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Building Green Discipline, Green Work Environment, and Environmental Purpose to Accelerate Green Performance in the Era of Sustainability

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ABSTRACT

Green Human Resources Management (GHRM) is an HR management approach that emphasizes environmentally friendly practices in the recruitment, training, evaluation, and development of employees. Green Discipline, Green Work Environment, and Green Performance are current topics in GHRM, while Environmental Purpose as a motivation strengthens the mediation pathway. The purpose of this study is to find out how work behavior consisting of Green Discipline, Green Work Environment, and Environmental Purpose can improve Green Performance while supporting the principles of Green Human Resources. The research method used is a quantitative approach, with 183 employees of PT. Indolacto East Java as the research object. Data collection was conducted through questionnaires. The analysis techniques used is Structural Equation Modeling (SEM). The results of this study prove that a model that integrates Green Discipline, Green Work Environment, and Environmental Purpose is a comprehensive approach to encourage Green Performance.

INTRODUCTION

Green Human Resources Management (GHRM) is an HR management approach that emphasizes environmentally friendly practices in the recruitment, training, evaluation, and development of employees (Ahmad, 2015; Arulrajah et al., 2016; Renwick et al., 2013). The ultimate goal is to create an organization that not only excels in productivity but also contributes to environmental sustainability (Arulrajah et al., 2016; Habib et al., 2020). Through this approach, Human Resources (HR) is oriented not only towards efficiency but also towards sustainability. Therefore, all HR processes support an environmentally friendly culture (Adinda Farhani Sofiyan & Robiatul Adawiyah, 2024). Discipline and job satisfaction are not only conventional determinants of performance but also contribute to creating an environmentally conscious work culture (Arifin & Sasana, 2022; Azhari & Supriyatin, 2020;

Kawulusan, 2016). Work motivation was born from the internalization of sustainable values that enables employees to work enthusiastically not only for organizational targets, but also for the sustainability of the company (Rasaili et al., 2022; Renwick et al., 2013; Rismawati et al., 2021).

Work Discipline in the Context of GHRM, is called Green Discipline that can be linked to compliance with the company's green policies. Discipline towards sustainability values becomes part of the work culture. Job Satisfaction in the Context of GHRM, called Green Work Environment, encourages a healthy, green, and pleasant work environment (Ahmad, 2015; Anis Fitria et al., 2024; Renwick et al., 2013; Wijonarko & Amaliyah, 2023). This has potentially increased job satisfaction through a comfortable and healthy work environment. Involvement in company sustainability programs that give employees a sense of pride. Work Motivation in the Context of GHRM, called Environmental Purpose, that can increase motivation by providing training on the importance of individual contributions to the environment. Providing rewards or recognition for employees who support green initiatives. Increasing the meaningfulness of work when employees feel that their work supports sustainability goals. Employee Performance in the Context of GHRM, called Green Performance, shows that when discipline and job satisfaction are good and when motivation is high, the employee performance can increase output and contribution to the triple bottom line (profit, people, planet).

The three main variables: Green Discipline, Green Work Environment, and Green Performance fall under one solid and current umbrella theme in Green Human Resources (GHRM). Meanwhile, Environmental Purpose as an internal motivation or value orientation towards the environment will strengthen the mediation pathway that can be measured through employee perceptions of the meaning of the environment in their work (Setyaningrum et al., 2024; Sungkawati, 2024). This research can be a basis for understanding how disciplined work behavior and job satisfaction can be directed to support the principles of Green Human Resources. Using Environmental Purpose as a mediator, organizations can create HR that is not only productive but also contributes to environmental sustainability and also related to the Sustainable Development Goals (SDGs), especially points 12 (sustainable consumption and production) and 13 (climate change).

LITERATURE REVIEW

Green Discipline

Green Discipline is a form of work discipline that aligns with the principles of sustainability and environmental awareness in the workplace. Green Discipline is

formed through habituation and reinforcement of applicable regulations. In the context of GHRM, this includes compliance with environmentally friendly policies in the workplace. It is a derivative of the GHRM concept that emphasizes disciplined work behavior towards the organization's environmental rules and values. In the context of GHRM, the importance of green discipline in supporting organizational environmental policies (Adinda Farhani Sofiyan & Robiatul Adawiyah, 2024; Arulrajah et al., 2016; Ummah, 2024).

