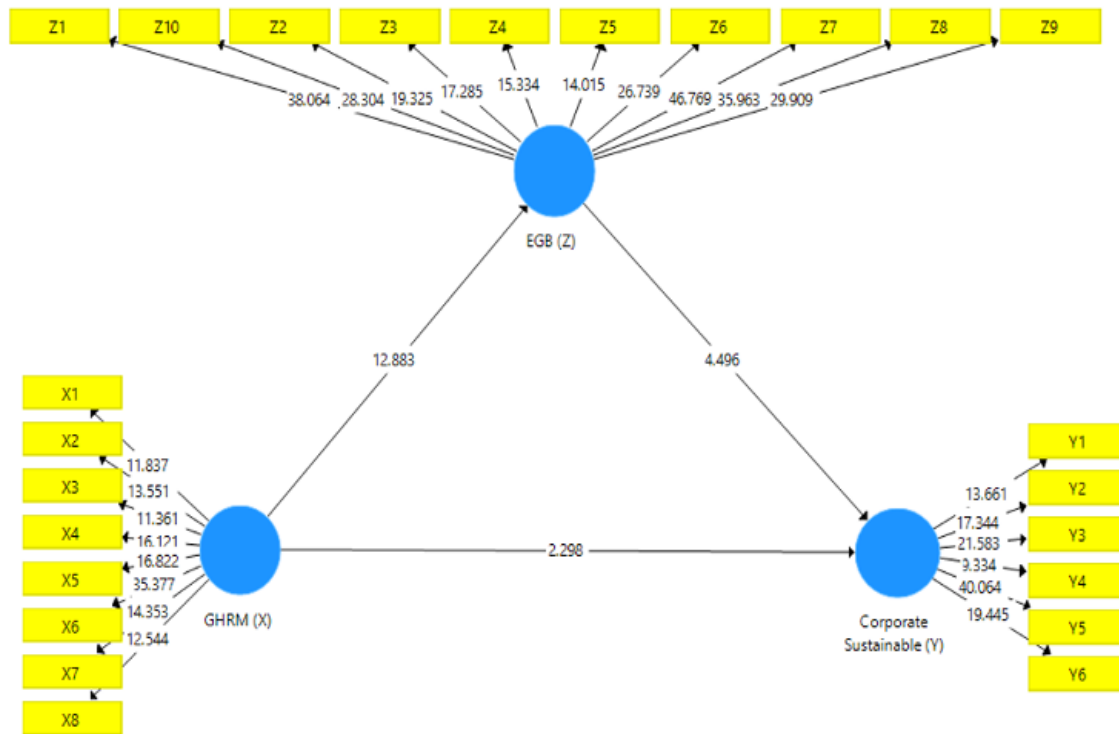


Figure 5. Bootstrapping Test Results for Female employees

Table 13. Hypothesis Testing Result for Female Employees

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	
Direct Effects					
GHRM (X) -> Corporate Sustainable (Y)	0,291	0,126	2,311	0,021	Support
GHRM (X) -> EGB (Z)	0,741	0,056	13,314	0,000	Support
EGB (Z) -> Corporate Sustainable (Y)	0,579	0,127	4,572	0,000	Support
Indirect Effect					
GHRM (X) -> EGB (Z) -> Corporate Sustainability (Y)	0,429	0,097	4,424	0,000	Support

Hypothesis Testing for Female employees

1. GHRM has a Positive and Significant Influence on Corporate Sustainability among female employees. The hypothesis testing results indicate a statistical value of 2.311, an original sample value of 0.291, and a p-value of 0.021. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis 1b, stating that GHRM has a positive and significant effect on Corporate Sustainability for female employees, is accepted.
2. GHRM has a Positive and Significant Influence on EGB among female employees. The hypothesis testing results show a statistical value of 13.314, an original sample value of 0.741, and a p-value of 0.000. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis

- 2b, stating that GHRM has a positive and significant effect on EGB for female employees, is accepted.
3. EGB has a Positive and Significant Influence on Corporate Sustainability among female employees. The hypothesis testing results yield a statistical value of 4.572, an original sample value of 0.579, and a p-value of 0.000. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis 3b, stating that EGB has a positive and significant effect on Corporate Sustainability for female employees, is accepted.
 4. GHRM has a Positive and Significant Influence on Corporate Sustainability Mediated by EGB among female employees. The hypothesis testing results show a statistical value of 4.424, an original sample value of 0.429, and a p-value of 0.000. Since the t-statistic is greater than the t-table value of 1.96, Hypothesis 4b, stating that GHRM has a positive and significant effect on Corporate Sustainability mediated by EGB for female employees, is accepted.

