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Article

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Antecedents of green creativity: the mediating role of employee green commitment and employee job satisfaction

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Abstract: This research aims to analyze the direct and indirect effect of green human resource management (HRM), employee green commitment, and employee job satisfaction on green creativity. This research employed a questionnaire to collect samples from companies in Indonesia committed to going green. A total of 200 responses were collected for statistical analysis with Partial Least Square—Structural Equation Modeling (PLS-SEM). This research provides empirical evidence that the green HRM, employee green commitment, and employee job satisfaction have both direct and indirect (mediating) effects on the green creativity. These findings offer useful insights into green creativity practices in Indonesia, including the mediating role of employee green commitment and employee job satisfaction.

Subjects: Human Resource Management; Behavioural Management;

Keywords: Componential theory of creativity; green HRM; green commitment; job satisfaction; green creativity

1. Introduction

The international community is working hard to make commitments to the Sustainable Development Goals (SDGs) a reality. These SDGs are a global action plan agreed upon by world

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PUBLIC INTEREST STATEMENT

This research aims to investigate the effects of green HRM, green commitment, and job satisfaction on green creativity for businesses in Indonesia that have adopted green HRM practices. We recommend the green HRM as the exposure variable, with the green commitment and job satisfaction serving as the mediating variables. Our research demonstrates that the green HRM directly influences the green creativity, while the green creativity is indirectly mediated by the green commitment and job satisfaction. Theoretically, this research supports the concept of Componential Theory of Creativity. Therefore, HR management need to contribute to environmental preservation by developing the green creativity.

leaders to end poverty, reduce inequality, and protect the environment. Environmental conservation efforts are one of the SDGs' main pillars. In line with the commitment in the environmental conservation pillars, the international community continues to strive to create an environmentally friendly culture in all aspects of life. This commitment will undoubtedly require the participation of the entire community. Contribution can take many forms, depending on the individual's creativity. As a result, green creativity must be fostered in all societies in order to produce environmentally friendly culture and behavior. Companies, as commercial actors, are a part of the global community. Green business practices can help them contribute to environmental conservation efforts. Green human resource management (GHRM) refers to the incorporation of environmental management into HRM practices. The GHRM aims to assist organizations in improving environmental performance by increasing positive employee engagement and environmental commitment (Jackson et al., 2011; Renwick et al., 2013).

GHRM practices can be one of the green business practices implemented by companies. The GHRM is thought to play a role in motivating employees to improve their environmental performance (Chaudhary, 2020). In general, the GHRM can be defined as an HRM concept that focuses on shaping employees' green behavior by incorporating green values into its functions. The GHRM is the use of an HRM approach to promote proper asset utilization within business associations and, more broadly, environmental causes. Green activities in HRM are part of a larger corporate social responsibility (CSR) project. The GHRM includes two fundamental components: pro-environmental HR practices and knowledge capital protection (Jyoti, 2019). Policies in the areas of recruitment, performance management and appraisal, personnel training and development, employee relations, and reward systems are regarded as effective tools for aligning employees with corporate environmental strategies (Renwick et al., 2013). Next, a study found that green recruitment and selection, as well as green training and development, had a direct impact on organizational commitment. These findings provide policymakers and managers with guidelines for promoting an environmental culture and green behavior among the employees in the workplace through the GHRM practice (Shoaib et al., 2021).

Building employee green creativity is one of the GHRM practice orientations. According to a study conducted by Al-Hawari et al. (2021), the employees' environmental values influenced their perceptions of green meaningfulness and creativity differently depending on their organization's adoption of GHRM practices. These findings emphasize the significance of aligning employees' values with GHRM practices in influencing positive employee behavior, specifically employee green creativity. Similarly, a previous research found a link between the GHRM and employee green creativity. Furthermore, there was a research finding indicating a link between the GHRM and pro-environmental behavior. However, the ethical leadership style variable moderated these two relationships (Ahmad et al., 2022).

The green creativity, in this context, refers to the development of original and useful green ideas about green products, practices, or services (Chen & Chang, 2013), and it is influenced by various organizational and individual antecedents. Furthermore, Chen and Chang (2013) discovered that green creative thinking is influenced by leadership and organizational attitudes toward environmental concern. Previous researchers have conducted extensive research on the employee green creative behavior. Cho and Yoo (2021) conducted a study on how to increase the employee green creativity by incorporating a comprehensive set of three-dimensional components that included external, organizational, and individual factors. This study connects the employee green creativity to customer pressure. Meanwhile, researches on the employee green creativity have been linked to leadership style (Bhutto et al., 2021; Li et al., 2020; Luu, 2021; Mansoor et al., 2021; Mittal & Dhar, 2016; Tuan, 2020).

A GHRM study conducted with a systematic literature review from 2007 to 2019 revealed that, based on five focus areas identified in this literature review, the researchers paid the most attention to GHRM performance—both at the organizational and individual levels (Yong et al., 2019). There have also been studies on the indirect relationship of GHRM on green creativity with several mediating variables.

According to Hameed et al. (2021), the role of organizational support can mediate the effect of GHRM on green creativity. Meanwhile, other studies confirmed the positive relationship between GHRM and green creativity through the mediation of green self-efficacy (Farooq et al., 2022). The green work engagement mediated the relationship between GHRM and green creativity in the context of the UAE hospitality sector (Abualigah et al., 2022). Furthermore, the proposed mediating role of green culture in the relationship between GHRM and employee green creativity has also been validated (Muisyo et al., 2022). Another study looked into whether perceived GHRM practices could foster the green creativity among the employees through a variety of mediation channels. The findings revealed that green craft and harmonious environmental spirit played a mediating role in the relationship between the perceived GHRM practices and employee green creativity (Luu, 2021). Then, a study attempted to establish a link between the GHRM practices and employee job satisfaction, but the results revealed that the GHRM practices had no effect on the employee job satisfaction (Singh & Nath, 2020).

Several previous researchers have examined the relationship between the green HRM practices and green creativity by using mediating variables. Examples of the mediating variables used include leadership roles (Hameed et al., 2021), green craft and harmonious environmental spirit (Luu, 2021), green self-efficacy (Farooq et al., 2022), green work engagement (Abualigah et al., 2022), and green culture (Muisyo et al., 2022). Previous researchers have not paid attention to assessing the green commitment and job satisfaction as the mediating variables of the effect of green HRM practices on green creativity. This present research aims to fill the research gap. This research helps to demonstrate the existence of other mediating variables, namely green commitment and job satisfaction in the effects of green HRM practices on green creativity.

According to the above literature, GHRM studies are mostly associated with several individual aspects of employees, but they are still partial. To obtain a more comprehensive model, this study investigates the effect of GHRM on individual aspects, namely employee green creativity, employee green commitment, and employee job satisfaction. Meanwhile, studies on employee green creativity have primarily focused on leadership styles, organizational support, and marketing. The employee green creativity has not been widely associated with the GHRM. As a result, the current study investigates the relationship between the employee green creativity and GHRM practices in businesses.