Green Discipline is measured in 5 indicators, the first is measured from Compliance with Organizational Environmental Policy, including compliance with company policy in reducing paper use, and compliance with company policy in saving electricity and water use. The second is measured from consistency in Environmentally Friendly Behavior, which consists of consistently turning off electrical equipment when not in use and disciplined in bringing environmentally friendly work equipment (such as personal drinking bottles). The third indicator is compliance with Green Standard Operating Procedures, which consists of complying with waste separation procedures in the workplace and reusing or recycling documents/paper that can still be used. The fourth indicator is readiness to implement the company's green initiatives, which includes willingness to participate in training on energy efficiency in the workplace and consistency in implementing environmentally friendly work habits every day. The fifth indicator is Personal Responsibility for Work Environment Sustainability, which is measured from the willingness to keep the work environment clean and free of plastic waste and the willingness to be responsible for maintaining environmental sustainability in the workplace.

Green Work Environment

A green work environment is a work environment that physically, socially, and politically supports the principles of sustainability and environmental friendliness. This encompasses workplace design, organizational culture, and individual and collective behaviors to minimize negative impacts on the environment. Environmental factors such as workplace comfort, managerial support, and company values that align with personal values (e.g., environmental values) can increase job satisfaction.

According to Herzberg (1959), job satisfaction is influenced by motivating and hygiene factors (Anis Fitria et al., 2024; Shenkar et al., 2021; Wening et al., 2024). A work environment that implements environmentally friendly principles can increase satisfaction by fostering a sense of employee involvement and pride (Yong et al., 2020).

Green Work Environment consists of 5 indicators, the first is Environmentally Friendly Physical Facilities, which is measured by the work environment having environmentally friendly facilities such as energy-saving lamps and good ventilation, and the company provides separate trash bins to support recycling programs. The second indicator is Environmentally Friendly Policies and Rules, which is measured by the company's policies on waste reduction and material reuse being well implemented in the workplace and leaders and coworkers who show concern for a green work environment. The third indicator is Environmental Culture and Awareness in the Workplace, which is measured by frequently receiving information or socialization about the importance of maintaining the work environment, and organizations that regularly hold programs or training related to sustainability and the environment. The fourth indicator is Comfort and Health of the Work Environment, which is measured by Workspaces that adequate lighting and air circulation, and feeling more motivated to work because of a healthy and green office environment. The fifth indicator is Environmental Programs and Activities in the Workplace, which is measured by a comfortable, clean, and health-supporting work atmosphere in the office, and companies that support an environmentally friendly lifestyle in the work environment.

Environmental Purpose

Environmental purpose refers to employees' internal awareness and purpose to contribute to the environment within the context of their work (Isrososiawan et al., 2021; Setyaningrum et al., 2024; Ummah, 2024). This purpose stems from personal values and the influence of a supportive work environment. Environmental purpose acts as a mediating factor that bridges the relationship between internal (green discipline) and external (green work environment) aspects in achieving environmentally friendly performance. Intrinsic motivation can arise when employees feel their work is meaningful. GHRM provides additional meaning because work not only provides income but also contributes to environmental sustainability. In the

GHRM approach, that employees are more motivated when they feel their contributions support environmental sustainability (Renwick et al., 2013).

Environmental Purpose consists of four indicators, the first of which is Environmental Awareness in Work. This indicator is measured by awareness of the importance of protecting the environment in daily work activities, and understanding how actions in the workplace impact the environment. The second indicator is Personal Purpose for Environmental Contribution, which is measured by the feeling that work provides an opportunity to contribute to environmental conservation, and the ownership of a personal goal to help the organization become more environmentally friendly. The third indicator is Internalization of Environmental Values, which is measured by making sustainability values part of the employee's work principles, and the encouragement to act in an environmentally friendly manner even if not asked by superiors. The fourth indicator is the Influence of the Work Environment on Environmental Goals, which is measured by the work culture in the organization supporting employees' personal goals to contribute to the environment, and the work environment that inspires employees to care more about environmental issues.

