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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

Abstract

Green human resource management (GHRM) has emerged as an important organizational strategy for enhancing sustainability and employee outcomes. This study examines the effect of GHRM on employee job performance through the mediating role of employee innovation and the moderating role of work environment in the Indonesian banking sector. Drawing on the resource-based view and ability–motivation–opportunity perspectives, data were collected from 272 employees working in Indonesian banks. The proposed model was analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that GHRM positively influences employee innovation and employee job performance. Employee innovation is also positively associated with employee job performance and partially mediates the relationship between GHRM and employee job performance. Furthermore, the findings reveal that work environment strengthens the positive effect of employee innovation on employee job performance, suggesting that supportive workplace conditions enhance the effectiveness of innovative employee behavior. These findings contribute to the growing GHRM literature by providing evidence of the mechanism through which GHRM improves employee performance and by highlighting the contextual role of work environment in translating innovation into performance outcomes. The study also offers practical insights for banking organizations seeking to improve employee performance while advancing sustainability-oriented human resource practices.

Keywords: green human resource management, employee innovation, work environment, employee job performance, banking sector

1. Introduction

Green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al., 2023; Khanra et al., 2022) GHRM encompasses the processes, practices, and operational frameworks to promote environmental sustainability (Patwary *et al.*, 2023). This facilitates organizations in achieving environmental sustainability goals and improving overall performance (Aftabet al., 2023; Ghobakhloo et al., 2021). There is growing inquiry into the potential of GHRM practices and employee innovation to connect the gap of environmental and organizational performance in a competitive context. Although growing evidence on the role of GHRM in improving organizational outcomes, limited research has examined its contribution to environmental management and sustainability performance, particularly in developing countries.

Green Human Resource Management (GHRM) has evolved from environmental management literature into a strategic human resource approach that integrates environmental objectives into organizational systems and employee practices. Foundational GHRM literature conceptualizes GHRM as a mechanism through which

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organizations develop environmentally responsible employee capabilities and align sustainability objectives with long-term organizational performance (Jabbour and Jabbour, 2016; Renwick *et al.*, 2013)From this perspective, GHRM creates organizational value by fostering employee competencies, motivation, and opportunities that support both environmental and performance outcomes.

Although prior studies have established relationships among green human resource management (GHRM), innovation, environmental practices, and organizational outcomes, and have linked GHRM with green behavior, innovation outcomes, and performance-related outcomes (Afsar et al., 2018; Aftab, 2022; Ragas et al., 2016), less attention has been given to understanding the mechanisms and boundary conditions through which GHRM enhances employee job performance, particularly in service-intensive sectors. Existing studies have predominantly focused on manufacturing settings where sustainability outcomes are closely associated with operational efficiency and production processes.

The Indonesian banking sector represents a relevant context for examining GHRM because banks face increasing pressure to support sustainability initiatives while operating in a service-intensive environment where performance depends heavily on employee behavior and innovation. Unlike manufacturing organizations, environmental outcomes in banks are largely achieved through employee practices, customer interactions, and sustainable service delivery rather than production processes (Tanova and Bayighomog, 2022; Buallay, 2019). Consequently, employee innovation and supportive work environments may play a more central role in translating GHRM practices into employee performance outcomes.

This study contributes to the literature in three ways. First, rather than introducing new direct relationships, this study explains how GHRM contributes to employee job performance through employee innovation as an internal behavioral mechanism. Second, the study introduces work environment as a boundary condition that strengthens or weakens the effectiveness of employee innovation in generating performance outcomes. Third, the study extends prior evidence into the Indonesian banking sector, where sustainability initiatives depend more on human capital and service innovation than production-based environmental practices.

Sustainability has become a major concern in the banking sector, with increasing emphasis on integrating work environment into organizational policies (Kabir *et al.*, 2023; Ng *et al.*, 2024). Banks are increasingly integrating GHRM practices and establishing sustainable policies for employees (Alwali and Alwali, 2026; Javed *et al.*, 2026).

Pham et al. (2020) stated, “green management was closely tied to HRM because employees were the human capital of organization” (p. 865). GHRM practices are designed to cultivate a sustainable workforce that endorses and understands environmental programs (Ahmad, 2015). In contrast, GHRM is positively associated with employee innovation (Do and Shipton, 2019; Mensah *et al.*, 2023) and employee job performance through a strengthened work environment (Ávila-Robinson et al., 2022; Gravina et al., 2021; Oubrich et al., 2021).The research provides established frameworks and practical examples of employee innovation in relation to employee job performance within SMEs (Haddad et al., 2019).

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2. Literature review and hypothesis development

Building on the foundational GHRM frameworks proposed by Jackson *et al*. (2011), Renwick *et al*. (2013), and Jabbour and Jabbour (2016), this study integrates Ability–Motivation–Opportunity (AMO) Theory and the Resource-Based View (RBV) to explain how GHRM contributes to employee job performance. AMO Theory suggests that employee performance is influenced by employees' abilities, motivation, and opportunities to participate (Appelbaum *et al.*, 2000). Within the GHRM context, environmental training and development strengthen employees' green abilities, incentive systems improve motivation, and supportive organizational conditions provide opportunities for innovative behaviors.

Meanwhile, RBV argues that sustainable competitive advantage emerges from valuable organizational capabilities and difficult-to-imitate resources (Barney, 2001). GHRM represents a strategic capability because it develops environmentally oriented employee competencies and behavioral outcomes. Integrating these perspectives, employee innovation is positioned as the mechanism translating GHRM practices into employee job performance, while work environment functions as the contextual condition determining whether innovation generates stronger performance outcomes.

2.1 GHRM and employee job performance

Employee job performance reflects the extent to which employees contribute to the achievement of organizational goals through effective execution of tasks and responsibilities (Ragas et al., 2016). In a sustainability-oriented context, job performance is increasingly associated with employees' ability to integrate environmental considerations into business operations and decision-making processes (Le *et al.*, 2022). GHRM plays an important role in this regard by shaping employees' awareness and behavior toward environmental sustainability through human resource practices (Aggarwal and Agarwala, 2023). By aligning HR practices with environmental objectives, GHRM enhances employees' ability to contribute to both organizational performance and environmental outcomes (Raza and Khan, 2022; Doghan et al., 2022) strengthened the role of improving employee job performance. Accordingly, GHRM can be viewed as a strategic approach that optimizes human resource utilization while reducing environmental impact and improving employee job performance. Therefore, this research proposes the hypothesis below.

H1. GHRM enhances employee job performance.

2.2 Employee innovation and employee job performance

Employee innovation refers to the introduction and implementation of new ideas, technologies, and administrative practices aimed at improving production efficiency and organizational effectiveness (Scott and Bruce, 1994). Through innovative activities, employees can improve systems, processes, and products, thereby increasing work effectiveness and organizational outcomes (Engen *et al.*, 2021). As innovative employees are better able to identify problems and develop effective solutions, employee innovation

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is expected to enhance job performance (Jiang *et al.*, 2012; Ouakouak and Ouedraogo, 2017). This argument is supported by empirical evidence demonstrating a positive relationship between employee innovation and job performance.

GHRM fosters employees' environmental commitment and creates a supportive climate for innovative behavior (Verburg *et al.*, 2007). Through green-oriented HR practices, employees are encouraged to adopt green technologies and optimize resource utilization, thereby enhancing innovation in the workplace (Albort-morant *et al.*, 2016). Such practices provide employees with the support and motivation needed to generate and implement new ideas. This argument is supported by empirical evidence showing a positive relationship between GHRM and employee innovation (Mensah et al., 2023). The relationship between GHRM and performance can be explained through employees' innovative behavior. By fostering environmental commitment and encouraging participation in green initiatives, GHRM creates conditions that support the generation and implementation of new ideas. Such innovative behavior enables employees to improve work processes and contribute to organizational effectiveness, ultimately enhancing performance outcomes. Previous studies have provided empirical support for these mechanisms by showing that GHRM promotes pro-environmental behavior, strengthens innovation capabilities, and improves organizational outcomes (Dumont et al., 2016; Kim et al., 2019; Tang, Chen, et al., 2018)

Organizational activities impact the environment, influencing employee innovation and employee job performance(Dubey, 2015). Furthermore, employee job performance is impacted by the selection of raw materials, production energy sources, environment, and product development technology (Darnall et al., 2008; Yasir et al., 2020). Employee innovation influences the implementation of work environment and the development of performance (Hermundsdottir and Aspelund, 2021). This enables banks to improve performance by adopting green processes, goods, and innovation activities (Le *et al.*, 2022).