For these reasons, the purpose of this study is to investigate the role of GHRM practices in companies as antecedents of employee green creativity, employee green commitment, and employee job satisfaction, either directly or indirectly. This results of this study are expected to provide theoretical support for the Componential Theory of Creativity perspective in the context of green creativity for the company employees. In addition, the results of this study are also expected to provide practical recommendations for HRM practitioners in businesses in developing a green culture through the employee green creativity.

This study is divided into several sections. The first section explains the introduction, which consists of the background of the research context and its urgency. The second section elaborates the literature review, consisting of explaining the concept and measuring variables, as well as hypothesis development. The third section highlights the research methods on the data collection and analysis. The fourth section presents the research results and discussion. The fifth section demonstrates the conclusions, as well as research implications and research limitations. The last section is the list of references.

2. Literature review

2.1. Componential Theory of Creativity (CTC)

Creativity refers to new and useful ideas generated by individuals or small groups of individuals working together (Amabile, 1988). These ideas could be for a new product, service, process, or practice. Individual creativity, according to the componential theory, is capable of producing at least moderate creative work in several domains, time, and that the social environment (work

environment) can influence both the level of organizational and individual creativity. This Componential Theory of Creativity (CTC) is a comprehensive model of the social and psychological elements required for individuals to produce creative work. This theory defines creativity as the generation of novel ideas or outcomes for a specific purpose. Components are required for any creative response, according to this theory, in domain-relevant individual skills, processes relevant to creativity, intrinsic task motivation, and the social environment in which the individual works—one component outside the individual. The current CTC version includes organizational creativity and innovation, which has implications for the managers' work environments (Amabile, 2011).

This study investigates various predictors of employee green creativity in accordance with this theory. The employee green creativity is influenced by social and psychological factors. The social component refers to GHRM practices that take place in the workplace. The psychological component, on the other hand, refers to the employee organizational commitment and employee job satisfaction. As a result, the CTC concept is used in this study to examine and prove several predictors of employee green creativity, namely GHRM practices, employee organizational commitment, and employee job satisfaction.

2.2. Green HRM practice

Green HRM (GHRM) is HRM that is involved in environmental management within a company (Ahmad & Nisar, 2015). The GHRM is directly responsible for establishing a green workforce that understands, appreciates, and practices green initiatives, as well as maintaining its green objectives throughout all HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital (Mathapati, 2013). The GHRM also refers to the policies, practices, and systems that make the organiation's employees green for the benefit of the individual, society, natural environment, and the business (Arulrajah & Opatha, 2014).

According to Mampra (2013), HRM policies encourage the sustainable use of resources in business enterprises and to promote environmental causes. It improves the employees' morale and satisfaction. The GHRM is a manifestation that aids in the development of a green workforce capable of understanding and appreciating an organization's green culture. Such green initiatives can keep their green goals throughout the HRM process of recruiting, hiring, and training, as well as compensating, developing, and advancing the company's human capital (Dutta, 2012).

Several GHRM practices were identified and highlighted by Arulrajah et al. (2016) under 12 HRM functions, including job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, management discipline, health and safety management, and employee relations. Meanwhile, Tang et al. (2018) proposed the GHRM as a five-dimensional combination of green recruitment and selection, green performance management, green engagement, green training, and green salary and rewards. In this study, the GHRM is measured through several indicators, including digitalization of recruitment and selection administration (Khan & Liu, 2022; Shahriari et al., 2019); green issues in employee job descriptions (Arulrajah et al., 2016; Raut et al., 2020; Roscoe et al., 2019); green behavior in employee training and development (Masri & Jaaron, 2017); green performance indicators in systems and employee performance appraisal (Masri & Jaaron, 2017; Raut et al., 2020; Renwick et al., 2013); targets, goals, and responsibilities in green behavior to employees (Roscoe et al., 2019); rewards for the employees' green behavior (Mandip, 2012; Masri & Jaaron, 2017; Raut et al., 2020); opportunities for the employees to engage in the green behavior (Gupta, 2018; Masri & Jaaron, 2017); encouraging the employees to engage in the green behavior at work (Gupta, 2018; Ramli et al., 2012); utilization of information technology in communication and administrative governance in the HRM (Khan & Liu, 2022; Shahriari et al., 2019); and encouraging the use of green technology/materials/products (Khan & Liu, 2022; Shahriari et al., 2019).

2.3. Employee Green Commitment (EGC)

Employee green commitment (EGC) is defined as an emotional state of mind that encompasses attachment, identification, and responsibility for environmental concerns in the workplace (Paillé et al., 2019). According to Robbins (1990), employee organizational commitment is the degree to which an employee identifies with a specific organization and its goals and wishes to remain a member of the organization. The employee organizational commitment expresses how much the employees care about their workplace. A high level of commitment can boost workplace productivity, team morale, and a company's ability to achieve its objectives. According to a similar viewpoint, the employee organizational commitment refers to the employee's attachment to the organization. This definition incorporates three concepts: a strong belief in accepting organizational goals, enthusiasm for outstanding efforts in the organization, and a proclivity to remain a member of the organization (Paglis & Green, 2002). Meanwhile, Luthans et al. (2021) defined the employee organizational commitment as a strong desire to remain a member of a group, a willingness to work hard as an organizational goal, and an acceptance of organizational values and goals. In other words, it is a behavior that reflects an employee's loyalty to the organization, as well as the next stage in which the organization's members express concern for the organization's success and future development.

Several indicators were used to measure employee commitment in a study by Athar (2020), including emotional attachment, good behavior, considering continuing to work, considering losses if they stop working, showing loyalty as a moral obligation, and refusing to offer other types of work at other places. By adapting various definitions and indicators of employee organizational commitment from several previous researchers, this study measures the employee commitment in a green context through eight indicators, consisting of support for the company's policies and commitment to a green workplace; commitment to perform the green behavior in carrying out work; commitment to promote green behavior to colleagues; commitment to assist the colleagues in performing the green behavior in the workplace; commitment to be responsible for performing the green behavior in the workplace; commitment to be a role model in performing the green behavior at work; commitment to make the green behavior a habit and work culture; and commitment to participate in every green activity program conducted by the company.

2.4. Employee Job Satisfaction (EJS)

Spector (1997) explained that job satisfaction, employee satisfaction or job satisfaction is a measure of workers' satisfaction with their work, whether they like the job or individual aspects of the job, such as the nature of the job or supervision. Similarly, the job satisfaction has also been defined as an individual's positive emotional state toward work and the work environment (Bartlett, 2000; Filiz, 2014). In short, the job satisfaction refers to how much employees love their jobs and how much they desire to work for the company. In other words, it is the employee's subjective assessment of how much he enjoys his job. This job satisfaction focuses on how the employees perceive their work and how much they enjoy it (Dayal & Verma, 2021). The employee job satisfaction is also defined as the degree to which an individual has positive and negative feelings about his or her job, coworkers, and the environment (Schermerhorn et al., 2011). Furthermore, it is commonly referred to as an internal reaction to working conditions (Belias & Koustelios, 2014).

