

ARTIKEL JURNAL INTERNASIONAL BEREPUTASI

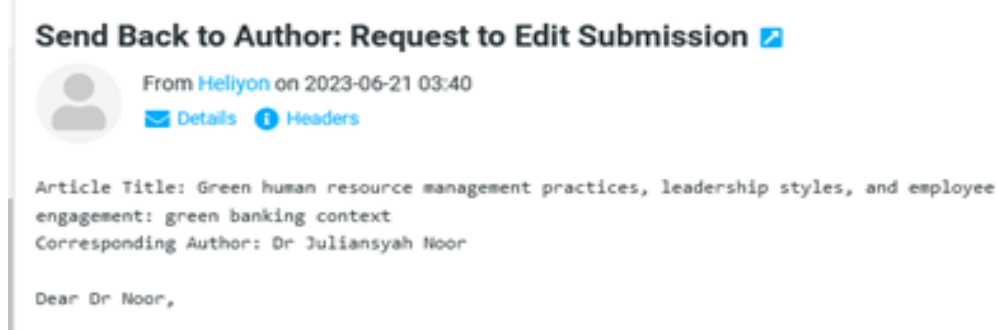
Judul artikel Jurnal: Green human resources management practices, leadership style and employee engagement: green banking context

Jurnal : Heliyon

Penulis : **Juliansyah Noor, Zakiyya Tunnufus, Voppy Yulia Handrian, Yumhi**

No	Perihal	Tanggal
1	Bukti konfirmasi submit artikel dan artikel yang disubmit	21 Juni 2023
2	Bukti konfirmasi review pertama	7 Juli 2023
3	Bukti Konfirmasi Submit Revisi Pertama, Respon kepada Reviewer, dan Artikel yang Diresubmit	10 Juli 2023
4	Bukti konfirmasi review dan hasil review kedua	21 Agustus 2023
5	Bukti konfirmasi submit revisi kedua, respon kepada reviewer, dan artikel yang diresubmit	7 September 2023
6	Bukti konfirmasi artikel accepted	13 November 2023
7	Bukti artikel published online	15 November 2023

1. Bukti Konfirmasi Submit Artikel dan Artikel yang Disubmit (21 Juni 2023)



Article Title: Green human resource management practices, leadership styles, and employee engagement: green banking context
Corresponding Author: Dr Juliansyah Noor

Dear Dr Noor,

Your submission entitled "**Green human resource management practices, leadership styles, and employee engagement: green banking context**" has been received by Heliyon. However, before we can proceed with the review process we ask you to address the following:

1. Since (questionnaire) is applied in your study, please add a sentence in your Method section including your ethical approval, documenting the full name of the approving ethical committee, and confirming that informed consent was obtained from all patients/participants for your experiments. Please note that confirmation is requested of WHICH INSTITUTIONAL ETHICS COMMITTEE PROVIDED APPROVAL and the SPECIFIC SERIAL NUMBER that was assigned to their study.
2. Please include your full questionnaire as a supplementary file as part of your resubmission, this will be needed for the peer review process.
3. Please approve your transferred submission. You are welcome to make changes to your manuscript at this point, including responding to any editor or reviewer comments from the previous journal.

Thank you for submitting your work to the journal, and if you have any questions, please do not hesitate to contact me.

Yours sincerely,

Heliyon

2. Bukti konfirmasi review pertama

Revision reminder for Heliyon

Contact photo From Heliyon on 2023-07-07 01:58
 Details  Headers

This is an automated message.

Manuscript Number: HELIYON-D-23-25499

Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

7 Juli, 2023,

Manuscript Number: HELIYON-D-23-25499

Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

We would like to remind you that on Jun 30, 2023 we asked you to revise your above referenced manuscript and your revision is due by Jul 14, 2023.

Heliyon values your contribution and we look forward to receiving your revised manuscript. To submit your revision, please log in as an author at <https://www.editorialmanager.com/HELIYON/>, and navigate to the "Submissions Needing Revision" folder under the Author Main Menu. You will also find the decision letter and comments available there.

If you do not plan to revise your manuscript, please click "Decline to Revise" in the "Submissions Needing Revision" folder.

If you require more time, please contact the journal office by replying to this email.

Kind regards,

Heliyon

3. Bukti Konfirmasi Submit Revisi Pertama, Respon kepada Reviewer, dan Artikel yang Diresubmit

Confirming submission to Heliyon



From Heliyon on 2023-07-10 00:47

 Details  Headers

This is an automated message.

Manuscript Number: HELIYON-D-23-25499R1

Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

Manuscript Number: HELIYON-D-23-25499R1

Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

We have received the above referenced revision of your manuscript at Heliyon. To track the status of your manuscript, please log in as an author at <https://www.editorialmanager.com/heliyon/>, and navigate to the "Revisions Being Processed" folder.