Green Performance

Green Performance refers to employee performance, measured not only by productive work results but also by their contribution to environmental and social sustainability in the workplace (Anis Fitria et al., 2024; Moch Yusuf Fathussalam et al., 2021; Renwick et al., 2013; Wijonarko & Wirapraja, 2023). Performance improves when there are clear and challenging goals. In GHRM, these goals can include contributing to organizational sustainability (green goals). Performance is the quality and quantity of work achieved by an employee (Mangkunegara, 2019). In GHRM, Daily & Huang (2001) emphasized that green training programs can improve both performance and environmental awareness (Renwick et al., 2013).

Green Performance consists of five indicators, the first is Resource Efficiency, which is measured by the efficient use of energy, water, and paper while working, and employee compliance with all company policies related to environmental conservation. The second indicator is Initiatives in Environmentally Friendly Work

Practices, which is measured by employees in completing work will consider its impact on the surrounding environment, and employee activeness in proposing ideas or solutions to reduce the environmental impact of the work process. The third indicator is Compliance with Environmental Standards and Policies, which is measured by employee involvement in sustainability activities or programs held by the organization, and employees who demonstrate a commitment to maintaining sustainable values in every job. The fourth indicator is Sustainability Value-Based Performance, which is measured by employees feeling that their work supports the company's long-term goals in sustainability, and employees strive to maintain the company's reputation as an environmentally concerned organization. The fifth indicator is Involvement in the Company's Sustainability Program, which is measured by employees choosing more environmentally friendly work tools and materials when possible, and employees are motivated to contribute to creating a greener and more sustainable workplace.

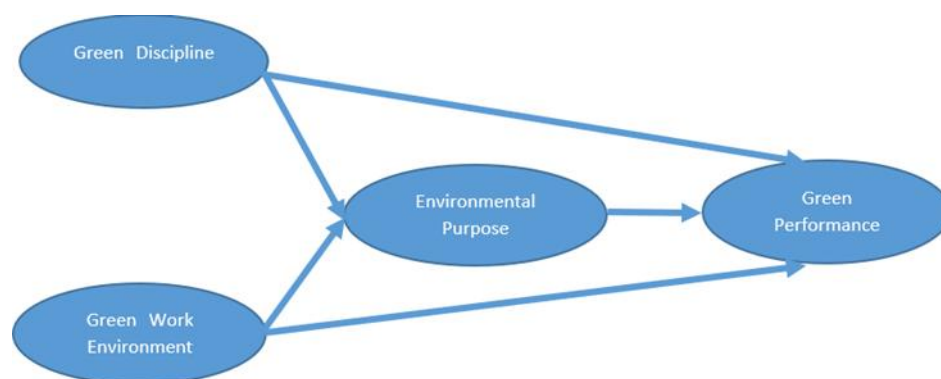


Figure 1. Research Concept

H1: The Influence of Green Discipline on Green Performance

H2: The Influence of Green Work Environment on Green Performance

H3: The Influence of Environmental Purpose on Green Performance

H4: The Influence of Green Discipline on Environmental Purpose

H5: The Influence of Green Work Environment on Environmental Purpose

H6: The influence of Green Discipline on Green Performance is mediated by Environmental Purpose

H7: The influence of Green Work Environment on Green Performance is mediated by Environmental Purpose

METHODS

This study uses a quantitative approach, which emphasizes testing theories or concepts through metric or numerical measurement of variables and conducting data analysis

procedures with statistical tools and aims to test hypotheses. The population in this study was all 183 employees of PT Indolakto East Java. The sampling technique used was the saturated sampling technique. Saturated sampling is a sampling technique that uses all members of the population as samples (Sugiyono, 2020). The reason for using the entire population as a sample is because the population is small, only 183 people, besides it also increases the validity and accuracy of the data because no population elements are excluded. This technique also allows researchers to obtain more comprehensive and in-depth data about the entire population (Ghozali, 2016; Sugiyono, 2020).

Data collection was carried out by distributing questionnaires to respondents. Instrument testing was carried out by (1) validity testing, which is a test carried out to determine how well the instrument developed is able to measure a particular concept that is intended to be measured. The criteria for testing item scores against the overall score can be said to be valid if the level of significance measured through the p-value is less than the real level α ($p\text{-value} < 0.05$). (2) Reliability testing, the criteria for a research instrument is said to be reliable if the value of the reliability coefficient is greater than 0.7. The analysis technique uses Structural Equation Modeling (SEM).