The employee job satisfaction is measured through several indicators, namely adequacy of work equipment; safety and comfortable work; working hours; reward system which stimulates work quality, commitment and employee creativity; work and commitment which are monitored and evaluated objectively and fairly; financial compensation for work; being cooperative with coworkers; interpersonal relationships; communication with immediate supervisor in daily work; leaders that treat the employees' ideas and suggestions with respect; and respect for professional skills and ethical values for progress (Popović et al., 2015). Meanwhile, Mphahlele and Dachapalli (2022) have measured the employee job satisfaction with several indicators, namely employees feel they have achieved work; there are opportunities to work alone for the employees; there are opportunities to do different things from time to time; there are opportunities for advancement for

the employees; the managers handle their workers professionally; the managers are competent in making decisions; the employees are able to do things that are in line with the values; the employees are given the opportunity to do things for others; the employees are given the opportunity to tell people what to do; company policy is properly practiced; the employees are satisfied with the salary received in relation to the amount of work performed; and the employees have the freedom to use self-assessment.

By adapting various indicators that have been used by previous researchers, this study formulates measures for the employee satisfaction in a green context, consisting of the employees are satisfied with the company and leadership efforts in developing a green environment in the workplace; the employees enjoy working for the company that has a green commitment; the employees feel proud to work for the company that has a green commitment; the employees are enthusiast about the company's policies and commitment to the environment; the employees are happy with the work related to the green behavior; the employees are satisfied with the rewards given by the company; the employees are comfortable with the relations among the employees in the workplace; the employees are comfortable with work facilities and the physical office environment with the green concept; the employees are satisfied with the performance appraisal system used in the company today; and the employees are happy with the company's opportunity and encouragement to perform the green behavior in the workplace.

2.5. Green Creativity (GC)

Green creativity is defined as the generation of novel and useful green ideas for green products, practices, or services (Chen & Chang, 2013). Chen and Chang (2013) defined it as the development of new ideas for green products, green services, green processes or green practices considered original, novel and valuable. It was further explained that in order to measure the green creativity, the following six items must be included: (1) Project members propose new ways to achieve environmental protection goals; (2) Project members discover new green ideas to improve environmental performance; (3) Project members advocate for new green ideas to others; (4) Project members develop a proper plan for implementing the new green ideas; (5) Project members will look for new green ideas; (6) Project members will create novel approaches to environmental problems.

Rhodes (1961) proposed a 4P creativity model to comprehensively reveal the nature of creativity. The model evaluates creativity in four ways: person, process, press, and product (Rhodes, 1961). Specifically, "Person" refers to a person's creative characteristics, such as personality, thinking style, and intelligence. The term "process" refers to personal behavior that is used to achieve creative goals such as learning, perception, and communication. The term "Press" refers to the creative environment, including both external and internal sources. Meanwhile, the term "Product" refers to creative output, such as new and useful ideas, solutions, and products.

In this study, the green creativity is measured in the context of "Person" in a perspective of an employee. There are several indicators and some of them were adapted from Jiang et al. (2020). The indicators used include the employees feel successful to engage in the green creative work; the employees are encouraged to engage in the green creative work; the employees feel honored to be involved in the green creative work in the workplace; the employees are engaged in the green creative work as an important activity; there is flexibility to think about green creative issues at work; the employees are fluent in thinking about the green creative issues in the workplace; the employees are thinking about the green creative issues in detail at work; the employees always think about green creative steps at work; the employees collaborate effectively with others for the green creative work in the workplace; the employees share green creative knowledge and skills with others in the workplace; the employees encourage other people about green creatives at work; the employees are able to get information about green creative works quickly; and the employees can make new and beneficial green ideas a reality at work.

2.6. Summary of related researches

2.6.1. Hypothesis development

A previous research showed that the GHRM increased employees' organizational commitment, pro-environmental behavior, and hotel environmental performance (Kim et al., 2019). Similarly, it was discovered that the GHRM had a significant positive effect on employee commitment (Ali et al., 2021). Furthermore, other studies found a positive relationship between the GHRM and employee green commitment, though this relationship was moderated by the leaders' ethical leadership (Ren et al., 2020). Similar research findings revealed that green recruitment and selection, as well as green training and development, had a direct impact on employees' organizational commitment (Shoaib et al., 2021). Furthermore, Masri and Jaaron (2017) stated that the GHRM refers to the use of HRM practices to strengthen environmentally sustainable practices and increase the employee commitment to the environmental sustainability issues. A previous study found that the green strategy and culture, green technology and products, green recruitment and evaluation, and green communication all had a positive impact on a company's environmental reputation as well as the employee commitment (Dögl & Holtbrügge, 2014). Therefore, the first hypothesis can be proposed as follows:

H1: *The GHRM practice has a significant impact on employee green commitment.*

Ahmad et al. (2022) confirmed that the GHRM increased the employee green creativity. Furthermore, the pro-environmental behavior played a partial mediating role. According to a previous study, the ethical leadership style moderated the relationship between the GHRM and green creativity, as well as the relationship between the GHRM and pro-environmental behavior. Furthermore, the study confirmed the positive relationship between GHRM and green creativity among hotel and resort employees (Farooq et al., 2022). Another study indicated that the GHRM positively influenced the green creativity (Abualigah et al., 2022). Similar research results showed that the GHRM practices influenced individual and collective green creativity (Muisyo et al., 2022). The employees' perceived GHRM was also found to have a positive effect on their voluntary green behavior at work and their green creativity (Chen et al., 2021). Therefore, the second hypothesis can be proposed as follows:

H2: *The GHRM practice has a significant impact on employee green creativity.*

GHRM plays an important role in employee job satisfaction. The GHRM has been identified as a critical hotel strategy for increasing employee happiness (Bhatti et al., 2022). Furthermore, it was discovered that the GHRM mediates an indirect relationship between transformational leadership and employee job satisfaction (Moin et al., 2021). Individually, the GHRM was found to have a positive impact on employee job satisfaction (Shafaei et al., 2020). Saha et al.(2020) was also claim that the GHRM increased job satisfaction and commitment, resulting in increased productivity and sustainability. The original theoretical model was developed through another empirical study that linked the GHRM with the employee job satisfaction. It discovered that "green" training has a positive effect on employee job satisfaction as well as their mediating mechanism (Pinzone et al., 2019). Therefore, the third hypothesis can be proposed as follows:

H3: *The GHRM practice has a significant impact on employee job satisfaction.*

Swailes (2000) explained that the relationship between organizational commitment and employee creativity had been investigated using both qualitative and quantitative methods. According to the findings of the study, a committed employee was someone who wanted to

innovate, create, and meet customer needs and was looking for ways to improve these business operations, including the most important aspects of meeting organizational goals, particularly in knowledge-intensive companies. Furthermore, a study found that employee organizational commitment had a positive influence on the level of employee creativity (Cekmecelioglu, 2006). In addition, a previous study discovered a link between organizational affective commitment and employee creativity and innovation (Odoardi et al., 2019). Therefore, the fourth hypothesis can be proposed as follows:

H4: *The employee green commitment has a significant impact on employee green creativity.*