Kind regards,

Heliyon

RESPONSE TO THE REVIEWERS
HELIYON
MANUSCRIPT ID: D-23-25499

We have conducted an initial review of your paper. Your paper is in principle suitable for Heliyon section “Business and Management”. However, it is at an early stage and must be improved. Before we start the review process, we ask you to consider the following comments.

Main comments

- 1) In the introduction there is one sentence on the contribution of the paper: “This is the first study to examine the link between GHRM practices, employee engagement, and transformational leadership in the context of green banking in Indonesia.” However, this is too little. Add a sentence on the aim of the paper and provide information on the method and data. The introduction should outline: 1. *What is already known about the topic?* 2. *What is not known about the subject and hence what does the study intend to examine.* This means outline on what is the gap you seek to fill? 3. *What are the specific research questions the study focuses on?*

Response

We appreciate the reviewer's comment regarding the existing knowledge on the topic.

The concept of green banking has been widely implemented in Indonesia, especially since the implementation of "Law No. 32 of 2009" pertains to the protection and management of the environment. However, the new green banking boom began in 2015. Until now, studies on green banking practices in the human resources context are still limited. The majority of existing studies also focus on organizational and environmental performance [14],[15]. Studies on the link between “green human resource management” practices and performance can indeed help to understand organizational conditions and practices, but are unable to identify how employees understand, interact, and adapt to a green-based work environment [16],[4], [9]. This is the first study to examine the link between “green human resource management” practices, employee engagement, and transformational leadership in the context of green banking in Indonesia.

This study aims to empirically examine the moderates' relationships between "green human resource management" practices and transformational leadership, and employee engagement (see figure 1).

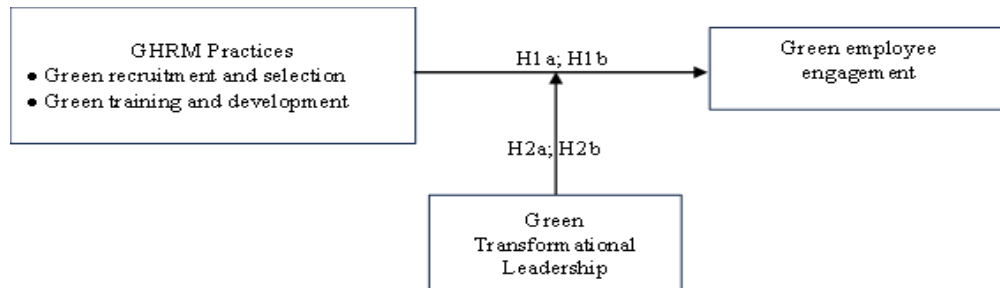


Figure 1 Research Model

The research objectives of this study are as follows:

1. *To investigate the associations between GHRM practices and employee engagement.*
2. *To assess the potential moderating role of transformational leadership in the associations between GHRM practices and employee engagement.*

Therefore, this research aims to address the aforementioned gaps in knowledge. In this study, we analyze green HRM practices associate with organizational and individual levels in order to address the following research questions:

RQ1a: Do "green recruitment and selection" associate with employee engagement?

RQ1b: Do "green training and development" associate with employee engagement?

RQ2a: Do transformational leadership moderate the associations between "green recruitment and selection" and employee engagement?

RQ2b: Do transformational leadership moderate the associations between "green training and development" and employee engagement?

- 2) **“H1. GHRM practices have a positive effect on employee engagement”**: **Please rewrite the hypotheses.**

Response

H1a. Green recruitment and selection are positively associated with green employee engagement

H1b. green training and development are positively associated with green employee engagement

- 3) Please look at the structure of the paper and the section titles:

2.4 Moderating effects of transformational leadership

Response

2.4 Moderating role of green transformational leadership

“1. Research methods”

Response

“3. Research methods”

2. Results and discussion

Response

4. Results and discussion

4.1 Statistics and Description

Response

4.1 Descriptive statistics

4) “Data analysis using the regression model.”

Provide more information on the method. Have you used Ordinary Least squares?

Gender should be measured as a dummy variable and not coded as 1 and 2.

Response

The relationship between the dependent variable (y) and the independent variables (x) is expressed through a regression equation, which captures the functional connection between them [46]. When there is more than one independent variable, it is referred to as multiple regression. In this study, we employ the method of ordinary least squares (OLS) regression to construct a multivariate regression model.[47] “OLS is a statistical technique that minimizes the sum of squared differences between the observed values and the predicted values based on a set of functions and desired variables.”[46]

5) Statistical reporting must be improved (Pesämaa et al., 2021). Common method bias must be discussed. An assessment of multicollinearity is needed. Please interpret the magnitude of the relationships.