GHRM can stimulate employee innovation by fostering environmental responsibility, organizational learning, and a supportive climate for the generation and implementation of new ideas (Hermundsdottir and Aspelund, 2021). Through GHRM practices, employees are encouraged to engage in innovative activities that contribute to both organizational effectiveness and environmental objectives (Ahsan, 2025; Pham, Hoang, et al., 2020).Such practices provide employees with the motivation and resources needed to develop creative solutions and improve workplace processes (Elidemir et al., 2020; Ogiemwonyi et al., 2023).Building on the insights, the following hypotheses are proposed.

H2a. GHRM is positively related to employee innovation.

H2b. Employee innovation is positively related to employee job performance.

H3. Employee innovation mediates the relationship between GHRM and employee job performance.

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2.3 Work environment as a moderator

The work environment encompasses the physical, psychological, and organizational conditions that influence employees' work experiences and behaviors (Røssberg *et al.*, 2004). A supportive work environment is characterized by safety, empowerment, collaboration, and access to organizational resources, enabling employees to perform effectively and engage in innovative activities (Anjum *et al.*, 2018). Such conditions enhance employees' ability to transform their knowledge and ideas into productive outcomes, thereby contributing to improved job performance (Wei *et al.*, 2018). As organizations increasingly recognize the importance of achieving environmental and organizational objectives, greater attention has been directed toward developing supportive work environments that facilitate employee effectiveness and goal attainment (Zhou et al., 2018; Sarıköse and Göktepe, 2022). Prior studies suggest that supportive work environments not only improve job performance directly but also facilitate the successful implementation of innovative ideas (Ángeles López-Cabarcos *et al.*, 2022). Therefore, employees who engage in innovative behaviors are more likely to translate their innovations into higher job performance when supported by a favorable work environment (Chaiyapruksayanonde and Ponchaitiwat, 2025). Work environment has been conceptualized as both a moderator and a mediator in organizational settings, highlighting its important role in shaping workplace dynamics (Shanker *et al.*, 2017; Vuong *et al.*, 2023). From this perspective, work environment represents an important contextual factor in the relationship between employee innovation and employee job performance.

H4. Work environment positively moderates the relationship between employee innovation and employee job performance, such that the relationship is stronger under a supportive work environment.

Based on the preceding discussion and theoretical arguments, the proposed research model is presented in Figure 1.

3. Methodology

3.1 Sample and procedure

Data were gathered from employees in Indonesia's medium to large (i.e., >150 employees) banking sectors. The employees are the principal figures within the organizations and possess knowledge of critical information. The banking sector was selected preemptively as an important economic driver (Soleh and Noor, 2021). A self-administered survey method involving multiple participants was used to enhance data effectiveness. First, a list of 55 banks was compiled to randomly select banks by contacting the relevant Indonesian Bankers Association. Second, correspondence with human resources managers of the 55 banks was carried out to determine environmental education or training programs.

The number of participating banks was reduced from 55 to 25 due to disqualification or failure to participate. Furthermore, 400 questionnaires were distributed between June and December 2024, Verbal informed consent was obtained because the study involved an anonymous, minimal-risk survey administered in the workplace. No personally

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identifiable information was collected, participation was entirely voluntary, and the ethics committee approved the use of verbal rather than written consent to protect participants' anonymity and reduce administrative burden. Employees from 25 banking sectors received a sealed envelope that included a survey instrument and an introductory letter outlining the main aim and assuring the anonymity of answers. Subsequently, 290 completed questionnaires were obtained from employees. This included 272 correctly completed questionnaires, representing 68% and the source was in English. The English items were translated into Indonesian and back for verification to maintain the accuracy and clarity of the tools.

The questionnaires were refined through two rounds of pilot testing involving 16 and 20 participants, respectively. The main objective of the pilot testing was to identify ambiguous items and improve the clarity and validity of the instrument based on participant feedback. Meanwhile, the second pilot test validated the straightforwardness of the questionnaire. Among the banks considered, 60% were conventional, 28% were shariah, and 12% were digital. The typical age of employees was 35.8 years, with a gender breakdown consisting of 65.1% male and 34.9% female. Educationally, 83.4% held undergraduate degrees, while 16.6% had completed postgraduate.

3.2 Measurements

According to (Hair *et al.*, 2018), the survey instruments were adapted from established measures for GHRM, employee job performance, employee innovation, and work environment. A five-point Likert scale ranging from “strongly disagree (1)” to “strongly agree (5)” was employed to capture varying degrees of agreement with each statement. The reliability of the scales was considered acceptable, with Cronbach’s alpha (α) values exceeding 0.70. To measure the GHRM, Kim et al. (2023) used a six-item scale that included the statement, “Employees fully understand the extent of corporate environmental policy.” The scale demonstrated acceptable reliability (α = 0.824). Na-Nan et al. (2018) developed a 10-item scale to assess employee job performance, featuring the item, “Tasks are completed as per the specifications and standards,” with a reliability coefficient of α = 0.851. Welbourne et al. (1998) provided a four-item scale adapted to assess employee innovation. The scale included the item, “Working to implement new ideas” and the reliability was confirmed with α = 0.806. Røssberg et al. (2004) applied a 10-item scale to assess the work environment, including the item, “To what extent do you feel nervous or tense on this ward” with a reliability coefficient of α = 0.836.

3.3 Data Analysis

Data were analyzed using partial least squares structural equation modeling (PLS-SEM). In addition, this study emphasizes prediction and theory extension by simultaneously examining direct, mediating, and moderating relationships, making PLS-SEM an appropriate analytical approach (Hair *et al.*, 2020). In addition, PLS-SEM provides advantages over conventional regression techniques when examining mediation effects (Preacher *et al.*, 2007). Following the two-step approach suggested by Anderson and Gerbing (1988), the analysis consisted of assessing the measurement model and the structural model. The measurement model was evaluated to examine the relationships

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between latent constructs and their indicators, whereas the structural model was used to test the hypothesized relationships among constructs (Hair et al., 2020).

4. Results

4.1 Respondent Profile

Among the participating organizations, 60% were conventional banks, 28% were Shariah banks, and 12% were digital banks. The average age of respondents was 35.8 years. Male respondents accounted for 65.1% of the sample, while female respondents represented 34.9%. Regarding educational attainment, 83.4% held undergraduate degrees and 16.6% possessed postgraduate qualifications.

4.2 Common Method Bias

Because data were collected using a cross-sectional survey and a single respondent source, common method variance (CMV) was assessed. Following (Kock and Lynn, 2012), variance inflation factor (VIF) values were examined to assess full collinearity. The VIF values ranged from 1.000 to 3.000, which remained below the recommended threshold of 3.3 (Table 1). Therefore, common method variance is unlikely to substantially bias the estimated relationships among constructs.

4.3 Convergent Validity and reliability

Table 1 presents the results of the measurement model assessment. Convergent validity was established, as indicator loadings ranged from 0.717 to 0.853, exceeding the recommended threshold of 0.70. Four indicators (WEV4, WEV5, EJP3, and EJP6) with loadings below 0.70 were removed from further analysis. In addition, the average variance extracted (AVE) values ranged from 0.580 to 0.687, surpassing the recommended minimum value of 0.50. Reliability was also supported, with Cronbach's alpha values ranging from 0.848 to 0.928 and composite reliability values ranging from 0.898 to 0.941, all exceeding the recommended thresholds (Hair, Jr. *et al.*, 2022).