Taleghani et al. (2012) established a positive and significant link between job satisfaction and creativity. According to Abraiz et al. (2012), job satisfaction has a positive effect on creativity. Furthermore, Akgunduz et al. (2018) discovered that intrinsic job satisfaction had a direct impact on employee creativity. Amoah and Mdletshe (2021) also conducted research on the relationship between employee job satisfaction and employee green creativity. However, creative self-efficacy moderated the relationship between the two variables. According to the findings, creative self-efficacy can act as a moderator in the relationship between employee job satisfaction and employee creativity. The link between employee job satisfaction and employee creativity became stronger as the level of creative self-efficacy increased. Other studies' findings confirmed that employee job satisfaction had a positive effect on employee creativity development (Mahdi et al., 2021). Therefore, the fifth hypothesis can be proposed as follows:

H5: *The employee job satisfaction has a significant impact on employee green creativity.*

According to one study, the GHRM practice influenced employee green commitment and behavior. Furthermore, the findings revealed that employee green commitment mediated the relationship between GHRM and green behavior (Ansari et al., 2021). Other studies found that employees who had a positive experience with the environment as a result of GHRM practices had higher levels of commitment and job satisfaction, and they were more likely to engage in green behavior (Sharma, 2016). Therefore, the sixth hypothesis can be proposed as follows:

H6: *The employee green commitment mediates the impact of GHRM practice on employee green creativity.*

A previous study discovered a mediation model that depicted the influence of job satisfaction in the relationship between GHRM and its effect on organizational members' behavior. This research was essential in understanding the individual effects of pro-environmental HRM systems (Freire & Pieta, 2022). Other researchers have suggested that GHRM practices such as green empowerment, green recruitment, and green training could boost employee happiness and satisfaction. Green creative processes and employee creativity demonstrated the positive effects of GHRM on employee happiness. Furthermore, green values strengthened the link between green creative behavior and employee satisfaction (Bhatti et al., 2022). Furthermore, another study found that the GHRM had a positive relationship with employee innovation. Job satisfaction mediated this relationship (Shafaei & Nejati, 2023). Therefore, the seventh hypothesis can be proposed as follows:

H7: *The employee job satisfaction mediates the impact of GHRM practice on employee green creativity.*

The research framework depicted in Figure 1 is based on the development of research hypothesis.

The research framework consists of 4 constructs, including the green HRM practice, employee green commitment, employee job satisfaction, and green creativity. This research proposes 7 hypotheses, including direct and indirect hypotheses. As shown in Figure 1, the direct hypotheses are H1 – H5, and the indirect hypotheses are H6 – H7.

3. Research methods

3.1. Sampling and data collection

The sample size was determined primarily by statistical power and pointing arrows. With a statistical power of 80% and five pointing arrows (R^2 is 0.5 and error is 5%), the minimum sample size is 45 (Cohen, 1992). A total of 245 people completed the data collected via an online self-administered questionnaire. The respondents were drawn at random from the survey company's online panels. This study's panels were made up of companies that were committed to going green. Over the course of three months, a total of 200 usable responses were collected for statistical analysis.

3.2. Measures of constructs and indicators

We provide a summary in Table 1 related to the comprehensive literature review that will not only identify the gaps in the literature but also strengthen the contribution of this work. In addition, the constructs must be transformed from abstract concepts into more quantifiable forms. Measures of the constructs and indicators can be seen in Table 2 below:

3.3. Measurement scales

Based on the responses, the research variables were measured and classified. The GHRM practice (GHRMP) was measured by ten indicators, the employee green commitment (EGC) by eight indicators, the employee job satisfaction (EJS) by ten indicators, and the green creativity (GC) by thirteen indicators. On a 7-point Likert scale, each scale indicator was evaluated. Each scale was subdivided into 1.2 intervals.

3.4. Validity and reliability measurement

Five criteria were used to evaluate the indicators and construct validity: outer loadings, Cronbach's alpha, average variance extracted (AVE), composite reliability (CR), and Heterotrait-Monotrait Ratio. Cronbach's alpha values greater than 0.7 are usually considered acceptable (Taber, 2018). An AVE of 0.5 or greater indicates adequate convergence (Hair et al., 2018). Furthermore, a CR value greater than 0.7 indicates the presence of internal consistency (Hair et al., 2018). In the meantime, a Heterotrait-Monotrait Ratio close to 1 indicates a lack of discriminant validity (Yusoff

Figure 1. Research framework.

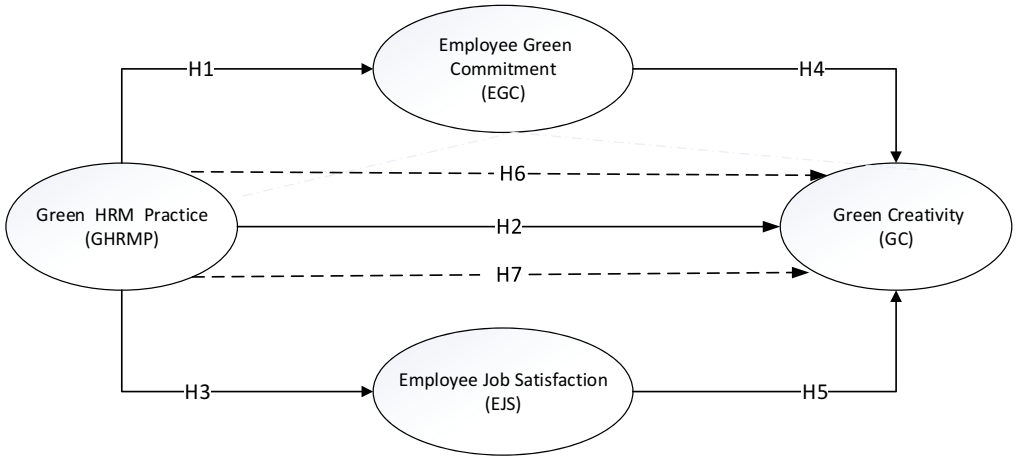

Table 1. Summary of Related Researches

Researcher	Research purposes	Results
(Hameed et al., 2021)	Examining the relationship between GHRM practices and employee green creativity, with green transformational leadership and organizational support as mediating variables.	The green transformational leadership and organizational support were able to mediate the influence of green HRM on green creativity.
(Luu, 2021)	Examining the effect of GHRM practices on employee green creativity with green craft and harmonious environmental spirit as the mediating variables.	The green craft and harmonious environmental spirit were able to mediate the effect of GHRM practices on employee green creativity.
(Farooq et al., 2022)	Examinig the effect of GHRM on and green creativity with green self-efficacy as a mediating variable.	There was a positive relationship between GHRM and green creativity with green self-efficacy as the mediating variable.
(Abualigah et al., 2022)	Examining the effect of GHRM on green creativity with green work engagement as a mediating variable.	The green work engagement was able to mediate the effect of GHRM on green creativity.
(Muisyo et al., 2022)	Examining the effect of GHRM on green creativity with green culture as a mediating variable.	The green culture was able to mediate the effect of the GHRM variable on green creativity

et al., 2020). In the PLS-SEM, the goodness-of-fit index was also used as a complete fit model (Henseler et al., 2015).

4. Empirical results and discussion

4.1. Respondent profile

This research examined at 200 people who worked in companies that had implemented GHRM practices in various ways. The respondent profile was described based on their age, gender, level of education, work experience, and the company's sector or line of business. The respondents ranged in age from 21 to 61 years old, with the majority being between the ages of 30 and 39 (76 respondents or 38%). Meanwhile, only one respondent (0.5%) was 60–69 years old. Furthermore, the respondents were mostly male (113 respondents or 56.5%), with only 87 female respondents (43.5%).