Response

If all the data in a study is collected from a single source and during a single time period, there is a potential issue called common method bias (CMB) that can affect the reliability of the findings [48],[47]. In this particular study, the researchers employed Hermann's one-factor test to assess the presence of CMB. The test revealed that the collected data could be categorized into six factors, with the first factor explaining only 39.67% of the variance, which is

significantly lower than 50%. Based on these results, the authors concluded that CMB did not pose a significant risk in the study.

6) Table should be better labelled and footnotes are needed with explanations.

“Table 2. Regressions results”

“Table 3. Specific regression”

Response

Table 2. Hypotheses testing employing regression analysis

Table 3. Specific regression” we have waved

7) The language must be improved. Reduce the number of abbreviations, particularly in the abstract, introduction and conclusions.

Response

We have improved

8) We use Vancouver reference and citation style. This can be adjusted at a later stage in the review process.

Response

We have changed from APA to Vancouver reference

9) I think the reference list is ok.

Reference

Pesämaa, O., Zwikael, O., HairJr, J., & Huemann, M. (2021). Publishing quantitative papers with rigor and transparency. *International Journal of Project Management*, 39(3), 217-222.

4. Bukti konfirmasi review dan hasil review kedua

Decision on submission HELIYON-D-23-25499R1 to Heliyon



From Heliyon on 2023-08-21 23:44

 Details  Headers  Plain text

Manuscript. Number.: HELIYON-D-23-25499R1

Title: Green human resource management practices, leadership styles, and employee engagement: green banking context

Journal: Heliyon

Dear Dr Noor,

Manuscript. Number.: HELIYON-D-23-25499R1

Title: Green human resource management practices, leadership styles, and employee engagement: green banking context

Journal: Heliyon

Dear Dr Noor,

Thank you for submitting your manuscript to Heliyon. We have completed the review of your manuscript and a summary is appended below. The reviewers recommend major revisions are required before publication can be considered. If you are able to address all reviewer comments in full, I invite you to resubmit your manuscript. We ask that you respond to each reviewer comment by either outlining how the criticism was addressed in the revised manuscript or by providing a rebuttal to the criticism.

This should be carried out in a point-by-point fashion as illustrated here: <https://www.cell.com/heliyon/guide-for-authors#Revisions>. Furthermore, please note that Heliyon now uses a Numbered reference style. Please update the references in your manuscript accordingly, if necessary.

To allow the editors and reviewers to easily assess your revised manuscript, we also ask that you upload a version of your manuscript highlighting any revisions made. You may wish to use Microsoft Word's Track Changes tool or, for LaTeX files, the latexdiff Perl script (<https://ctan.org/pkg/latexdiff>). To submit your revised manuscript, please log in as an author at

<https://www.editorialmanager.com/heliyon/> , and navigate to the "Submissions Needing Revision" folder.

Please note that our ethics requirements are now updated. Please choose all applicable statements in our ethics declarations list (available here: <https://www.cell.com/heliyon/ethics>) and include them as a complete ethics statement in the declarations section at the end of your manuscript.

Your revision due date is Sep 11, 2023. We understand that the COVID-19 pandemic may well be causing disruption for you and your colleagues. If that is the case for you and it has an impact on your ability to make revisions to address the concerns that came up in the review process, please reach out to us.

If you need additional time to address the concerns that came up in the review process, please let us know so we can discuss a plan for moving your paper forward.

I look forward to receiving your revised manuscript.

Research Elements (optional)

This journal encourages you to share research objects - including your raw data, methods, protocols, software, hardware and more – which support your original research article in a Research Elements journal. Research Elements are open access, multidisciplinary, peer-reviewed journals which make the objects associated with your research more discoverable, trustworthy and promote replicability and reproducibility. As open access journals, there may be an Article Publishing Charge if your paper is accepted for publication. Find out more about the Research Elements journals at https://www.elsevier.com/authors/tools-and-resources/research-elements-journals?dgcid=ec_em_research_elements_email.

Kind regards,

Yunyang Xiao

Editorial Section Manager

Heliyon

Editor and Reviewer comments:

Please note that manuscripts with inadequate language quality will not be accepted in the journal. If editors and / or reviewers indicate that language revisions are required for your manuscript, we strongly encourage using a professional language editing service. Elsevier's Language Editing services provides professional and prompt editing of scientific language for research submissions (<https://webshop.elsevier.com/language-editing-services/language-editing/>). All manuscripts edited with Elsevier's Language Editing services are accompanied by a certificate that may be submitted to the journal as proof for language editing. Poor language may lead to rejection of your manuscript even at the revision stage.