RESULTS AND DISCUSSION

The research respondents consisted of 183 permanent employees of PT. Indolakto East Java across various work units. The selection of these respondents was based on the researcher's desire to obtain an overview of the research variables across various work units and ranks within PT. Indolakto. The detailed characteristics of the respondents are presented in the following table:

Table. 1 Profile of Research Respondents

Characteristics	Criteria	Frequency	Percentage
Gender	Man	124	68%
	Woman	59	32%
Age	17 – 30 years old	110	60%
	31 – 45 years old	59	32%
	> 45 Years	14	8%

Based on Table 1 above, it can be seen that the characteristics of respondents from the gender category are mostly male with 124 respondents (68%), the most common age category is 17-30 years with 110 respondents (60%).

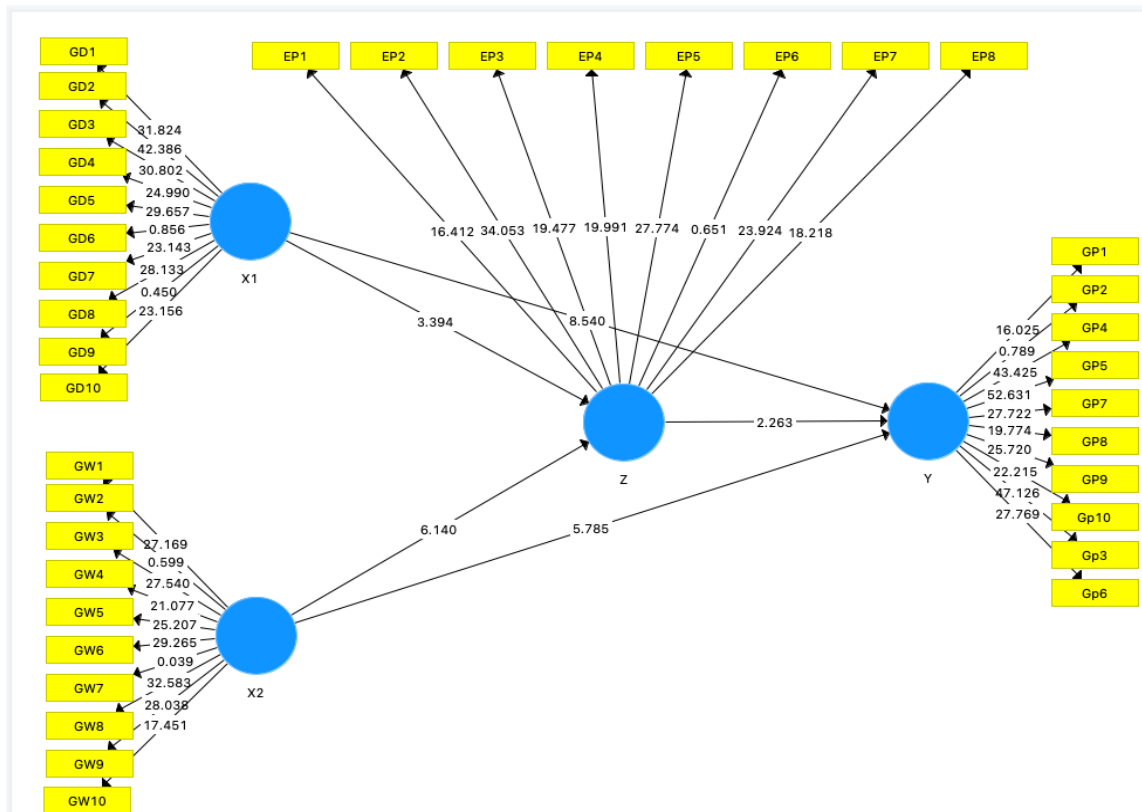


Figure 2. Data Analysis Results

Following are the results of the path analysis

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0.504	0.509	0.059	8,540	0,000
X1 -> Z	0.292	0.300	0.086	3,394	0.001
X2 -> Y	0.382	0.377	0.066	5,785	0,000
X2 -> Z	0.550	0.546	0.090	6,140	0,000
Z -> Y	0.102	0.103	0.045	2,263	0.024