According to their level of education, 141 respondents (70.5%) had a bachelor's degree, followed by a postgraduate degree (24 respondents or 12%), a diploma (D1-D3) (21 respondents or 10.5%), and only attending senior high school (14 respondents or 7%). In terms of length of work, 83 (41.5%) had been working for 1–5 years, while only 3 (1.5%) had been working for 31–35 years. Furthermore, 95 respondents (47.5%) worked in the telecommunication sector, 40 respondents (20%) worked in the manufacturing sector, 34 respondents (17%) worked in the service sector, 16 respondents worked in the trading sector (8%), 8 respondents worked in other sector (4%), and 7 respondents (3.5%) worked in the mining sector. Table 3 explains the response category of indicators and Table 4 provides a more detailed description of the respondent profile as follows:

4.2. Descriptive statistics of research indicators

The GHRM practice (GHRMP) has a mean score of 5.68, placing it in the high category. Indicators X11 (utilization of information technology in administrative governance in HRM) and X12 (encouraging the use of green technologies/materials/products) have the highest mean value. They have a mean value of 5.99 and are classified as very high. Meanwhile, the indicator with the lowest mean value is X3 (digital communication at work) which has a mean value of 5.23 and is in the high category. Table 5 displays the GHRMP's descriptive statistics as follows:

Table 2. Measures of constructs and indicators

Construct	Definition	Indicators
Green HRM Practice (GHRMP)	The policies, practices, and systems that make the organization's employees green for the benefit of the individual, society, natural environment, and the business (Arulrajah & Opatha, 2014).	(1) Digitalization of recruitment and selection. (2) Green issues in the employees' job descriptions. (3) Green behavior in the employee training and development. (4) Green performance indicators in systems and the employee performance appraisal. (5) Targets, goals, and responsibilities in green behavior to the employees. (6) Rewards for the employees' green behavior. (7) Opportunities for the employees to engage in the green behavior. (8) Encouraging the employees to engage in the green behavior at work. (9) Utilization of information technology in communication and administrative governance in the HRM. (10) Encouraging the use of green technology/materials/products. (Arulrajah & Opatha, 2014; Gupta, 2018; Khan & Liu, 2022; Mandip, 2012; Masri & Jaaron, 2017; Raut et al., 2020; Renwick et al., 2013; Roscoe et al., 2019; Shahriari et al., 2019; Ramli et al., 2012)
Employee Green Commitment (EGC)	An emotional state of mind that encompasses attachment, identification, and responsibility for environmental concerns in the workplace (Paillé et al., 2019).	(1) Emotional attachment. (2) Good behavior. (3) Considering continuing to work. (4) Considering losses if they stop working. (5) Showing loyalty as a moral obligation. (6) Refusing to offer other types of work at other places. (Athar et al., 2020; Paillé et al., 2019)

(*Continued*)

Table 2. (*Continued*)

Construct	Definition	Indicators
Employee Job Satisfaction (EJS)	An individual's positive emotional state toward work and the work environment (Bartlett, 2000; Filiz, 2014).	(1) The employees are satisfied with the company and leadership efforts in developing a green environment in the workplace. (2) The employees enjoy working for the company that has a green commitment. (3) The employees feel proud to work for the company that has a green commitment. (4) The employees are enthusiast about the company's policies and commitment to the environment. (5) The employees are happy with the work related to the green behavior. (6) The employees are satisfied with the rewards given by the company. (7) The employees are comfortable with interpersonal relationships with their coworkers in the workplace. (8) The employees are comfortable with work facilities and the physical office environment with the green concept. (9) The employees are satisfied with the company's performance appraisal system. (10) The employees are happy with the company's opportunity and support to practice the green behavior at work. (Bartlett, 2000; Filiz, 2014; Mphahlele & Dachapalli, 2022; Popović et al., 2015)

(*Continued*)

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Table 2. (*Continued*)

Construct	Definition	Indicators
Green Creativity (GC)	The development of new ideas for green products, green services, green processes or green practices considered original, novel and valuable (Chen & Chang, 2013)	(1) The employees feel successful in participating in the green creative work. (2) The employees are encouraged to participate in the green creative work. (3) The employees feel honored to be involved in the green creative work in the workplace. (4) The green creative work is a significant activity for the employees. (5) There is flexibility to explore about green creative issues at work. (6) The employees are fluent in addressing the green creative issues in the workplace. (7) The employees are thinking about the green creative issues in detail at work; (8) The employees frequently consider about green creative steps at work. (9) The employees collaborate effectively with others for the green creative work in the workplace. (10) The employees share their green creative knowledge and skills with others in the workplace. (11) The employees promote green creative work in the workplace. (12) The employees are able to get information about green creative works quickly. (13) The employees have the ability to make new and beneficial green ideas a reality at work. (Jiang et al., 2020; Chen & Chang, 2013)

Table 3. Response category

No.	Interval	Category
1	1.00–2.20	Very Low
2	2.21–3.40	Low
3	3.41–4.60	Medium
4	4.61–5.80	High
5	5.81–7.00	Very High

Table 4. Respondent profile

Characteristics	Frequency	Percentage (%)
Age		
20–29 years old	65	32.5
30–39 years old	76	38.0
40–49 years old	40	2.0
50–59 years old	18	9.0
60–69 years old	1	.5
Total	200	100
Gender		
Male	113	56.5
Female	87	43.5
Total	200	100
Education Level		
Senior High School	14	7.0
Diploma (D1-D3)	21	1.5
Bachelor Degree	141	7.5
Postgraduate Degree	24	12.0
Total	200	100
Work Experience		
1–5 years old	83	41.5
6–10 years old	53	26.5
11–15 years old	34	17.0
16–20 years old	11	5.5
21–25 years old	10	5.0
26–30 years old	6	3.0
31–35 years old	3	1.5
Total	200	100
Sector		
Telecommunications	95	47.5
Manufacturing	40	2.0
Mining	7	3.5
Trading	16	8.0
Service	34	17.0
Other	8	4.0
Total	200	100

Table 5. Descriptive statistics of GHRM practice (GHRMP)

X	Indicator	Mean	Min.	Max.	STDEV.
X1	Digitization of recruitment administration.	5.93	1	7	1.301
X2	Green selection of employees.	5.65	1	7	1.366
X3	Digital communication at work.	5.23	1	7	1.634
X4	Green issues in the employees' job descriptions.	5.47	1	7	1.299
X5	Green behavior in the employee training and development.	5.51	1	7	1.449
X6	Green performance indicators in systems and the employee performance appraisal.	5.34	1	7	1.450
X7	Targets, goals and responsibilities in green behavior to the employees.	5.51	1	7	1.345
X8	Rewards for the employees' green behavior	5.90	1	7	1.132
X9	Opportunities for the employees to engage in the green behavior at work.	5.68	1	7	1.267
X10	Encouraging the employees to engage in the green behavior at work.	5.95	1	7	1.104
X11	Utilization of information technology in administrative governance in the HRM.	5.99	1	7	1.188
X12	Encouraging the use of green technologies/ materials/ products.	5.99	1	7	1.203
	Mean	5.68	High		