Reviewer's Responses to Questions

Note: In order to effectively convey your recommendations for improvement to the author(s), and help editors make well-informed and efficient decisions, we ask you to answer the following specific questions about the manuscript and provide additional suggestions where appropriate.

1. Are the objectives and the rationale of the study clearly stated?

Please provide suggestions to the author(s) on how to improve the clarity of the objectives and rationale of the study. Please number each suggestion so that author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

acceptable

2. If applicable, is the application/theory/method/study reported in sufficient detail to allow for its replicability and/or reproducibility?

Please provide suggestions to the author(s) on how to improve the replicability/reproducibility of their study. Please number each suggestion so that the author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

have seen it is acceptable

3. If applicable, are statistical analyses, controls, sampling mechanism, and statistical reporting (e.g., P-values, CIs, effect sizes) appropriate and well described?

Please clearly indicate if the manuscript requires additional peer review by a statistician. Kindly provide suggestions to the author(s) on how to improve the statistical analyses, controls, sampling mechanism, or statistical reporting. Please number each suggestion so that the author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

Acceptable

4. If applicable, are the existing tables and/or figures complete and acceptable for publication?

Please provide specific suggestions for improvements, removals, or additions of figures or tables. Please number each suggestion so that the author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

Acceptable

5. If applicable, are the interpretation of results and study conclusions supported by the data?

Please provide suggestions (if needed) to the author(s) on how to improve, tone down, or expand the study interpretations/conclusions. Please number each suggestion so that the author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

acceptable

6. Have the authors clearly emphasized the strengths of their study/theory/methods/argument?

Please provide suggestions to the author(s) on how to better emphasize the strengths of their study. Please number each suggestion so that the author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

yes

7. Have the authors clearly stated the limitations of their study/theory/methods/argument?

Please list the limitations that the author(s) need to add or emphasize. Please number each limitation so that author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

yes

8. Is the manuscript's structure, flow, or writing acceptable for publication? (Think for example of the addition of subheadings, shortening of text, reorganization of sections, or moving details from one section to another)

Please provide suggestions to the author(s) on how to improve the manuscript structure and flow. Please number each suggestion so that author(s) can more easily respond.

Reviewer #1: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Mark as appropriate with an X:

Not Applicable No and here is how they should be improved Yes, there is no need for improvement

Provide further comments here:

yes it is clear

9. Could the manuscript benefit from language editing?

Reviewer #1: Yes

Reviewer #2: Yes

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Reviewer #2: Dear author although revised version is acceptable i would encourage to add information about research paradigm in your research methodology section following research will help you to understand Research Design and Methods: A

Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. overall work is acceptable

Comments from the Associate Editor

The reviewers have commented on the revised version of your paper. I have also looked at the paper. Gender is a dummy variable defined as 1/2 in descriptive statistics. Change to a 0/1 variable. Education and age should be measured as a set of dummy variables. Do not use ordinal explanatory variables. Reporting of statistical results needs to be improved. Please interpret the magnitude of the relationships. Social desirability bias is a problem. Please explain. All three green HRM variables measure the same. Please justify the theoretical model. Show the discriminant validity and all validity and reliability tests for the Likert scales variables and their constructs.

Please change to Vancouver citation and reference style.

“Green human resource management” practices have been broadly defined, but all definitions lead to green environment oriented aspects. Al-Romeedy (2019) defines it as “the involvement of all activities in the development, implementation and maintenance of a sustainable system, with the aim of making employees and organizations environmentally aware.” Meanwhile, Amrutha and Geetha (2020) define it as “policies, practices and systems that make organizational employees green for the benefit of individuals, society, the environment and business.”

RESPONSE TO THE REVIEWERS
HELIYON
MANUSCRIPT ID: D-23-25499

Dear Reviewer,

Thank you for your valuable feedback. We appreciate your attention to detail and your comments on the specificity of our study.

We have submitted a revised manuscript with all changes highlighted in blue for the convenience of the editors and reviewers. This will help them easily spot the specific revisions made in response to the feedback.

1. Are the objectives and the rationale of the study clearly stated?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds:

Thank you for your feedback. We apologize for any oversight in addressing your previous comments. We have thoroughly reviewed your suggestions and will make sure to address all of them in our revised submission.

The concept of green banking has been widely implemented in Indonesia, especially since the implementation of "Law No. 32 of 2009" pertains to the protection and management of the environment. However, the new green banking boom began in 2015. Until now, studies on green banking practices in the human resources context are still limited. The majority of existing studies also focus on organizational and environmental performance [14],[15]. Studies on the link between "green human resource management" practices and performance can indeed help to understand organizational conditions and practices, but are unable to identify how employees understand, interact, and adapt to a green-based work environment [16],[4], [9]. This is the first study to examine the link between "green human resource management" practices, employee engagement, and transformational leadership in the context of green banking in Indonesia.