Green Discipline variable directly has a positive effect on Green Performance. Employees who are disciplined in implementing green behavior tend to be more efficient and comply with environmental standards, which has an impact on increasing green performance. While the Green Work Environment has a significant effect on Green Performance. This means that a work environment that supports green practices strengthens consistent environmentally

friendly work behavior, so it will not increase sustainable performance. Environmental Purpose has a positive effect on Green Performance. Motivation or value orientation that employees have to contribute to environmental goals in their work. Green Discipline has a positive effect on Environmental Purpose. Employees who are accustomed to green discipline will have more awareness and purpose to contribute to the environment (environmental purpose), which then drives their green performance. Green Work Environment has a positive effect on Environmental Purpose. A green work environment can shape ecological values and meanings in employees, motivating them to carry out environmental roles better.

Table 3. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Z -> Y	0.030	0.030	0.015	1,996	0.046
X2 -> Z -> Y	0.056	0.057	0.029	1,948	0.052

Table 3 shows that Environmental Purpose mediates the effect of Green Discipline on Green Performance. With Environmental Purpose, disciplined employees will have higher green performance compared to those without Environmental Purpose. Environmental Purpose does not mediate the effect of Green Work Environment on.

H1: The Influence of Green Discipline on Green Performance

These results indicate that the higher the level of green discipline (e.g., adherence to environmental procedures), the better the green performance of an organization or individual. This indicates that structured and regulated behavior is crucial for achieving sustainability goals.

The results of the study indicate that there is a positive influence of Green Discipline on Green Performance. This result is highly relevant and supported by many studies in the field of environmental management and sustainability. This finding confirms that structured behavior, compliance, and discipline in implementing environmental practices are important foundations for achieving superior environmental performance. Theoretically, this result is in line with the Theory of Planned Behavior developed by Icek Ajzen. This theory states that a person's behavior, including pro-environmental behavior, is influenced by intentions based on three things: attitude, subjective norms, and perceived behavioral control. In the context of Green Discipline, disciplined employee behavior is a manifestation of high behavioral control, driven by clear procedures, rules, and policies from the organization.

The results of this study support the research conducted by previous researchers on the importance of environmental management systems in companies' sustainability (Anis Fitria et

al., 2024; Arulrajah et al., 2016; Ummah, 2024; Wijonarko & Amaliyah, 2023) . This article discusses how the implementation of environmental management systems (such as ISO 14001) that require discipline and procedural compliance can improve a company's environmental performance. Adherence to internal audit procedures, training, and documentation are concrete examples of Green Discipline that have proven effective (Renwick et al., 2013). Green human resource management: A review and research agenda. In this literature, Green HRM discusses how HR practices (such as training, performance appraisals, and incentives) can promote Green Discipline, which in turn will have a positive impact on environmental performance.

Employee Behavior and Commitment focuses more on the psychological and behavioral aspects of individuals within an organization. The role of supervisory support for environmental management at a German automotive company. This study shows that support from superiors plays a significant role in encouraging employee compliance and discipline towards environmental practices. Employees who feel supported are more likely to comply with environmental rules and procedures, which are the core of Green Discipline. Achieving sustainability through attention to human resource factors in environmental management. This study highlights that employee engagement and commitment to environmental goals are strongly influenced by the policies and discipline implemented by management. When there are clear procedures, employees will more easily integrate green practices into their work routines.

The Role of Organizations in Shaping Behavior: This study examines the broader role of organizations in shaping a culture that supports environmental discipline (Putu Agus Prayogi et al., 2022) The relationship between quality management practices and firm performance. Although focused on quality management, the principles discussed are highly relevant to Green Discipline. Adherence to standards, procedures, and continuous improvement, which are at the core of quality management, are also key elements of Green Discipline. Organizations accustomed to a culture of discipline will more easily adopt environmental discipline.

Ultimately, it can be explained that Green Discipline is not merely passive compliance, but rather a culture built by the organization through systems, policies, and management support, which ultimately motivates individuals to act for sustainability goals.

H2: Effect of Green Work Environment on Green Performance

These findings confirm that a work environment that supports green practices (e.g., availability of recycling facilities, energy efficiency) directly improves green performance. An

environmentally friendly physical environment facilitates employees' actions in a sustainable manner.