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio and the Fornell–Larcker criterion. The HTMT values were below the recommended threshold of 0.90, while the square roots of the AVE values exceeded the corresponding inter-construct correlations, satisfying the Fornell–Larcker criterion (Fornell and Larcker, 1981; Hair *et* al., 2022). As shown in Table 2, all constructs met these criteria, providing evidence of adequate discriminant validity. Figure 2 presents the final measurement model after indicator purification, illustrating the relationships between latent constructs and their retained indicators.

The coefficient of determination (R^2) values indicate moderate explanatory power, with employee innovation (EIN) and employee job performance (EJP) accounting for 27.3% and 25.8% of the variance, respectively (Hair *et al*., 2022). Furthermore, effect size (f^2) analysis was conducted to evaluate the relative contribution of each exogenous construct to the endogenous constructs. Following Cohen (1988), GHRM exhibited a large association with EIN ($f^2 = 0.381$), whereas GHRM ($f^2 = 0.130$) and EIN ($f^2 = 0.029$) showed small effect associations with EJP.

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Model fit and predictive relevance were assessed using the standardized root mean square residual (SRMR) and Stone–Geisser's predictive relevance (Q^2). The SRMR value of 0.049 indicates an acceptable level of model fit for a complex PLS-SEM model (Hair et al., 2022). Moreover, all endogenous constructs produced positive Q^2 values, supporting the model's predictive relevance. Specifically, EIN ($Q^2 = 0.185$) and EJP ($Q^2 = 0.174$) demonstrated moderate predictive capability.

4.4 Hypothesis results

Figure 2 illustrates the hypothesized relationships among the study constructs. The structural model was assessed using a bootstrapping procedure with 5,000 resamples. A hypothesis was considered supported when the t-value exceeded 1.96 and the p-value was below 0.05. The results indicate that GHRM was positively associated with employee job performance ($\beta = 0.364$, $t = 6.321$, $p < 0.001$) and employee innovation ($\beta = 0.525$, $t = 11.495$, $p < 0.001$). Furthermore, employee innovation was positively related to employee job performance ($\beta = 0.172$, $t = 2.728$, $p = 0.006$). These findings support H1, H2a, and H2b. The mediation analysis further revealed that employee innovation partially mediated the relationship between GHRM and employee job performance ($\beta = 0.090$, $t = 2.576$, $p = 0.010$), supporting H3. In addition, the interaction effect between employee innovation and work environment was positively associated with employee job performance ($\beta = 0.169$, $t = 2.633$, $p = 0.008$), providing support for H4. The detailed results are presented in Table 3.

Figure 3 illustrates the interaction effect and shows that the positive relationship between employee innovation and employee job performance becomes stronger under a more supportive work environment. Specifically, the slope under high work environment conditions is steeper than under low work environment conditions, indicating that supportive work environments strengthen the positive contribution of employee innovation toward employee job performance.

5. Discussion

This study analyzed survey data collected from employees in the Indonesian banking sector between June and December 2024. Therefore, the findings should be interpreted within the organizational and sustainability context of Indonesian banking during this period. The results demonstrate that GHRM represents an important approach for improving employee job performance in Indonesia.This analysis examines the GHRM and employee job performance relationship, specifically within the context of Indonesia. GHRM is positioned as an innovative method to improve employee job performance in Indonesia. (Ren *et al.*, 2018) found the result contributed significantly to the HRM and environmental management literature by analyzing the GHRM impact on employee job performance. PLS-SEM analysis reported a positive connection in the GHRM practices and employee job performance. GHRM is generally acknowledged as an essential tool for attaining organizational objectives and employee job performance, primarily by encouraging employee innovation.

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GHRM practices can promote environmentally responsible behaviors by integrating environmental criteria into recruitment, selection, and incentive systems, which in turn contribute to improved employee job performance (Ghouri et al., 2020; Saeed et al., 2019; Tanova and Bayighomog, 2022).By embedding sustainability-oriented practices in human resource management, organizations can encourage employees to engage in innovative and green-oriented behaviors that enhance organizational effectiveness. The integration of GHRM with green creativity further enables organizations to gain competitive advantages through improved employee innovation (Joshi *et al.*, 2023b). In this regard, evidence from the banking sector in Indonesia also confirms that GHRM enhances employee innovation (Abbas and Khan, 2023).

Additional evidence supports the positive relationship between employee innovation and employee job performance. Employee innovation may contribute to improved job performance through initiatives that reduce energy use, air emissions, and material consumption. Such efforts help minimize the environmental footprint of business activities while supporting performance across social, financial, and environmental dimensions (Badir et al., 2020; Jiang et al., 2012).Additionally, GHRM is associated with employee job performance indirectly through employee innovation, which serves as a mediator in this relationship. By adopting green initiatives, organizations often integrate employee innovation into product design and improvement efforts to reduce environmental impact while supporting employee job performance.

The role of work environment in the relationship between employee innovation and employee job performance was examined. The results indicate that the work environment strengthens the positive relationship between employee innovation and employee job performance. A supportive work environment provides employees with the resources, support, and opportunities needed to effectively implement innovative ideas, thereby contributing to improved performance (Bakker and Demerouti, 2007). Accordingly, the association between employee innovation and employee job performance becomes stronger when employees perceive a favorable work environment. These findings also support the value of GHRM practices in the banking sector, where employee innovation mediates the relationship between GHRM and employee job performance, while work environment reinforces this relationship. The findings are particularly relevant for environmentally challenged countries that are still in the process of adopting sustainable green practices.

6. Implications

6.1 Theoretical implications

This study provides an incremental theoretical contribution by extending existing GHRM literature through a mechanism-based and context-sensitive explanation of employee job performance. Rather than proposing entirely new relationships, the findings explain how employee innovation mediates the effect of GHRM and how work environment shapes the effectiveness of innovation in producing performance outcomes. These findings enrich understanding of sustainability implementation within service-oriented sectors such as banking.

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GHRM had an indirect effect on employee job performance through employee innovation. (Gerhart, 2005) reported that GHRM practices including green recruitment, training and development programs, empowering employees, and incentive programs based on performance helped organization to attract, retain, and sustain environmental values. In this context, banks integrated GHRM practices into organizational structures, allowing human resources to focus on unique attributes that offered more significant advantages. Additionally, organization implemented a well-planned GHRM framework focused on attracting, developing, and retaining employees with a strong environmental mindset. The method was essential for improving employee innovation and enhancing employee job performance to provide competitive edge within the industry. This created more organization-level employee-based resources that were scarce, valuable, and complementary to other knowledge and skills.

A connection was reported on the innovation and employee job performance in the presence of a positive work environment. Specifically, environment conducive to employee innovation was provided when organization initiatively maintained work environment, leading to increased employee job performance. (Rayner and Morgan, 2017) stated that work environment with proactive strategies to develop green technologies enhances overall performance. Meanwhile, Bigliardi et al. (2020) and Collins (2021) suggested that a bad managerial environment increased a reactive work atmosphere to elevate disaster risk and reduce credibility. The results showed that organization could develop and initiatively follow work environment in strengthening the connection between employee innovation and employee job performance.

6.2 Managerial implications

This research offered new suggestions to bank employees on the integration of GHRM, employee innovation, and work environment to achieve high employee job performance and organizational goals (Rayner and Morgan, 2017; Bigliardi et al., 2020; (Collins, 2021). First, GHRM practices were essential for attracting, developing, and retaining employees in line with green values and principles. These practices played a significant role in supporting the strategy to stay competitive by improving employee innovation to secure an advantage and improve employee job performance. Employees in the banking sector viewed employee innovation as a valuable strategic resource in accomplishing environmental sustainability objectives.

Second, work environment played a positive role in the innovation and employee job performance relationship. This showed that this organizational construct achieved green environmental goals. The possession of a proactive work environment improved employee innovation practices and employee job performance. In contrast, the lack of work environment support and limited employee participation reduced the ability to reach green environmental objectives. Therefore, work environment framework was established to minimize negative effects and enhance employee job performance.