This study aims to empirically examine the moderates' relationships between "green human resource management" practices and transformational leadership, and employee engagement (see figure 1).

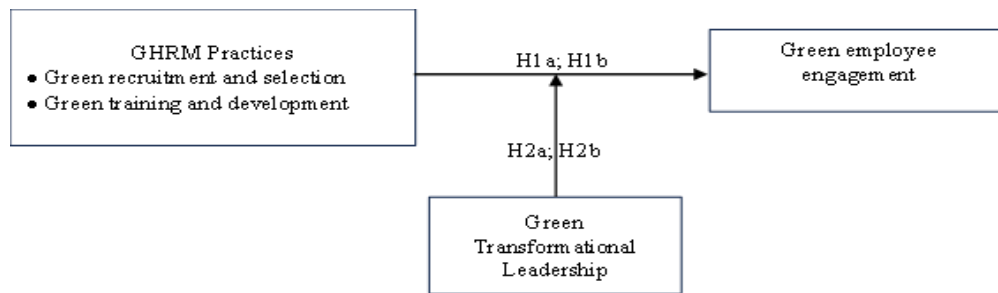


Figure 1 Research Model

The research objectives of this study are as follows:

1. To investigate the associations between GHRM practices and employee engagement.
2. To assess the potential moderating role of transformational leadership in the associations between GHRM practices and employee engagement.

Therefore, this research aims to address the aforementioned gaps in knowledge. In this study, we analyze green HRM practices associate with organizational and individual levels in order to address the following research questions:

RQ1a: Do "green recruitment and selection" associate with employee engagement?

RQ1b: Do "green training and development" associate with employee engagement?

RQ2a: Do transformational leadership moderate the associations between "green recruitment and selection" and employee engagement?

RQ2b: Do transformational leadership moderate the associations between "green training and development" and employee engagement?

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

2. If applicable, is the application/theory/method/study reported in sufficient detail to allow for its replicability and/or reproducibility?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Thank you for your feedback. We apologize for any oversight in addressing your previous comments.

2.3 Relationship between GHRM practices and employee engagement

Park et al. (32) developed the Ability Motivation Opportunity (AMO) theory. They give a framework for examining the relationship between employee engagement and "green human resource management" practices. This theory posits that employee capabilities can be enhanced

through the recruitment of skilled and competent staff, and/or by effective training and development program implementations. The selection of competent employees is aligned with employee engagement's task-performance dimension, in which engaged employees are present psychologically when performing their formal duties (33),(9). While it is not always necessary for employees to be creative and innovative when dealing with environmental issues, there are instances where adherence to pre-developed policies and procedures is required to control certain behaviors in the workplace. Therefore, efforts to improve the alignment between employee competencies, values, and goals, and organizational goals are important (16). Hiring environmentally knowledgeable employees positively influences their perceptions and cognitive evaluations of corporate environmental initiatives, which leads to their full engagement in carrying out tasks in an environmentally friendly manner(34),(35). Engagement variables can also link training and development to the goal orientation and task performance domains (36). Designing training and orientation and programs that focus on environmental aspects can increase employee awareness of their surrounding environment and their role in achieving these goals effectively. Several studies have also confirmed the positive association “green recruitment and selection” and “green training and development” with “green employee engagement” (37),(6),(36). Thus, this study hypothesizes that:

H1a. Green recruitment and selection are positively associated with green employee engagement

H1b. green training and development are positively associated with green employee engagement

2.4 Moderating effects of transformational leadership

The leadership quality paradigm known as transformational leadership (9) aligns individual values and employee demands with organizational vision, mission, strategy, and goals. Transformational leaders have the ability to inspire, empower, and persuade their subordinates to take part in organizational change and achieve goals (37). They are crucial for promoting positive social interactions with subordinates and are known for their skills in exciting, inspiring, building trust, providing meaning and challenge, and reinforcing proactivity and adaptability in the workplace (38). As a result, transformational leaders play an important role in aligning followers' self-actualization with organizational values and systems.

The AMO framework describes that transformational leadership can enhance the relationship between GHRM practices and employee engagement. Sosik et al. (2004) stated that leaders who exhibit transformational qualities are capable of creating a culture of learning that motivates subordinates to seek out new learning opportunities. As a result, employees become actively engaged in training programs designed to improve their knowledge and skills related to solving environmental issues (6). Furthermore, transformational leaders possess the necessary vision and judgment to select employees who have the appropriate experience and knowledge for the organization's environment, standards of performance, and goals. This indicates that transformational leaders are inclined to foster the development of new competencies, and the recruitment of environmentally knowledgeable employees reinforces the abilities dimension of AMO. Additionally, transformational leadership can play a motivational role in the AMO framework.