Additionally, the employee green commitment (EGC) has a mean value of 6.030, which falls into the very high category. The indicator with the highest mean value is Z1.2 (commitment to perform the green behavior in carrying out work) which has a mean value of 6.15 and is in the very high category. Meanwhile, the indicator with the lowest mean value is Z1.3 (commitment to promote

Table 6. Descriptive Statistics of Employee Green Commitment (EGC)

Z1	Indicator	Mean	Min.	Max.	STDEV.
Z1.1	Support for company policies and commitment to a green workplace.	6.14	1	7	1.026
Z1.2	Commitment to perform the green behavior in carrying out work.	6.15	2	7	0.960
Z1.3	Commitment to promote the green behavior to colleagues.	5.90	1	7	1.053
Z1.4	Commitment to assist the colleagues in performing the green behavior in the workplace.	5.97	1	7	1.053
Z1.5	Commitment to be responsible for performing the green behavior in the workplace.	5.97	2	7	1.012
Z1.6	Commitment to be a role model in performing the green behavior at work.	5.92	1	7	1.065
Z1.7	Commitment to make the green behavior a habit and work culture.	6.06	1	7	0.933
Z1.8	Commitment to participate in every green activity program conducted by the company.	6.13	1	7	0.963
		6.030	Very High		

the green behavior to colleagues), which has a mean value of 5.90 and is classified as high. Table 6 displays the EGC measurement descriptives as follows:

Furthermore, the employee job satisfaction (EJS) has a mean value of 5.865, which falls into the very high category. The indicator with the highest mean value is Z2.5 (the employees are happy with the work related to the green behavior), which has a mean of 6.02 and falls into the very high category. Meanwhile, the indicator with the lowest mean value is Z2.9 (the employees are satisfied with the performance appraisal system used in the company today), which has a mean value of 5.59 and is in the high category. Table 7 displays the EJS measurement descriptives as follows:

Table 7. Descriptive statistics of Employee Job Satisfaction (EJS)

Z2	Indicator	Mean	Min.	Max.	STDEV.
Z2.1	The employees are satisfied with the company and leadership efforts in developing a green environment in the workplace.	5.61	1	7	1.098
Z2.2	The employees enjoy working for the company that has a green commitment.	5.97	1	7	1.046
Z2.3	The employees feel proud to work for the company that has a green commitment.	6.00	1	7	1.037
Z2.4	The employees are enthusiast about the company's policies and commitment to the environment.	5.94	1	7	1.008
Z2.5	The employees are happy with the work related to the green behavior.	6.02	1	7	1.037
Z2.6	The employees are satisfied with the rewards given by the company.	5.71	1	7	1.201
Z2.7	The employees are comfortable with interpersonal relationships with their coworkers in the workplace.	5.92	1	7	1.106
Z2.8	The employees are comfortable with work facilities and the physical office environment with the green concept.	6.00	1	7	1.056

(*Continued*)

Table 7. (*Continued*)

Z2	Indicator	Mean	Min.	Max.	STDEV.
Z2.9	The employees are satisfied with the company's performance appraisal system.	5.59	1	7	1.175
Z2.10	The employees are happy with the company's opportunity and support to practice the green behavior at work.	5.89	1	7	1.111
		5.865	Very High		

Finally, the green creativity has a mean value of 5.62, placing it in the high category. The indicator with the highest mean value is Y3 (the employees feel honored to be involved in the green creative work in the workplace), with a mean value of 5.77, placing it in the high category. Meanwhile, the indicator with the lowest mean value is Y1 (the employees feel successful in participating in the green creative work), with a mean value of 5.40, placing it in the high category. The following Table 8 displays the descriptive statistics of green creativity:

4.3. Model measurement

The outer loadings are greater than 0.5 (Hair et al., 2018), the Cronbach's alpha value is greater than 0.7 (Taber, 2018), the AVE value is greater than 0.5 (Hair et al., 2018), the CR value is greater than 0.7 (Hair et al., 2018). It means all measurements were passed. The results of model measurement are summarized in Table 9 below.

Furthermore, the Heterotrait-Monotrait Ratio value is less than 1. It ranges from 0.710 to 0.855. In other words, it passed the discriminant validity test (Yusoff et al., 2020). The results of Heterotrait-Monotrait Ratio Test are presented in Table 10 below:

After meeting all validity and reliability requirements, the hypotheses were tested.

4.4. Hypothesis testing

The path (direct and indirect) analysis results are shown in Figure 2 below:

Based on Figure 2, the seven numbers in the middle of the paths represent the regression coefficients (β). All hypotheses are supported empirically using the bootstrapping method after 5,000 subsamples. The subsamples were created by selecting the observations randomly from the main data set. The number of subsamples was increased to ensure the consistency of data. The following Table 11 presents the results of direct and indirect effect test:

Table 11 shows that the direct effect of GHRMP on the EGC is significant and positive ($\beta_1 = 0.251$). The GHRMP is also positively related to the GC ($\beta_2 = 0.683$). In addition, the GHRMP has a positive effect on the EJS ($\beta_3 = 0.787$). Further, the EGC positively influences the GC ($\beta_4 = 0.219$) and the EJS has a positive and significant effect on the GC ($\beta_5 = 0.467$). A part from the direct effect, it is found that the EGC mediates the effect of GHRMP on the GC ($\beta_6 = 0.149$). Similarly, the EJS mediates the effect of GHRMP on the GC ($\beta_7 = 0.367$). Therefore, all proposed hypotheses, both the direct and indirect hypothese, are supported empirically.

Table 8. Descriptive Statistics of Green Creativity (GC)

Y	Indicators	Mean	Min.	Max.	STDEV.
Y1	The employees feel successful in participating in the green creative work.	5.40	2	7	1.203
Y2	The employees are encouraged to participate in the green creative work.	5.68	1	7	1.160
Y3	The employees feel honored to be involved in the green creative work in the workplace.	5.77	1	7	1.097
Y4	The green creative work is a significant activity for the employees.	5.66	1	7	1.154
Y5	There is flexibility to explore about green creative issues at work.	5.56	2	7	1.119
Y6	The employees are fluent in addressing the green creative issues in the workplace.	5.51	1	7	1.098
Y7	The employees are thinking about the green creative issues in detail at work.	5.47	1	7	1.129
Y8	The employees frequently consider about green creative steps at work.	5.49	2	7	1.134
Y9	The employees collaborate effectively with others for the green creative work in the workplace.	5.62	1	7	1.145
Y10	The employees share their green creative knowledge and skills with others in the workplace.	5.76	1	7	1.067
Y11	The employees promote green creative work in the workplace.	5.59	2	7	1.135

(*Continued*)

Table 8. (*Continued*)

Y	Indicators	Mean	Min.	Max.	STDEV.
Y12	The employees are able to get information about green creative works quickly.	5.61	1	7	1.151
Y13	The employees have the ability to make new and beneficial green ideas a reality at work.	5.69	1	7	1.132
		5.62	High		

Furthermore, the path analysis has also been validated by the goodness of fit index, which is shown in Table 12 below:

The goodness of fit index was examined to assess the model as a diagnostic checking (Henseler et al., 2015). Based on Table 12, the goodness of fit index of 0.669 indicates that the model is fulfilled.