5. DISCUSSION

1. Green Human Resource Management (GHRM) plays a crucial role in promoting Corporate Sustainability by guiding organizational behavior and culture towards environmentally friendly practices. Through initiatives such as green recruitment, green training, green performance management, and the development of an organizational culture, GHRM effectively contributes to sustainability goals. Specifically, in green training programs, male employees tend to focus more on technical and practical aspects, such as energy efficiency and the use of environmentally friendly technology. They may be more motivated by programs that show immediate results and operational efficiency. On the other hand, female employees may be more interested in the social and long-term impacts of green training. They tend to value a more collaborative and community-oriented approach, appreciating how green practices contribute to overall well-being. In terms of Green Performance Management, male employees may be more driven by clear and measurable performance metrics related to specific environmental outcomes, such as emission reductions or resource efficiency. Conversely, female employees are generally more responsive to performance evaluations that recognize their contributions to building a sustainability-supporting organizational culture, including collaboration and efforts to promote green practices among colleagues. GHRM not only enhances the company's environmental performance but also contributes to its reputation, operational efficiency, and employee engagement. Therefore, companies that integrate GHRM into their business strategies are more likely to achieve long-term sustainability goals.
2. Green Human Resource Management (GHRM) is instrumental in encouraging Employee Green Behavior (EGB) within organizations. By implementing green recruitment, sustainability-focused training, performance management integrated with environmental targets, and developing a supportive organizational culture, GHRM creates a conducive environment for employees to engage in green behaviors. Consequently, GHRM not only increases employees' awareness and involvement in environmental issues but also contributes to the overall achievement of the company's sustainability goals. There are notable differences in the implementation of green initiatives between male and female employees. Men are more likely to participate in green initiatives focused on technical innovation and process efficiency, such as energy-saving projects or green technologies, with participation often linked to enhanced operational performance. Women, however, are more involved in initiatives that

emphasize social responsibility and community engagement, such as recycling programs or waste reduction campaigns. This participation helps to reinforce a green culture in the workplace and broadly encourages EGB.

3. Employee Green Behavior (EGB) significantly impacts Corporate Sustainability. By encouraging employees to adopt environmentally friendly practices, companies can directly reduce their environmental footprint, improve operational efficiency, enhance their reputation, increase employee engagement and satisfaction, and drive green innovation. These factors collectively contribute to the company's long-term sustainability goals, making EGB a key element in the organization's sustainability strategy. The implementation of EGB on Corporate Sustainability shows clear differences between male and female employees. Men tend to focus on immediate results and operational efficiency, while women pay more attention to social impact, collaboration, and overall well-being in their green behaviors. By understanding and accommodating these differences, companies can develop more inclusive and effective sustainability strategies that leverage the unique strengths of each gender to achieve long-term sustainability goals.
4. Besides having a direct impact, EGB also functions as a mediator in the relationship between GHRM and Corporate Sustainability. GHRM fosters an environment that supports EGB, and this green behavior, in turn, strengthens the company's sustainability efforts. In other words, through EGB, GHRM practices can be effectively translated into tangible sustainability outcomes.

6. CONCLUSION

This study demonstrates that Green Human Resource Management (GHRM) significantly influences Corporate Sustainability and that Employee Green Behavior (EGB) also impacts Corporate Sustainability. Furthermore, EGB can mediate the influence of GHRM on Corporate Sustainability. Achieving Organizational Sustainability requires active participation from all employees, regardless of their gender. Understanding how men and women differ in supporting sustainability goals can help organizations design more equitable and efficient programs, fostering a more inclusive and responsive work culture towards sustainability issues.

7. SUGGESTION

1. Companies can enhance the effectiveness of their sustainability strategies by adopting a gender-responsive approach in implementing GHRM. By offering gender-sensitive training, inclusive career development, fair reward policies, and adaptive leadership, companies can maximize the contributions of all employees towards achieving Corporate Sustainability goals.
2. Companies can more effectively enhance the influence of EGB on Corporate Sustainability by designing gender-responsive programs, implementing fair reward policies, providing appropriate training, and fostering inclusive leadership. This approach enables companies to maximize the contributions of all employees in achieving long-term sustainability goals. dapat meningkatkan pengaruh Employee Green Behavior (EGB) pada Corporate Sustainability.
3. Research Limitations:
 - a. Limited Sample Size: This study utilized a sample size of 130 participants, which may not be large enough to provide strong generalizations about the influence of GHRM on Corporate Sustainability across various industries and organizations. Future research

should consider using a larger and more diverse sample, encompassing different industries and geographic locations, to enhance the generalizability of the findings and allow for more in-depth analysis.

- b. This study employed a quantitative approach using SEM-PLS statistical analysis to examine the relationships between variables. While this approach offers strong insights into the correlations between variables, it may not provide a deep understanding of the mechanisms or reasons behind employee behaviors related to GHRM and EGB. Additional qualitative research may be necessary to delve deeper into the factors influencing these outcomes.

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Author Profile



Winda Eka Saputri, was born in Jakarta on May 24, 1998. Author completed a Bachelor's degree (S1) at Pasundan University in Bandung, Faculty of Social and Political Sciences, with a major in International Relations. The Author then continued studies at Mercu Buana University, Faculty of Economics and Business, pursuing a Master's degree in Management with a concentration in Human Resource Management.