Transformational leaders motivate and inspire their subordinates by sharing their vision, communicating expectations and standards of performance, providing feedback on their performance, and recognizing their achievements both intrinsically and extrinsically. Additionally, recognizing and appraising employees' ongoing behavior can enhance their sense of role meaningfulness, which, in turn, increases their enthusiasm and energy towards achieving superior performance (40). Finally, transformational leaders' behaviors can also bolster employee engagement. Thus, this study hypothesizes that:

H2a. Green transformational leadership moderates the relationship between green recruitment and selection with green employee engagement.

H2b. Green transformational leadership moderates the relationship between green training and development with green employee engagement.

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

3. If applicable, are statistical analyses, controls, sampling mechanism, and statistical reporting (e.g., P-values, CIs, effect sizes) appropriate and well described?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Thank you for your feedback. We apologize for any oversight in addressing your previous comments.

1. Research methods

3.1 Sample and procedure

Data was collected through the distribution of electronic questionnaires to employees working in green banking in Indonesia. The questionnaire contains a number of questions, which are measured with a 5 Likert scale, namely “strongly disagree,” “disagree,” “undecided, agree,” and “strongly agree.” This electronic questionnaire was distributed via social media in the period from 1 to 30 September 2021. Until the specified deadline, only 363 questionnaires were filled in. Specifically, 54.1% of them were filled by female respondents and the other 45.9% by men. Based on age, 39.1% of them were filled by respondents aged 21-30 years, 43.6% aged 31-40 years, and 17.3% aged more than 40 years. Based on education, 33.1% were respondents with diploma education, 53.4% undergraduate, and 13.5% postgraduate. Based on tenure, 35.3% were filled by respondents with tenures of 3-5 years, 54.2% with tenures of 6-10 years, and 10.5% with tenures of more than 10 years.

3.2 Measures

In this study, employee engagement is defined as an employee's assessment of his or her feelings, which reflects the extent to which an employee is psychologically present in an organizational role. The indicators and questionnaire to measure employee engagement were adopted from Ren et al. (41) and Schaufeli et al. (42). Meanwhile, GHRM practice is defined as an employee's assessment of the process of finding and selecting prospective employees to fill job vacancies in their organization. The indicators and questionnaires to measure this were adopted from Tang et al. (43). Meanwhile, transformational leadership is defined as an assessment of the way leaders build close relationships with their subordinates. The indicators and questionnaires for their measurement are adopted from Singh et al. (44)

3.3 Data Analysis

The relationship between the dependent variable (y) and the independent variables (x) is expressed through a regression equation, which captures the functional connection between them (45). When there is more than one independent variable, it is referred to as multiple regression. In this study, we employ the method of ordinary least squares (OLS) regression to construct a multivariate regression model.(46) “OLS is a statistical technique that minimizes the sum of squared differences between the observed values and the predicted values based on a set of functions and desired variables.”(45)

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

4. If applicable, are the existing tables and/or figures complete and acceptable for publication?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Yes, the existing tables and figures are complete and acceptable for publication, example below:

Table 1.
Descriptive statistics and correlations matrix

	Mean	SD	EE	RS	TD	TL	Gen	Age	Edu
Green Employee engagement (EE) ^a	2.49	0.71	1.00						
Green Recruitment & selection (RS) ^a	2.56	0.86	0.62***	1.00					
Green Training & development (TD) ^a	2.36	0.75	0.65***	0.58***	1.00				
Transformational leadership (TL) ^a	2.45	0.80	0.68***	0.65***	0.72***	1.00			
Gender (Gen) ^b	0.54	0.50	0.06	0.10	0.08	0.14*	1.00		
Age (Age) ^c	1.78	0.72	0.15*	0.05	0.11	0.05	-0.01	1.00	
Education (Edu) ^d	1.80	0.65	-0.01	0.01	0.03	0.07	0.01	0.08	1.00
Tenure (Ten) ^e	1.80	0.57	0.10	-0.03	-0.03	0.05	0.08	0.68***	0.16*

Note: “a) the data was measured using a Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree; b) data is measured with dummy, where male=0 and female=1; c) data is measured on a dummy, where 1 = 21-30 years, 2 = 31-40 years, and 3 = > 40 years; d) data is dummy, where 1 = diploma, 2 = undergraduate, and 3 = postgraduate; e) data is dummy, where 1 = 3-5 years, 2 = 6-10 years, and 3 = <10 years; *** significant 1%, ** significant 5%, and *significant 10%.”