4.5. Discussion

The first hypothesis testing results confirm that GHRM practice has a positive and significant influence on employee green commitment. This finding suggests that the company's GHRM practices can have a direct impact on the level of employee green commitment. This finding is consistent with a previous study that found that GHRM increased employee organizational commitment and pro-environmental behavior (Kim et al., 2019). Our findings are also consistent with Ali et al. (2021) who found that the GHRM practice had a significant positive effect on employee commitment. Furthermore, a previous study discovered a direct effect of green recruitment and selection, as well as green training and development on employee organizational commitment (Shoaib et al., 2021). Similarly, Masri and Jaaron (2017) agreed that the GHRM practice referred to the use of human resource management practices to strengthen sustainable environmental practices and increase the employee commitment to environmental sustainability. Another study found that the green strategy and culture, green technology and products, green recruitment and evaluation, and green communication all positively influenced the employee commitment (Dögl & Holtbrügge, 2014).

Furthermore, the second hypothesis testing results confirm that the GHRM practice has a positive and significant influence on green creativity. This finding indicates that the companies' GHRM practices have a direct impact on the level of employee green creativity. This finding is consistent with Ahmad et al. (2022) which found that GHRM practice had a positive effect on employee green creativity. Furthermore, this finding is consistent with other studies that found a positive relationship between GHRM practice and green creativity in hotel and resort employees (Farooq et al., 2022). Another study has found that the GHRM practice has a positive impact on green creativity (Abualigah et al., 2022). Similarly, Muisyo et al. (2022) discovered that the GHRM practice influenced the green creativity, both individually and collectively. A previous study found that the employees' perceptions of GHRM practices had a positive effect on their voluntary green behavior at work and their green creativity (Chen et al., 2021).

Table 9. Validity and Reliability Test

Paths	Outer Loadings	AVE	CR	Cronbach's Alpha
X1 ← GHRMP	0.741	0.669	0.953	0.945
X4 ← GHRMP	0.790			
X5 ← GHRMP	0.849			
X6 ← GHRMP	0.806			
X7 ← GHRMP	0.797			
X8 ← GHRMP	0.816			
X9 ← GHRMP	0.869			
X10 ← GHRMP	0.870			
X11 ← GHRMP	0.827			
X12 ← GHRMP	0.808			
Y1 ← GC	0.826	0.748	0.968	0.962
Y2 ← GC	0.856			
Y3 ← GC	0.868			
Y4 ← GC	0.864			
Y5 ← GC	0.865			
Y6 ← GC	0.902			
Y7 ← GC	0.893			
Y8 ← GC	0.882			
Y9 ← GC	0.844			
Y10 ← GC	0.869			
Y11 ← GC	0.870			
Y12 ← GC	0.850			
Y13 ← GC	0.855	0.790	0.975	0.972
Z1.1 ← EGC	0.868			
Z1.2 ← EGC	0.871			
Z1.3 ← EGC	0.879			
Z1.4 ← EGC	0.916			
Z1.5 ← EGC	0.911			
Z1.6 ← EGC	0.890			
Z1.7 ← EGC	0.900			
Z1.8 ← EGC	0.874			
Z2.1 ← EJS	0.803	0.734	0.965	0.960
Z2.2 ← EJS	0.868			
Z2.3 ← EJS	0.906			
Z2.4 ← EJS	0.862			
Z2.5 ← EJS	0.889			
Z2.6 ← EJS	0.802			
Z2.7 ← EJS	0.831			
Z2.8 ← EJS	0.881			
Z2.9 ← EJS	0.822			
Z2.10 ← EJS	0.897			

Note: X2 and X3 are removed from the model because their outer loadings values in the first stage are less than 0.6.

Table 10. Results of Heterotrait-Monotrait Ratio Test			
Path	**Original Sample (O)**	**2.5%**	**97.5%**
EJS ➔ EGC	.855	0.778	0.909
GC ➔ EGC	.761	0.659	0.843
GC ➔ EJS	.775	0.642	0.871
GHRMP ➔ EGC	.800	0.708	0.869
GHRMP ➔ EJS	.818	0.714	0.891
GHRMP ➔ GC	.710	0.559	0.830

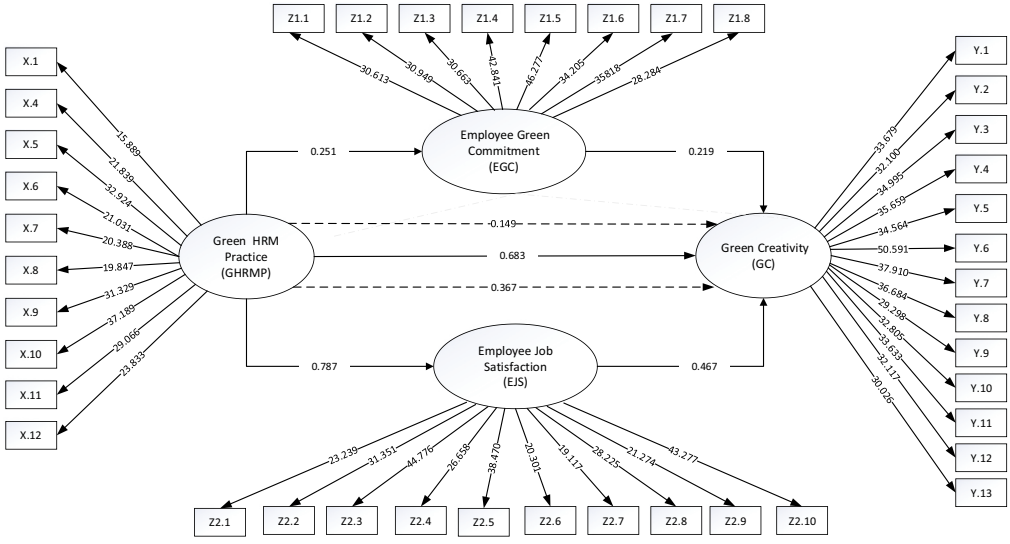

Figure 2. PLS-SEM Graphical Output.

Table 11. Direct and Indirect (Mediated) Effect			
Direct Hypothesis	***β***	**t-stat.**	**Conclusion**
GHRMP ➔ EGC	0.251	2.886***	Supported
GHRMP ➔ GC	0.683	10.292***	Supported
GHRMP ➔ EJS	0.787	17.801***	Supported
EGC ➔ GC	0.219	3.723***	Supported
EJS ➔ GC	0.467	5.401***	Supported
Indirect Hypothesis	***β***	**t-stat.**	**Conclusion**
GHRMP ➔ EGC ➔ GC	0.149	3.281***	Supported
GHRMP ➔ EJS ➔ GC	0.367	5.038***	Supported

Table 12. Goodness of Fit Index Test			
Construct	**R^2**	**AVE**	**GoF = $\sqrt{AVE \times R^2}$**
GC	0.742	0.748	-
EJS	0.619	0.734	-
EGC	0.467	0.790	-
GHRMP	-	0.669	-
Average	0.609	0.735	0.669

Furthermore, the third hypothesis testing results confirm that the GHRM practice has a positive and significant impact on employee job satisfaction. This finding suggests that the GHRM practices in businesses can have a direct impact on employee job satisfaction. This finding is consistent with a study that revealed the importance of GHRM practice in the employee satisfaction. The GHRM was identified as a critical hotel strategy for increasing the employees' happiness (Bhatti et al., 2022). Similarly, the GHRM practice was found to be capable of mediating an indirect relationship between transformational leadership and employee job satisfaction (Moin et al., 2021). Our findings supported Shafaei et al. (2020) who demonstrated that GHRM practice had a positive effect on employee job satisfaction at the individual level. The level of employee job satisfaction was related to the GHRM practice in the companies (Pinzone et al., 2019; Saha et al., 2020).