The results of this study, which show a positive relationship between a Green Work Environment and Green Performance, are very logical and strongly supported by various literature. These findings confirm that the physical and cultural environment in the workplace designed to facilitate environmentally friendly practices is a crucial factor in achieving sustainable performance. This supportive work environment acts as a trigger and facilitator that encourages employees to adopt green behaviors. Theoretically, these findings align with the concept of "affordances" from environmental psychology, which states that environmental characteristics (in this case, the work environment) can offer or 'enable' certain behaviors. A green work environment provides affordances (opportunities/possibilities) for employees to act pro-environmentally, for example, by providing recycling bins, energy-efficient lighting systems, or vertical gardens that create an environmentally conscious atmosphere. Without these affordances, employees' good intentions may not be translated into concrete actions.

These studies focus on how physical elements of the work environment can directly influence environmental behavior and performance. Green buildings and employee green behavior: A conceptual framework. This journal often discusses how green building designs (such as natural lighting, ventilation, and the use of recycled materials) not only reduce the environmental impact of the building itself but also promote pro-environmental behavior among its occupants (Anis Fitria et al., 2024; Mahapatra et al., 2022; Renwick et al., 2013). The company's overall environmental performance will improve as these designs are adapted. Green human resource management: Policies and practices towards organizational sustainability (Ahmad, 2015). This article explains that a green work environment that includes environmentally friendly infrastructure (e.g., bicycle parking facilities, electric vehicle charging stations) is part of green human resource management (Green HRM) practices that can directly influence a company's environmental performance.

This reference focuses more on the role of culture created by the work environment in driving environmental performance. Title Study (Lehnert et al., 2021), shows that a strong work environment culture, which is often reflected in the physical environment, can increase employees' pro-environmental attitudes and behaviors. When the work environment visually and functionally supports sustainability, it strengthens social and cultural norms among employees (Arulrajah et al., 2016; Ummah, 2024). Green work environment and employee's green behavior: A conceptual review. This paper concludes that a green work environment, which includes physical facilities and management support, creates a psychological

atmosphere that encourages employees to be more involved in pro-environmental activities, such as reducing waste and saving energy.

A green work environment is more than just a physical asset; it also reflects an organization's environmentally conscious culture. It provides consistent tools and visual cues, making green practices easy and natural for employees, ultimately improving overall green performance.

H3: The Influence of Environmental Purpose on Green Performance

The research findings suggest that having clear, internalized environmental goals within employees or organizations will enhance their green performance. When individuals understand "why" they engage in green practices, their motivation to do so becomes stronger. The research findings demonstrate that Environmental Purpose has a positive effect on Green Performance, a very important finding and aligns with the psychology and management literature. This finding highlights that individuals' cognitive and motivational aspects, namely a deep understanding of "why" they should act pro-environmentally are key drivers of sustainable green performance. When environmental goals are internalized, they transform from mere tasks to part of personal identity or values, significantly increasing commitment and initiative.

Theoretically, these results are highly relevant to Self-Determination Theory (SDT). This theory states that intrinsic motivation, doing something for its perceived pleasure or value, is stronger and more enduring than extrinsic motivation. In this context, Environmental Purpose is a source of intrinsic motivation. When employees adopt environmental goals as part of their values, they are more likely to be proactive and take initiative in implementing green practices, even without external supervision or rewards.

Theories that focus on how individual intentions and goals drive pro-environmental behavior and support the results of this study include those proposed by Ajzen, I. (1991), *The theory of planned behavior* (Mangkunegara, 2019; Siagian, 2014). Although classic, this theory is a perfect foundation. A positive attitude towards the environment, which is a component of Environmental Purpose, is a strong predictor of behavioral intentions. Individuals with strong environmental goals will have a higher intention to take green actions, which ultimately improves performance. Further, Deci, E.L., & Ryan, R.M. (2000). *The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior*. This journal is a primary source for Self-Determination Theory. You can use the concept of internalization described here, how external values (e.g., company goals) can be absorbed and become part of an individual, to explain why Environmental Purpose is so effective in motivating performance.

From the perspective of Organizational Culture and Values, research focuses on how organizations can shape and promote environmental goals among employees. This research, shows that transformational leadership, which inspires and communicates a vision, is highly effective in fostering Environmental Purpose (Megananda, 2023; Purwaningsih et al., 2023; Subendi et al., 2021). By articulating the importance of environmental goals, leaders can help employees internalize those values, leading to improved performance. This study shows that social support from superiors and coworkers can strengthen employee commitment to environmental goals. When these goals are openly discussed and supported, employees feel more connected and motivated to contribute.