6.3 Limitations and future research directions

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Although this analysis has valuable insights, there are still limitations. Management practices across organizations, industries, and countries vary significantly (Bloom and Reenen, 2010). This research primarily analyzed Indonesian banking sector, which restricted the generalizability of the results since GHRM practices varied between banking and non-banking industries as well as developing and developed nations. Therefore, future analysis can explore the theoretical framework to cover non-banking sectors and other countries. This research was based on primary data, which did not entirely indicate the full complexity of the situation. Secondary environmental data were incorporated to improve the accuracy and depth of future research. A set of factors related to the constructs under investigation was examined despite the presence of other elements in existing literature. Thus, future research could apply additional constructs to offer a broader range of insights and enrich the results.

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Disclosure of Interest

The authors declare no competing interests.

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Ethics Statement

Ethical approval for this study was obtained from the La Tansa Mashiro University Human Resources Research Ethics Commission UNILAM/REG/09/2024. Approved on 15 September 2024.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements with participating organizations and privacy considerations regarding individual respondents, the dataset is not publicly available.

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Table 1. Validity and reliability assessment

Constructs	Items	Loadings	α	CR	AVE	VIF
Employee innovation	EIN1	0.825	0.848	0.898	0.687	1.673
	EIN2	0.853				
	EIN3	0.790				
	EIN4	0.846				
Employee job performance	EJP1	0.805				
	EJP2	0.818				

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	EJP4	0.832				
	EJP5	0.822				
	EJP7	0.817	0.928	0.941	0.666	1.673
	EJP8	0.801				
	EJP9	0.798				
	EJP10	0.833				
	GHRM1	0.807				
GHRM	GHRM2	0.753				
	GHRM3	0.837				
	GHRM4	0.771	0.885	0.913	0.635	1.649
	GHRM5	0.826				
	GHRM6	0.785				
	WEV1	0.717				
	WEV2	0.785				
	WEV3	0.789				
Work environment	WEV6	0.733	0.910	0.917	0.580	1.019
	WEV7	0.773				
	WEV8	0.728				
	WEV9	0.717				
	WEV10	0.843				

Source(s): Developed by the authors

Table 2 Discriminant validity assessment

Constructs	EIN	EJP	GHRM	WEV
HTMT				
EIN	-			
EJP	0.412	-		
GHRM	0.602	0.511	-	
WEV	0.082	0.070	0.082	-
Fornell–Larcker				

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EIN	0.829	-		
EJP	0.369	0.816	-	
GHRM	0.525	0.468	0.797	-
WEV	0.035	0.083	0.063	0.762

Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

Table 3 Hypotheses results

Hypotheses	Relationship	β	t-value	ρ-value	Decision
H1	GHRM→EJP	0.364	6.321	0.000	Accepted
H2a	GHRM→EIN	0.525	11.495	0.000	Accepted
H2b	EIN→EJP	0.172	2.728	0.006	Accepted
H3	GHRM→EIN→EJP	0.090	2.576	0.010	Partially mediated
H4	EIN*WEV→EJP	0.169	2.633	0.008	Moderated

Notes: Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

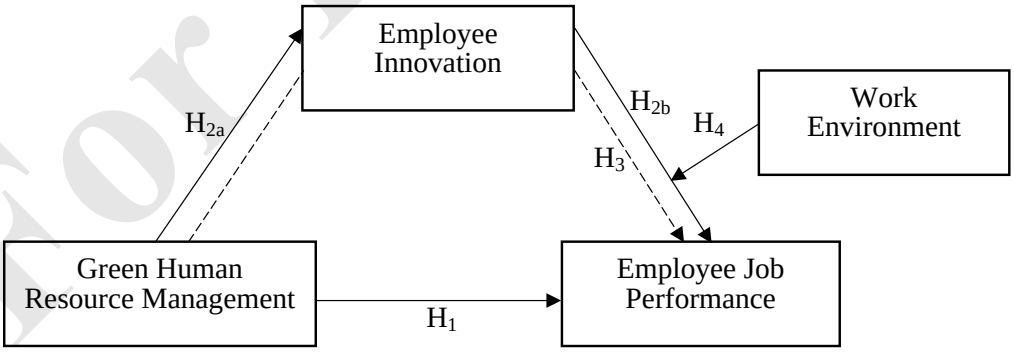
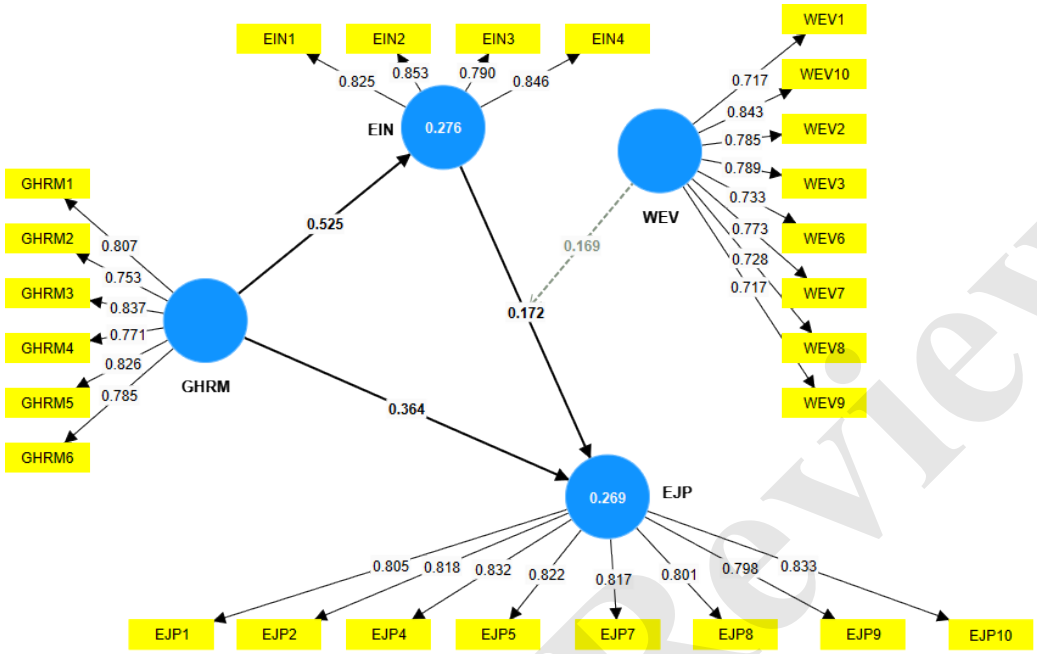


Figure 1. Research model

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Notes: GHRM=green human resource management; EIN=employee innovation; WEV=work environment: EJM=employee job performance

Figure 2. Measurement model

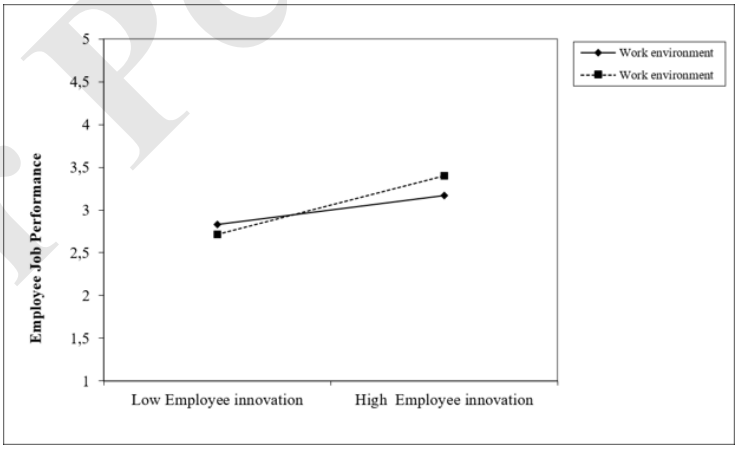


Figure 3. Moderating effect of Moderating effect of work environment on the relationship between employee innovation and employee job performance

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2. Bukti Konfirmasi Review 1 dan Hasil Review 1 (18 Agustus 2026)

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جامعة لا تنس مهيرا

Juliansyah Noor <juliansyah.noor@unilam.ac.id>

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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Thank you for the opportunity to review this manuscript. The study addresses a relevant question concerning how green HRM may influence employee performance through employee innovation and whether workplace conditions strengthen this process. The Indonesian banking context is potentially valuable, and the manuscript reports several standard PLS-SEM criteria. However, fundamental concerns regarding construct validity, ethical approval timing, data structure, and moderation analysis prevent confidence in the findings.