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

5. If applicable, are the interpretation of results and study conclusions supported by the data?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Thank you for your feedback. We apologize for any oversight in addressing your previous comments.

4.1 Common method bias

If all the data in a study is collected from a single source and during a single time period, there is a potential issue called common method bias (CMB) that can affect the reliability of the findings (47),(46). In this particular study, the researchers employed Hermann's one-factor test to assess the presence of CMB. The test revealed that the collected data could be categorized into four factors, with the first factor explaining only 39.67% of the variance, which is significantly lower than 50%. Based on these results, the authors concluded that CMB did not pose a significant risk in the study.

4.3 Relationship between GHRM practices and employee engagement

Meanwhile, the hypotheses (H2a and H2b) proposed that the association between "green recruitment and selection," "green training and development," and "green employee engagement" would be moderated by "green transformational leadership." The findings indicated that the relationship between "green recruitment and selection"*"green transformational leadership" was significant ($\beta = 0.25, p < 0.05$). In contrast, the relationship between "green training and development"*"green transformational leadership" was found to be insignificant ($b = 0.19, p < 0.05$). Based on these outcomes, H2a was supported, while H2b was not supported.

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

6. Have the authors clearly emphasized the strengths of their study/theory/methods/argument?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Thank you for your feedback. In our revised submission, we will ensure that we clearly and explicitly highlight the strengths of our work. This has been included: (1) Emphasizing the robustness of our research methods and their appropriateness for addressing the research questions; (2) Demonstrating the novelty and significance of our theoretical framework and how it contributes to the field; (and (3) Discussing the strengths of our argument, including the logical coherence of our findings and their alignment with the research objectives.

Reviewer #2: Acceptable

Responds: Thank you for accepting our revision

7. Have the authors clearly stated the limitations of their study/theory/methods/argument?

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: Thank you for your feedback. We discussed these limitations in the "Conclusion, implication, and limitations" section of the paper, highlighting potential sources of bias, data constraints, and areas where further research is needed to validate our findings and conclusions.

Reviewer #2: Yes

Responds: Thank you for your positive response to our manuscript revision.

8. Is the manuscript's structure, flow, or writing acceptable for publication? (Think for example of the addition of subheadings, shortening of text, reorganization of sections, or moving details from one section to another)

Reviewer #1: The author(s) have not responded to all of my comments. see again and resubmit. I did not see giving credit to any of the mentioned studies as well.

Responds: We appreciate your feedback regarding the manuscript's structure, flow, and writing. We acknowledge the importance of ensuring that the paper is well-organized and easy to follow for readers. To address your review and improve the overall structure and flow, we have (1) the additional subheadings and made it easier for readers to navigate the paper, and (2) made necessary revisions to ensure conciseness while retaining essential content. Thank you for your valuable input, and we will work diligently to make these enhancements.

Reviewer #2: Yes it is clear

Responds: Thank you for your positive response to our manuscript revision.

9. Could the manuscript benefit from language editing?

Reviewer #1: Yes

Responds: Thank you for your positive response to our manuscript revision. Responds: as soon as possible, we send our manuscript to Elsevier's Language Editing services

Reviewer #2: Yes

Responds: Thank you for your positive response to our manuscript revision. Responds: as soon as possible, we send our manuscript to Elsevier's Language Editing services

Reviewer #2: Dear author although revised version is acceptable i would encourage to add information about research paradigm in your research methodology section following research will help you to understand Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development overall work is acceptable

Responds: Thank you for your feedback and for accepting our revised manuscript. We appreciate your encouragement to include information about the research paradigm in our research methodology section.

Comments from the Associate Editor:

The reviewers have commented on the revised version of your paper. I have also looked at the paper. Gender is a dummy variable defined as 1/2 in descriptive statistics. Change to a 0/1 variable. Education and age should be measured as a set of dummy variables. Do not use ordinal explanatory variables. Reporting of statistical results needs to be improved. Please interpret the magnitude of the relationships. Social desirability bias is a problem. Please explain. All three green HRM variables measure the same. Please justify the theoretical model. Show the discriminant validity and all validity and reliability tests for the Likert scales variables and their constructs.

Please change to **Vancouver citation and reference style.**

"Green human resource management" practices have been broadly defined, but all definitions lead to green environment-oriented aspects. Al-Romeedy (2019) defines it as "the involvement of all activities in the development, implementation and maintenance of a sustainable system, with the aim of making employees and organizations environmentally aware." Meanwhile, Amrutha and Geetha (2020) define it as "policies, practices and systems that make organizational employees green for the benefit of individuals, society, the environment and business."