It can be concluded that Environmental Purpose is not simply a mission statement, but rather a psychological driver that transforms passive behavior into proactive action. It is the bridge connecting intention to action, ensuring that sustainability efforts are undertaken not only out of obligation but also out of conviction.

H4: The Influence of Green Discipline on Environmental Purpose

These results indicate that good green discipline is a trigger for the formation of environmental goals. This means that when an organization has strict rules and supportive facilities, employees are more likely to understand and adopt those environmental goals as part of their identity. The results show that good Green Discipline is an important predictor of Environmental Purpose. This finding is crucial because it explains how external factors (rules and the physical environment) can trigger the formation of internal motivation and goals in individuals. This proves that organizations need not only demand compliance but also create conditions that psychologically encourage employees to care about and have strong environmental goals.

Theoretically, this relationship can be explained through Environmental Design Theory and Social Learning Theory. Environmental design theory states that the physical environment can directly influence human attitudes and behavior. When the work environment is physically designed to facilitate green practices, it sends a strong signal to employees that sustainability is an organizational priority. Employees then internalize this message and begin to form aligned personal goals. Meanwhile, Social Learning Theory suggests that individuals learn from their environment. When employees see that compliance (discipline) with environmental rules is rewarded and facilitated by the work environment, they will internalize those values, ultimately shaping their personal environmental goals.

This reference focuses on how organizational policies and rules can shape individual values. Daily, B.F., & Huang, S.C. (2001). *Achieving sustainability through attention to human*

resource factors in environmental management. This article explains that HR policies and practices that emphasize environmental accountability and compliance (Green Discipline) can influence employee attitudes. When employees are consistently trained and evaluated against environmental standards, they will begin to perceive environmental goals as important. Boiral, O. (2007). *Corporate greening through ISO 14001: A ceremonial, institutional, or proactive measure?* This study, although focusing on ISO 14001, explains that this certification encourages strict discipline. This discipline not only results in better performance but also helps shape deeper environmental awareness and goals among employees. Rigorous audit and continuous improvement processes habituate employees to thinking about the environmental impact of their every action.

H5: The Influence of Green Work Environment on Environmental Purpose

The results of the study indicate that a green work environment is a trigger for the formation of environmental goals. This means that when an organization has strict rules and supportive facilities, employees are more likely to understand and adopt those environmental goals as part of their identity. The results of the study indicate that both the Green Work Environment and Environmental Purpose are important predictors of Environmental Purpose. This finding is crucial because it explains how external factors (rules and the physical environment) can trigger the formation of internal motivation and goals in individuals. This proves that organizations need not only demand compliance but also create conditions that psychologically encourage employees to care about and have strong environmental goals.

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The Role of the Physical Environment and Culture demonstrates how the work environment non-verbally communicates organizational values. Unsworth, K.L., Dmitrieva, A., & Birch, H. (2013). *Motivating employee pro-environmental behavior: The role of an environmental support climate.* This paper explicitly discusses how an environmentally supportive climate in the workplace, which includes facilities and procedures, motivates employees to act pro-environmentally. A physically supportive environment (Green Work Environment) sends a

clear message that green behavior is important, which ultimately shapes individual intentions and goals. Ramus, C.A., & Steger, U. (2000). *The role of supervisory support for environmental management at a German automotive company*. This research, which is also relevant for Green Discipline, shows that support from management and coworkers, which is part of the work culture, encourages employees to adopt environmental goals as their own.

It can be concluded that discipline and a green work environment not only facilitate action but also serve as learning and identity-building tools. They collectively send a powerful signal to employees, which in turn transforms external compliance into strong internal motivation and purpose.