The fourth hypothesis testing results confirm that employee green commitment has a positive and significant influence on green creativity. This finding implies that the level of employee green commitment has a direct impact on the level of green creativity among company employees. Our findings are inline with Swailes (2000) who discovered a link between employee organizational commitment and employee creativity. This finding demonstrated that a committed person in their organization was someone who wanted to innovate, create, and meet customer needs, as well as look for ways to improve these business operations, including the most important aspects of meeting organizational goals, particularly in knowledge-intensive companies. Furthermore, a previous research found that the employee organizational commitment had a positive effect on the employee creativity (Cekmecelioglu, 2006). Then, there was a relationship between organizational affective commitment and employee creativity and innovation (Odoardi et al., 2019).

The fifth hypothesis was tested, and the result confirms that the employee job satisfaction has a positive and significant impact on green creativity. This finding explains how the level of employee job satisfaction has a direct impact on the company's green creativity. According to Taleghani et al. (2012), there is a positive and significant relationship between job satisfaction and creativity. Furthermore, this finding is consistent with of Abraiz et al. (2012) who discovered that job satisfaction had a positive impact on creativity. Similarly, Akgunduz et al. (2018) discovered that the intrinsic job satisfaction had a direct impact on the employee creativity. Amoah and Mdletshe (2021) and Mahdi et al. (2021) both agreed that the job satisfaction influenced the development of employee creativity.

Furthermore, the sixth hypothesis testing results confirm that the employee green commitment mediates the impact of GHRM practices on green creativity. This finding suggests that the employee green commitment can mediate and strengthen the impact of GHRM practice on the green creativity of employees in businesses. The findings of this study support a previous study that found that the GHRM practice has an impact on the employee green commitment and behavior. A previous study found that the green commitment mediated the relationship between GHRM and green behavior (Ansari et al., 2021). Another previous study discovered that when employees had a positive experience with the environment as a result of GHRM practices, they felt more committed to the organization and were more likely to engage in the green behavior (Sharma, 2016).

Finally, the seventh hypothesis testing results confirm that employee job satisfaction mediates the effect of GHRM practice on green creativity. According to the findings of this study, employee job satisfaction can mediate and strengthen the impact of GHRM practice on employee green creativity in businesses. This finding is consistent with the previous study, which demonstrated the existence of a mediation model that explained the influence of job satisfaction in the relationship between GHRM and its effect on organizational members' behavior (Freire & Pieta, 2022). A previous study discovered that GHRM practices such as green empowerment, green recruitment, and green training could increase employee happiness and satisfaction. The GHRM had a positive impact on green creative processes and staff creativity (Bhatti et al., 2022). Furthermore,

a previous study found that the GHRM had a positive relationship with the employee innovation. Job satisfaction also mediated this relationship (Shafaei & Nejati, 2023).

Based on the findings of this study, the green HRM practices were able to signal the employees that the organization had a clear emphasis on the environmental sustainability. In this case, the employees were able to demonstrate attitudes and behaviors consistent with the environmental emphasis of the organization. Recent researches had provided support for this finding by confirming that the green HRM had a positive relationship with individual employees' psychological green climate and employee commitment to the environment (Dumont et al., 2017; Ren et al., 2020). This study complements the results of previous researches examining the indirect effect of Green HRM on green creativity with several mediating variables that had not been studied (Abualigah et al., 2022; Bhutto et al., 2021; Hameed et al., 2021; Luu, 2021; Muisyo et al., 2022).

5. Conclusions

The current study aims to investigate the impact of GHRM practice on company employees, including employee green commitment, job satisfaction, and green creativity, based on the employees' characteristics. Based on the Componential Theory of Creativity (CTC) and a recent literature review, this study develops seven hypotheses. PLS-SEM was used to analyze the seven hypotheses developed. The results show that all hypothesis are empirically supported and have a significant effect.

This study demonstrates that the GHRM practices have a direct, positive, and significant impact on the employee green commitment, employee job satisfaction, and green creativity. These findings demonstrate that the GHRM practices implemented by the companies have a direct impact on the employee green commitment, employee job satisfaction, and green creativity. Furthermore, this study demonstrates that the employee green commitment and employee job satisfaction can moderate the effect of GHRM practice on the green creativity. These findings suggest that the employee green commitment and employee job satisfaction can mediate and strengthen the influence of GHRM practice on the green creativity of employees in businesses.

In addition, the results of this study imply several managerial implications. The company's HRM contribute to the environmental preservation by promoting the employees' green creativity. It is critical to strive for good and consistent GHRM practices. The GHRM practices that can be applied include green recruitment, green training and development, green rewards, green empowerment, and the use of pro-environmental technology in HR activities. The GHRM practices are considered vital to be adopted in order to have both direct and indirect effects on the employees' green creativity. Further, the green creativity practices have also been shown to have a direct impact on the employees' green commitment and job satisfaction.

Furthermore, the results of this study also emphasize that every company should actively contribute to environmental preservation. This contribution can be accomplished through the employees' green behavior. The employees' green behavior is a result of their green creativity. To stimulate the employees' green creativity, the company management, especially the HR leaders, may implement consistent GHRM practices. The GHRM has been proven to have a positive impact in increasing the employees' green commitment, job satisfaction, and green creativity.

Theoretically, this research contributes to the Componential Theory of Creativity (CTC) concept in the context of employee green creativity in businesses. Current theory includes organizational creativity and innovation, which has implications for the work environment that the managers create (Amabile, 2011). This study found that the efforts made by the HR managers in companies through the GHRM practices had an effect on the employees' green creativity.

Regardless of its contribution, there are several limitations of this study. Although the sample size employed was sufficient to evaluate the structural model, a larger sample size is required and

recommended to improve the model's reliability. Antecedents of green creativity should also be investigated in various fields to broaden its applicability. Further, examining several predictors of the green creativity model can provide a more complete understanding of GHRM. In this study, the explanatory power of the model was assessed. The model contributed an average R^2 of 0.609 (60.9%) to the green creativity. Although the variance was relatively high, as explained in the proposed model, the literature indicated that other variables such as leadership style, organizational attitude, organizational support, green self-efficacy, and green involvement could potentially affect the green creativity. A longitudinal study investigating the effects of time series and the cross-sectional dimensions of green creativity is strongly recommended to increase the research validity. Future researches also need to consider using the CB-SEM rather than the PLS-SEM. Covariance-based CB-SEM is used for the creation and development of models for theory testing.

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