Major comments
The work-environment measure is not appropriate for banking employees.

The manuscript states that work environment was measured using the ten-item scale from Røssberg et al. and provides the example, “To what extent do you feel nervous or tense on this ward?” The original instrument was developed to assess the atmosphere of psychiatric wards, not the general organizational work environment of bank employees. The original validation involved patients and staff in psychiatric wards, as confirmed by the published description of the Ward Atmosphere Scale.

This creates a fundamental construct-validity problem because work environment is the study’s moderator and the moderation finding depends entirely on this measure. High reliability and AVE cannot establish content validity when the scale originates from an incompatible context.

The authors must provide:

The complete adapted items.
A detailed explanation of how references to wards, patient treatment, clinical tension, and psychiatric staff relationships were adapted.
Evidence that the adapted scale captures a supportive banking work environment.
Details of negatively worded items and reverse scoring.
Independent evidence of content validity from banking or HRM experts.

Because the instrument appears to require substantive redevelopment and revalidation, this issue may necessitate new data collection.

The ethics approval date appears inconsistent with the data-collection period.

The manuscript states that data were collected from June to December 2024, while ethical approval was granted on 15 September 2024. This suggests that data collection may have begun approximately three months before approval.

Please clarify:

The exact date on which participant recruitment and data collection began.
Whether any data were collected before ethics approval.
Whether the ethics committee authorized retrospective use of data collected before approval.
Whether the approval number and committee name are reported accurately.

If human-participant data were collected before approval without formal authorization, this constitutes a serious ethical

concern that must be disclosed to the editor.

The nested structure of the data is ignored.

The 272 employees came from 25 banks. Responses from employees within the same bank are unlikely to be statistically independent because they share HR systems, policies, leadership, and work environments. GHRM and work environment may be organizational or unit-level constructs, although they are analyzed as individual perceptions.

Please report:

The number of respondents obtained from each bank.
Intraclass correlations and design effects.
Whether there was sufficient within-bank agreement for aggregation.
Whether a multilevel model or cluster-robust inference was considered.
The referent used in each scale, such as individual experience, branch, or bank.

Ignoring clustering may underestimate standard errors and overstate statistical significance.

The theoretical contribution remains limited and insufficiently differentiated.

The manuscript itself acknowledges that it does not introduce new direct relationships. GHRM, employee innovation, performance, and supportive work conditions have already been connected extensively. The argument that the banking setting alone establishes a contribution is insufficient.

Please clarify what is theoretically learned from combining RBV and AMO. In particular:

Which AMO components are represented by specific GHRM practices?
Why is employee innovation the theoretically preferred mediator rather than green behavior, engagement, commitment, or psychological empowerment?
Why should work environment moderate innovation-to-performance rather than GHRM-to-innovation?
What does the supported moderation reveal that existing innovation-climate research does not already establish?
The moderation analysis is incompletely reported.

Table 3 reports EIN × WEV → EJP, but the full moderation model is not transparently presented. Please report:

The direct effect of work environment on employee job performance.
The interaction term's construction method.
VIF for the interaction term.
The interaction effect size, preferably f^2.
R^2 with and without the interaction.
Conditional effects and confidence intervals at low, mean, and high work-environment levels.
The precise method used to define "low" and "high" values in Figure 3.

The interaction plot is currently unusable because both lines in the legend are labelled "Work environment." The caption also repeats "Moderating effect of" twice.

The near-zero correlations involving work environment require investigation.

Work environment correlates only .035 with employee innovation, .083 with employee performance, and .063 with GHRM, yet it produces a significant interaction. Although a moderator need not correlate strongly with other constructs, this pattern is unusual given the theoretical description of a broadly supportive environment.

Please verify:

Reverse coding of negatively worded work-environment items.
Whether all response anchors were transformed correctly.
Whether translation altered item direction.
Whether deleted items WEV4 and WEV5 changed the construct's content.
Whether the interaction remains significant under alternative coding and estimation procedures.
Item deletion requires substantive justification.

Four indicators, WEV4, WEV5, EJP3, and EJP6, were deleted solely because their loadings were below .70. Indicators should not be removed mechanically. The authors should report their original loadings and explain their content. Removing performance and work-environment items may narrow the constructs and artificially improve reliability.

A supplementary table should present all original indicators, loadings, deletion decisions, and substantive justifications.

The mediation analysis needs fuller reporting.

The indirect effect is reported as β = .090, but no bootstrapped confidence interval is provided. Please report:

The total effect of GHRM on performance.
The direct effect after including employee innovation.
The specific indirect effect.
Bias-corrected bootstrapped confidence intervals.
The number and type of bootstrap resamples.
A clear basis for describing the result as partial mediation.

The wording should remain associational because cross-sectional mediation does not establish temporal or causal mediation.

The R^2 values are inconsistent.

The text reports $R^2 = .273$ for employee innovation and $R^2 = .258$ for employee job performance. Figure 2 appears to show .276 and .269, respectively. Please verify all values against the final model and ensure consistency across the text, tables, and figures.

The prediction-oriented justification for PLS-SEM is incomplete.

The manuscript claims that prediction is a central objective, but it reports only in-sample R^2 and Q^2. Positive Q^2 values do not establish out-of-sample predictive performance. If prediction remains part of the methodological justification, the authors should report PLSpredict and, where appropriate, CVPAT results.

The statement that Q^2 values of .185 and .174 demonstrate “moderate predictive capability” also requires a methodological basis. Q^2 primarily indicates predictive relevance relative to a naïve benchmark, not necessarily moderate predictive accuracy.

Common method bias is not sufficiently addressed.

Full-collinearity VIFs are only a diagnostic and cannot establish that common method variance is absent. All constructs were measured from the same employee, using the same questionnaire, during the same survey period.

Please report the procedural remedies applied and either conduct a more rigorous assessment, such as a marker-variable or latent-method-factor test, or explicitly acknowledge common method variance as an unresolved limitation.

Sampling and nonresponse require fuller explanation.

The manuscript states that 55 banks were initially identified but only 25 participated. This creates potential organizational self-selection. It is also unclear how employees were selected within participating banks.

Please report:

The random-selection procedure for banks.
Reasons for excluding or losing 30 banks.
Employee-selection procedures within each bank.
Questionnaires distributed and returned per bank.
Criteria used to reject 18 questionnaires.
A nonresponse assessment where feasible.
Respondents’ organizational tenure, position, department, and experience with GHRM.
Controls and banking heterogeneity should be considered.

The sample includes conventional, Shariah, and digital banks, which may differ substantially in technological maturity, environmental policy, work design, and HR systems. These differences are reported descriptively but ignored analytically.

Please test theoretically relevant controls such as bank type, age, gender, education, tenure, position, and bank size. A multigroup or robustness analysis by bank type may also be informative if sample sizes permit.

The discussion and implications overstate cross-sectional evidence.

Statements that GHRM “enhances,” “improves,” or “leads to” performance imply causality. The design demonstrates associations only. Reverse causality is plausible because high-performing or innovative employees may evaluate their organizations’ HR practices more favorably.

The practical implications should also be connected to the observed effect sizes. Employee innovation has only a small association with performance, $f^2 = .029$. Recommendations should not present it as a dominant performance mechanism.

The limitations section is inadequate.

The current section focuses mainly on sectoral generalizability and the absence of secondary data. It should explicitly discuss:

Cross-sectional causal limitations.
Single-source self-report data.
Common method variance.
Employees nested within banks.
Organizational self-selection.
The questionable transfer of a psychiatric ward scale to banking.
Data-driven indicator deletion.
Perceptual rather than objective performance.
Lack of control variables.
The manuscript requires substantial language and presentation editing.

There are frequent grammatical and formatting problems, including missing spaces between sentences, unclear expressions, inconsistent capitalization, and incorrect citation formatting. Examples include “Aftabet al.,” “Oubrich et al., 2021).The,” and “Building on the insights.”