Responds: Thank you for your feedback on the revised version of our paper, and for your additional comments and suggestions. We appreciate your thorough review, and we are committed to addressing these issues to improve the quality and clarity of our research.

Table 1.
[Descriptive statistics and correlations matrix](#)

	Mean	SD	EE	RS	TD	TL	Gen	Age	Edu
Green Employee engagement (EE) ^a	2.49	0.71	1.00						
Green Recruitment & selection (RS) ^a	2.56	0.86	0.62***	1.00					
Green Training & development (TD) ^a	2.36	0.75	0.65***	0.58***	1.00				
Transformational leadership (TL) ^a	2.45	0.80	0.68***	0.65***	0.72***	1.00			
Gender (Gen) ^b	0.54	0.50	0.06	0.10	0.08	0.14*	1.00		
Age (Age) ^c	1.78	0.72	0.15*	0.05	0.11	0.05	-0.01	1.00	
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Tenure (Ten) ^e	1.80	0.57	0.10	-0.03	-0.03	0.05	0.08	0.68***	0.16*

Note: “a) the data was measured using a Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree; b) data is measured with dummy, where male=0 and female=1; c) data is measured on a dummy, where 1 = 21-30 years, 2 = 31-40 years, and 3 = > 40 years; d) data is dummy, where 1 = diploma, 2 = undergraduate, and 3 = postgraduate; e) data is dummy, where 1 = 3-5 years, 2 = 6-10 years, and 3 = <10 years; *** significant 1%, ** significant 5%, and *significant 10%.”

Green human resource management” practices have been broadly defined, but all definitions lead to green environment-oriented aspects. Al-Romeedy [3] defines it as “the involvement of all activities in the development, implementation and maintenance of a sustainable system, with the aim of making employees and organizations environmentally aware.” Meanwhile, Amrutha and Geetha [17] define it as “policies, practices and systems that make organizational employees green for the benefit of individuals, society, the environment and business

5. Bukti konfirmasi submit revisi kedua, respon kepada reviewer, dan artikel yang diresubmit

Confirming submission to Heliyon 



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Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

Manuscript Number: HELIYON-D-23-25499R2

Green human resource management practices, leadership styles, and employee engagement: green banking context

Dear Dr Noor,

We have received the above referenced revision of your manuscript at Heliyon. To track the status of your manuscript, please log in as an author at <https://www.editorialmanager.com/heliyon/>, and navigate to the "Revisions Being Processed" folder.

Kind regards,

Heliyon

6. Bukti konfirmasi artikel accepted (13 November 2023)

Date:	Nov 13, 2023
To:	"Juliansyah Noor" juliansyahnoor@latansamashiro.ac.id
From:	"Heliyon" info@heliyon.com
Subject:	Decision on submission to Heliyon

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Title: Green human resource management practices, leadership styles, and employee engagement: green banking context
Journal: Heliyon

Dear Dr Noor,

Thank you for submitting your manuscript to Heliyon.

I am pleased to inform you that your manuscript has been accepted for publication.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate and value your contribution to Heliyon. We regularly invite authors of recently published manuscript to participate in the peer review process. If you were not already part of the journal's reviewer pool, you have now been added to it. We look forward to your continued participation in our journal, and we hope you will consider us again for future submissions.

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Kind regards,
Yunyang Xiao, MSc
Editorial Section Manager
Heliyon

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Editor and Reviewer comments:

More information and support

Date: Nov 13, 2023
To: "Juliansyah Noor" juliansyahnoor@latansamashiro.ac.id
From: "Heliyon" info@heliyon.com
Subject: Decision on submission to Heliyon
Manuscript Number: HELIYON-D-23-25499R6
Title: Green human resource management practices, leadership styles, and employee engagement: green banking context
Journal: Heliyon

Dear Dr Noor,

Thank you for submitting your manuscript to Heliyon.
I am pleased to inform you that your manuscript has been accepted for publication.

Your accepted manuscript will now be transferred to our production department. We will create a proof which you will be asked to check, and you will also be asked to complete a number of online forms required for publication. If we need additional information from you during the production process, we will contact you directly.

We appreciate and value your contribution to Heliyon. We regularly invite authors of recently published manuscript to participate in the peer review process. If you were not already part of the journal's reviewer pool, you have now been added to it. We look forward to your continued participation in our journal, and we hope you will consider us again for future submissions.

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Kind regards,

Yunyang Xiao, MSc
Editorial Section Manager Heliyon

7. **Bukti artikel published online (15 November 2023)**





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Green human resources management practices, leadership style and employee engagement: Green banking context

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