H6: The influence of Green Discipline on Green Performance is mediated by Environmental Purpose

Environmental Purpose acts as a full or partial mediating variable that strengthens the relationship between Green Discipline and Green Performance. This means that the influence of green discipline on green performance occurs not only directly but also through the formation of strong environmental goals. In other words, to effectively improve green performance, it is not enough to simply implement rules and provide facilities. Organizations must also ensure that these efforts foster a deep environmental awareness and purpose among employees. This purpose serves as a psychological bridge that translates practices into tangible results. The results of this study prove that Environmental Purpose acts as a mediating variable between Green Discipline and Green Performance, which is the most significant finding and provides deep insight. Environmental Purpose is a crucial bridge that transforms external practices and facilities into internal motivation and action. Without internalized goals, the effectiveness of Green Discipline in improving performance will be significantly reduced. Theoretically, this mediation concept can be best explained by Albert Bandura's Social Cognitive Theory. This theory emphasizes that behavior and personal factors (cognition, affect) interact reciprocally.

H7: The influence of Green Work Environment on Green Performance is mediated by Environmental Purpose

Environmental Purpose is not a mediating variable that strengthens the relationship between Green Work Environment and Green Performance. This means that the influence of a green work environment on green performance occurs only directly and is not strengthened by the environmental purpose variable. In other words, for green performance to be effectively influenced by environmental purpose, it is not enough to simply implement rules and provide

facilities. Organizations must also ensure that these efforts foster a deep environmental awareness and purpose among employees. This purpose serves as a psychological bridge that translates practices into tangible results. The results of the study prove that Environmental Purpose does not act as a mediating variable between Green Work Environment and Green Performance. This finding confirms the existence of a direct relationship.

In this context, the Environment (Green Work Environment) and Behavior (Green Discipline) together influence Personal Factors (Environmental Purpose). These personal factors then influence continued behavior (Green Performance). In other words, Green Discipline and Green Work Environment create the conditions that enable the formation of Environmental Purpose, and this Environmental Purpose ultimately directly drives improved Green Performance. This is a dynamic and mutually reinforcing relationship. The following are several studies that can strengthen the research findings, highlighting the presence of mediating variables in pro-environmental behavior. These studies directly address how psychological factors mediate the relationship between external triggers and performance outcomes. Lamm, A.J., Lamm, K.W., & Zint, M. (2015). *Examining environmental knowledge, attitudes, and behaviors: A mediated model*. This paper is a good example of how knowledge and attitudes (similar to Environmental Purpose) mediate the relationship between information (similar to Green Discipline/Work Environment) and pro-environmental behavior. This research supports the idea that the formation of understanding and attitudes is a crucial step before desired behavior can be realized. Robertson, J.L., & Barling, J. (2013). *The role of a pro-environmental human resource management system in fostering pro-environmental behaviors*. This research often shows that supportive management systems (such as Green Discipline) and organizational culture (such as Green Work Environment) will influence employee psychological commitment (which can be equated with Environmental Purpose), which in turn encourages pro-environmental behavior. This is a clear example of mediation.

Integration of Internal Culture and Values focuses on how organizations can integrate environmental values so that they become part of the employees' self. Boiral, O. (2007). *Corporate greening through ISO 14001: A ceremonial, institutional, or proactive measure?* This study explains that the implementation of an environmental management system (which requires Green Discipline) can be proactive if it succeeds in forming an internalized culture among employees. Environmental Purpose is a key indicator of this internalization. Graves, L.M., & Searcy, D.A. (2020). *Green leadership and green organizational citizenship behavior: The mediating role of perceived organizational support for the environment*. Although using different variables, the mediation logic used is highly relevant. Organizational support (Green Work Environment) and leadership (Green Discipline) mediate employee behavior through

perceived support.

It can be concluded that Environmental Purpose acts as an 'engine' that translates organizational investments in green disciplines into tangible and sustainable performance. But not for the work environment, where Without this mediation, employee performance still shows high green performance

CONCLUSION

This research successfully proves that a model that integrates behavioral aspects (Green Discipline), physical environment (Green Work Environment), and motivation (Environmental Purpose) is a comprehensive approach to driving green performance. Therefore, to achieve optimal and sustainable Green Performance, an organization must integrate these three factors: establishing clear discipline, building a supportive work environment, and most importantly, instilling a deep environmental purpose in every individual within it. Suggestions for further development can emphasize that Environmental Purpose is not merely a supplementary variable, but rather the core of motivation that drives improved green performance. For practitioners and managers, to be successful in sustainability initiatives, they must focus on building awareness and understanding of environmental goals, in addition to implementing policies and facilities.

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