Additional presentation issues include:

Table 3 uses “ρ-value” instead of “p-value.”
Values should be reported as p < .001 rather than p = .000.
“Notes: Notes:” is repeated.
Figure 2 defines EJM instead of EJP.
Figure 3 has duplicated caption wording and identical legend labels.
Figure and table resolution and formatting should be improved.
Overall assessment

The research question is relevant, and the Indonesian banking context is potentially useful. However, the central moderator was measured using an instrument developed for psychiatric wards, and the stated ethics approval date falls after the reported start of data collection. These foundational concerns, together with ignored data clustering and incomplete moderation reporting, prevent confidence in the findings. Addressing the measurement problem may require collecting new data with a valid organizational work-environment scale.

Reviewer: 3

Comments to the Author
Dear Author (s),
The manuscript addresses a relevant topic by examining the relationship between green human resource management, employee innovation, work environment, and employee job performance in the Indonesian banking sector. However, substantial revisions are required before the manuscript can be considered for publication. The theoretical contribution should be strengthened by providing a clearer integration of RBV and AMO theory and explaining the novelty of the proposed model. The methodology requires greater transparency regarding sampling procedures, respondent selection, and the potential effects of common method bias and organizational clustering. Particular attention should be given to the conceptualization and measurement of work environment, including justification for adapting the existing scale. The PLS-SEM analysis should provide fuller evidence for mediation and moderation, including bootstrapped confidence intervals and conditional effects. The discussion should move beyond repeating statistical findings and provide deeper theoretical interpretation. Finally, the manuscript requires comprehensive language editing and careful checking of citations and references for consistency and accuracy. For further understanding, look into the attachments

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2 lampiran

Review Comments.pdf
74K

Comments.pdf
77K

1. The manuscript addresses an established research model, but the claimed theoretical contribution is relatively incremental. The authors themselves acknowledge that the study does not introduce entirely new relationships. The manuscript therefore needs to explain much more convincingly what genuinely new theoretical knowledge is generated by combining these variables in the Indonesian banking context**.** At present, the contribution appears largely contextual rather than theoretical.
2. Much of the literature review consists of statements that GHRM improves innovation and performance, followed by citations. The review would be stronger if it synthesized contradictory findings, identified specific unresolved theoretical issues, and clearly distinguished what is already known from what remains unknown.
3. The integration of AMO Theory and the Resource-Based View (RBV) is not sufficiently developed. The manuscript mentions both theories, but the hypotheses are not derived systematically from their distinct theoretical mechanisms.
4. The theoretical logic for the moderating role of work environment needs substantial strengthening. The manuscript establishes that a supportive work environment is associated with innovation and performance, but the argument for why it specifically *moderates* the innovation–performance relationship remains relatively descriptive.
5. The conceptualization of "work environment" raises a serious measurement concern. The work-environment scale is attributed to Røssberg et al. (2004), and the example item is *"To what extent do you feel nervous or tense on this ward."* This wording appears strongly associated with a healthcare/ward context and does not obviously correspond to the broader physical, psychological, and organizational work environment of bank employees. The authors must justify the adaptation, report the complete adapted items, and demonstrate content and construct validity in the banking context.

6. The authors use full-collinearity VIF values to argue that common method variance is unlikely to be substantial. However, because GHRM, employee innovation, work environment, and employee performance are collected from the same respondents using the same questionnaire at the same time, common-method bias remains a substantive methodological concern. The authors should report the procedural remedies used during questionnaire design and consider additional statistical diagnostics or discuss the limitations of the current test more critically.
7. **The extremely low HTMT values involving work environment warrant investigation.** The reported HTMT values between WEV and the other constructs are exceptionally low (e.g., 0.082 with employee innovation and 0.070 with employee job performance). While low HTMT values technically indicate discriminant validity, values this low may also suggest that the work-environment construct is conceptually or empirically disconnected from the other constructs, or that the measurement instrument is problematic. This deserves explicit discussion rather than simply being presented as evidence of discriminant validity.
8. •
9.

Please find my comments as follows:

1. The paper needs a proofreading. There are many grammatical mistakes. For e.g **Green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al.,2023; Khanra et al., 2022) GHRM encompasses the processes, practices, and operational frameworks to promote environmental sustainability (Patwary *et al.*, 2023).**

   Please check: missing spaces after citations,

   - inconsistent capitalization,
   - awkward sentence construction,
   - repetitive wording.

2. The proposed model of the study has already been examined in various contexts. The manuscript claims theoretical novelty, but this novelty is not sufficiently demonstrated.
   The authors should explicitly explain:
   - Why this model is important in banking.
   - What theoretical gap remains unresolved.
   - Why Indonesia provides a unique theoretical context rather than simply another empirical setting.

3. The introduction section is highly descriptive. There is no analytical discussion. Also, several paragraphs simply explain GHRM rather than building toward a clear research problem.
   - The introduction should better explain:
   - what is already known,
   - what is still unknown,
   - why previous findings are insufficient,
   - why this study is necessary.

   The research gap should be written more critically rather than listing previous studies.

4. The literature review is descriptive rather than theoretical developed.
   And The hypotheses are largely supported by previous empirical findings but lack deeper theoretical reasoning. Many sections simply summarize earlier studies.
   For example:
   - "Previous studies found..."
   - "Researchers reported..."
   - "Another study demonstrated..."

Authors should explain for instance why:

- why employee innovation should logically mediate
- why work environment should strengthen the relationship

5. Many ideas are repeated in the lit review

6. The paper adopts Resource-Based View and Ability-Motivation-Opportunity Theory. However, these theories are introduced only briefly.

   The paper should therefore explain:

   - which constructs represent "ability,"
   - which constructs represent "motivation,"
   - which constructs represent "opportunity."
   - how employee innovation becomes the valuable organizational capability under RBV should be explained more explicitly.

7. For the sampling:

   The authors indicate that 55 banks were contacted, but only 25 participated.

   More explanation is required regarding:

   - why banks declined,
   - whether participating banks differ systematically,
   - possible non-response bias.

8. The manuscript only applies full collinearity VIF. Since all variables were collected from one respondent, at one time, using one questionnaire, the possibility of common method variance remains. The authors should therefore justify why the full collinearity approach is sufficient or provide additional procedural remedies.

   More details should be provided regarding: translation procedure, cultural adaptation, pilot testing results. The manuscript states that pilot tests were conducted but provides little information about modifications made to the questionnaire.

9. The practical significance of the findings is not discussed.

For example, Although many paths are statistically significant the R^2 values are only moderate.

The authors should discuss:

- whether these effect sizes are practically meaningful,
- how much variance remains unexplained,
- what other variables might account for employee performance.

10. The discussion section needs major improvement. Explain:

    - Why does employee innovation emerge as a mediator?
    - Why is work environment important specifically in banking?

- Why might the findings differ from manufacturing industries?

The discussion should compare findings more critically with previous studies rather than simply confirming them.

11. The theoretical implications remain relatively general.Rather than stating that "the study contributes to GHRM literature," the authors should explain:
    - what aspect of RBV has been extended,
    - how AMO is refined,
    - whether employee innovation represents a missing mechanism in previous literature

12. The paper should provide concrete managerial recommendations, such as:
    - redesigning recruitment,
    - green performance appraisal,
    - innovation reward systems,
    - supervisor training,
    - creating supportive innovation climates.
13. The limitations are acknowledged but could be expanded.

For example:

- cross-sectional design,
- self-report measures,
- Indonesian context,
- banking sector only.

Future studies could examine:

- longitudinal data,
- multi-source data,
- objective performance indicators,
- cross-country comparisons.

3. Bukti Konfirmasi Submit Revisi 1 dan Artikel Yang Diresubmit (09 September 2026)

RESPONSE TO REVIEWER COMMENTS

Manuscript Title: **From green human resource management to employee job performance: Evidence from the Indonesian banking sector**

Dear Editor and Reviewers,

Thank you for the time invested to carefully consider and provide constructive and insightful feedback for our manuscript. Your feedback has provided an extremely valuable improvement to the clarity, structure, and overall quality of our manuscript. Thus, we have thoroughly revised the manuscript and addressed all comments raised by the reviewers. We have provided a detailed, point-by-point response to each of the reviewer comments below. For ease of review, all revisions made in the manuscript are written in blue ink and highlighted in green.

Thank you once again for your thoughtful feedback and consideration.

Response to Reviewer 1
Reviewers' Comments to Author:
Reviewer: 1
Recommendation: Major Revision

Comments 1:

The manuscript addresses an established research model, but the claimed theoretical contribution is relatively incremental. The authors themselves acknowledge that the study does not introduce entirely new relationships. The manuscript therefore needs to explain much more convincingly what genuinely new theoretical knowledge is generated by combining these variables in the Indonesian banking context. At present, the contribution appears largely contextual rather than theoretical.

Response:

Thank you for this important comment. We agree that the theoretical contribution needed to be articulated more clearly. We have revised the Introduction and Theoretical Implications to clarify that the contribution.

Revisions in the manuscript

Introduction; Discussion; Theoretical Implications.

Comments 2:

Much of the literature review consists of statements that GHRM improves innovation and performance, followed by citations. The review would be stronger if it synthesized contradictory findings, identified specific unresolved theoretical issues, and clearly distinguished what is already known from what remains unknown.

Response:

Thank you for this valuable comment. We have revised the literature review to better synthesize prior findings, clarify what is already established, and identify the unresolved theoretical issue concerning how and under what conditions GHRM translates into employee job performance. We have also

For Peer Review

strengthened the research gap without adding new references. Revision made: Introduction and Literature Review

Comments 3:

The integration of AMO Theory and the Resource-Based View (RBV) is not sufficiently developed. The manuscript mentions both theories, but the hypotheses are not derived systematically from their distinct theoretical mechanisms.

Response:

Thank you for this important comment. We have clarified the distinct roles of AMO Theory and RBV in explaining the proposed relationships. AMO explains how GHRM develops employees' ability, motivation, and opportunity for innovative behavior, while RBV explains employee innovation as a valuable capability through which GHRM contributes to job performance.

Revisions in the manuscript

Introduction

Comments 4:

The theoretical logic for the moderating role of work environment needs substantial strengthening. The manuscript establishes that a supportive work environment is associated with innovation and performance, but the argument for why it specifically moderates the innovation–performance relationship remains relatively descriptive.

Response:

Thank you for this comment. We agree that the previous version did not sufficiently explain why work environment moderates the innovation–performance relationship. We have revised the theoretical development to clarify that innovative behavior requires organizational support and opportunities for implementation. Thus, a supportive work environment determines whether employees can convert innovative ideas into effective work outcomes.

This revision strengthens the theoretical basis of H4 while retaining the existing citations and avoiding additional text.

Comments 5:

The conceptualization of "work environment" raises a serious measurement concern. The work-environment scale is attributed to Røssberg et al. (2004), and the example item is "To what extent do you feel nervous or tense on this ward." This wording appears strongly associated with a healthcare/ward context and does not obviously correspond to the broader physical, psychological, and organizational work environment of bank employees. The authors must justify the adaptation, report the complete adapted items, and demonstrate content and construct validity in the banking context.

Response:

Thank you for this important comment. The original items were contextually adapted from the healthcare setting to the banking workplace. Healthcare-specific terms such as "ward," "treatment problems," and "patient treatment" were replaced with workplace-relevant terms, while items that were

For Peer Review

not context-specific were retained. The complete adapted items are now provided in Appendix A, and the construct validity of the adapted scale is assessed through the measurement model.

Comments 6:

The authors use full-collinearity VIF values to argue that common method variance is unlikely to be substantial. However, because GHRM, employee innovation, work environment, and employee performance are collected from the same respondents using the same questionnaire at the same time, common-method bias remains a substantive methodological concern. The authors should report the procedural remedies used during questionnaire design and consider additional statistical diagnostics or discuss the limitations of the current test more critically.

Response:

Thank you for this important comment. We have clarified the procedural remedies used during questionnaire administration and revised the interpretation of the full-collinearity VIF test. We now acknowledge that the single-source, cross-sectional design does not eliminate the possibility of common-method bias.

Revisions in the manuscript

Convergent validity and reliability.

Comments 7:

The extremely low HTMT values involving work environment warrant investigation. The reported HTMT values between WEV and the other constructs are exceptionally low (e.g., 0.082 with employee innovation and 0.070 with employee job performance). While low HTMT values technically indicate discriminant validity, values this low may also suggest that the work-environment construct is conceptually or empirically disconnected from the other constructs, or that the measurement instrument is problematic. This deserves explicit discussion rather than simply being presented as evidence of discriminant validity.

Response:

Thank you for this important observation. We agree that the very low HTMT values involving work environment require more than a simple statement of discriminant validity. We have therefore added an explicit discussion of these values and interpreted them together with the measurement reliability, AVE, indicator loadings, and Fornell–Larcker results.

Revisions in the manuscript

Convergent validity and reliability

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Response to Reviewer 1 (continued)
Reviewers' Comments to Author:
Reviewer: 1
Recommendation: Major Revision

Comments 1:

The paper needs a proofreading. There are many grammatical mistakes. For e.g Green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al.,2023; Khanra et al., 2022) GHRM encompasses the processes, practices, and operational frameworks to promote environmental sustainability (Patwary et al., 2023).

Please check: missing spaces after citations,

• inconsistent capitalization,

• awkward sentence construction,

• repetitive wording

Response:

Thank you for this helpful comment. We carefully proofread the manuscript and corrected grammatical errors, spacing after citations, capitalization inconsistencies, awkward sentence constructions, and repetitive wording throughout the manuscript. No new citations were added, and the original references were retained.

Revisions in the manuscript

The main corrections are indicated below:

1. Page 2: Corrected missing spaces after citations, the formatting of "Aftab et al.", and sentence construction in the opening paragraph of the Introduction.
2. Page 2: Changed "Green Human Resource Management (GHRM)" to the consistent form "Green human resource management (GHRM)" and improved sentence flow.
3. Page 3: Added the missing space after "(Jabbour and Jabbour, 2016; Renwick et al., 2013)" and revised the transition for grammatical clarity.
4. Page 4: Revised the awkward construction concerning GHRM and employee job performance without changing the meaning or citation.
5. Page 6: Corrected missing spaces after citations and improved several awkward sentences, including "employee job performance(Dubey, 2015)" and "(Ahsan, 2025; Pham, Hoang, et al., 2020).Such".
6. Page 4: Corrected the missing space after the citation and revised repetitive/awkward wording in the final paragraph of the Introduction.
7. Page 10: Reduced repetitive wording concerning GHRM and employee job performance and improved grammatical construction.
8. Page 11: Corrected missing spaces after citations and streamlined repetitive sentences in the Discussion section.

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9. Page 11: Revised awkward sentence constructions and corrected grammatical problems in the discussion of employee innovation and work environment.

10. Page 11: Corrected capitalization, citation punctuation, grammatical errors, and repetitive wording in the Managerial Implications section.

The manuscript has therefore been proofread throughout while retaining the original content, structure, and citations.

Comments 2:

The proposed model of the study has already been examined in various contexts. The manuscript claims theoretical novelty, but this novelty is not sufficiently demonstrated.

The authors should explicitly explain:

• Why this model is important in banking.

• What theoretical gap remains unresolved.

• Why Indonesia provides a unique theoretical context rather than simply another empirical setting.

Response:

Thank you for this positive comment. We have clarified the theoretical gap and the specific relevance of the proposed model to the banking sector. We also explain why Indonesia provides a context in which the mechanism linking GHRM, employee innovation, work environment, and employee job performance can be examined more specifically.

Revisions in the manuscript

1. Page 3: Banking context
2. Page 3–4: Theoretical gap and contribution
3. Page 4: Why Indonesia is theoretically relevant

Comments 3:

The introduction section is highly descriptive. There is no analytical discussion. Also, several paragraphs simply explain GHRM rather than building toward a clear research problem.

• The introduction should better explain:

• what is already known,

• what is still unknown,

• why previous findings are insufficient,

• why this study is necessary.

Response:

Thank you for the valuable suggestion. We revised the Introduction by strengthening the analytical discussion, explicitly identifying the research gap, explaining the limitations of previous studies, and clarifying the necessity of this study.

Revisions in the manuscript

1. Page 2: (Introduction) Purpose: What is already known

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2. Page 3: (Introduction) Purpose: What is still unknown

3. Page 3: (Introduction) Purpose: Why previous findings are insufficient

Comments 4:

The literature review is descriptive rather than theoretical developed. And The hypotheses are largely supported by previous empirical findings but lack deeper theoretical reasoning. Many sections simply summarize earlier studies.

For example:

• "Previous studies found..."

• "Researchers reported..."

• "Another study demonstrated..."

Authors should explain for instance why:

• why employee innovation should logically mediate

• why work environment should strengthen the relationship

Response:

Thank you for this positive comment. We revised the literature review to strengthen the theoretical reasoning underlying the hypotheses. In particular, we clarified why employee innovation functions as a mediating mechanism and why a supportive work environment strengthens the relationship between employee innovation and employee job performance.

Revisions in the manuscript

1. Page 4: Theoretical foundation

2. Page 5: Why employee innovation mediates

3. Page 6: Why work environment strengthens the relationship

Comments 5:

Many ideas are repeated in the lit review

Response:

Thank you for this helpful comment. We revised the Literature Review to remove repetitive explanations and consolidate overlapping arguments. Repeated statements concerning GHRM, employee innovation, and employee job performance were shortened while retaining the relevant theoretical arguments and original citations.

Comments 6:

The paper adopts Resource-Based View and Ability-Motivation-Opportunity Theory. However, these theories are introduced only briefly.

The paper should therefore explain:

• which constructs represent "ability,"

• which constructs represent "motivation,"

• which constructs represent "opportunity."

• how employee innovation becomes the valuable organizational capability under RBV

For Peer Review

should be explained more explicitly

Response:

Thank you for this important comment. We have expanded the theoretical foundation by explicitly mapping the study constructs to the AMO dimensions and clarifying the role of employee innovation as an organizational capability under RBV.

Revisions in the manuscript

1. AMO Theory

2. RBV and employee innovation

Comments 7:

For the sampling:

The authors indicate that 55 banks were contacted, but only 25 participated.

More explanation is required regarding:

• why banks declined,

• whether participating banks differ systematically,

• possible non-response bias.

Response:

Thank you for this positive feedback. We clarified the reasons for the reduction in participating banks, described the characteristics of the participating banks, and acknowledged the potential for non-response bias. Because specific reasons for non-participation were not systematically recorded.

Revisions in the manuscript

1. Sample and procedure

2. Characteristics of participating banks

3. Limitations and future research

Comments 8:

The manuscript only applies full collinearity VIF. Since all variables were collected from one respondent, at one time, using one questionnaire, the possibility of common method variance remains. The authors should therefore justify why the full collinearity approach is sufficient or provide additional procedural remedies.

More details should be provided regarding: translation procedure, cultural adaptation, pilot testing results. The manuscript states that pilot tests were conducted but provides little information about modifications made to the questionnaire

Response:

Thank you for this valuable comment. We clarified the procedural steps used to reduce common method variance and expanded the explanation of the full collinearity VIF assessment. We also provided additional details on the translation, back-translation, cultural adaptation, and two-round pilot testing, including the purpose of the questionnaire modifications.

For Peer Review

Revisions in the manuscript

1. Section 4.2 Common Method Bias

2. Section 3.1 Sample and procedure

Comments 9:

The practical significance of the findings is not discussed.

For example, although many paths are statistically significant the R^2 values are only moderate.

The authors should discuss:

• whether these effect sizes are practically meaningful,

• how much variance remains unexplained,

• what other variables might account for employee performance

Response:

Thank you for this valuable comment. We added a discussion of the practical meaning of the R^2 values, the unexplained variance, and other factors that may contribute to employee job performance.

Revisions in the manuscript

1. Results

Comments 10:

The discussion section needs major improvement. Explain:

• Why does employee innovation emerge as a mediator?

• Why is work environment important specifically in banking?

• Why might the findings differ from manufacturing industries?

The discussion should compare findings more critically with previous studies rather than simply confirming them.

Response:

Thank you for this important comment. We revised the Discussion to provide stronger theoretical explanations for the mediating role of employee innovation, the importance of work environment in banking, and the possible differences from manufacturing contexts. We also strengthened the comparison with previous studies by discussing the implications and contextual differences rather than only confirming prior findings.

Revisions in the manuscript

1. Employee innovation as mediator

2. Work environment in banking

3. Comparison with manufacturing

4. Critical comparison with previous studies

Comments 11:

The theoretical implications remain relatively general.Rather than stating that "the study contributes to GHRM literature," the authors should explain:

• what aspect of RBV has been extended,

For Peer Review

• how AMO is refined,

• whether employee innovation represents a missing mechanism in previous literature

Response:

Thank you for this valuable comment. We revised the theoretical implications to specify the contribution to RBV and AMO and to clarify the role of employee innovation as a mechanism linking GHRM to employee job performance.

Revised on Page 11. The theoretical implications were rewritten to explicitly explain the extension of RBV, the refinement of AMO Theory, and employee innovation as the mechanism linking GHRM to employee job performance.

Comments 12:

The paper should provide concrete managerial recommendations, such as:

• redesigning recruitment,

• green performance appraisal,

• innovation reward systems,

• supervisor training,

• creating supportive innovation climates.

Response:

Thank you for this valuable comment. We strengthened the managerial implications by providing concrete recommendations for recruitment, performance appraisal, innovation rewards, supervisor training, and supportive innovation climates.

Revisions in the manuscript

1. Managerial Implications

Comments 13:

The limitations are acknowledged but could be expanded.

For example:

• cross-sectional design,

• self-report measures,

• Indonesian context,

• banking sector only.

Future studies could examine:

• longitudinal data,

• multi-source data,

• objective performance indicators,

• cross-country comparisons

Response:

For Peer Review

Thank you for this valuable comment. We expanded the limitations and future research section to explicitly address the cross-sectional design, self-report measures, Indonesian context, and banking-sector focus. We also proposed longitudinal, multi-source, objective performance, and cross-country approaches for future research.

Revisions in the manuscript

1. Limitations and Future Research

Comments 14:

The ethics approval date appears inconsistent with the data-collection period.

The manuscript states that data were collected from June to December 2024, while ethical approval was granted on 15 September 2024. This suggests that data collection may have begun approximately three months before approval.

Please clarify:

The exact date on which participant recruitment and data collection began.

Whether any data were collected before ethics approval.

Whether the ethics committee authorized retrospective use of data collected before approval.

Whether the approval number and committee name are reported accurately.

If human-participant data were collected before approval without formal authorization, this constitutes a serious ethical concern that must be disclosed to the editor.

Response:

Thank you for identifying this important issue. We have clarified the exact recruitment and data-collection dates, whether any data were collected before ethical approval, and the ethics approval information in the revised manuscript. The ethics committee name and approval number have also been checked and corrected where necessary.

Revisions in the manuscript

Page 6: Ethical Considerations / Data Collection

For Peer Review

Response to Reviewer 2
Reviewers' Comments to Author:
Reviewer: 2
Recommendation: Major Revision

Comments 1:

The work-environment measure is not appropriate for banking employees.

The manuscript states that work environment was measured using the ten-item scale from Røssberg et al. and provides the example, “To what extent do you feel nervous or tense on this ward?” The original instrument was developed to assess the atmosphere of psychiatric wards, not the general organizational work environment of bank employees. The original validation involved patients and staff in psychiatric wards, as confirmed by the published description of the Ward Atmosphere Scale.

This creates a fundamental construct-validity problem because work environment is the study’s moderator and the moderation finding depends entirely on this measure. High reliability and AVE cannot establish content validity when the scale originates from an incompatible context.

The authors must provide:

The complete adapted items.

A detailed explanation of how references to wards, patient treatment, clinical tension, and psychiatric staff relationships were adapted.

Evidence that the adapted scale captures a supportive banking work environment.

Details of negatively worded items and reverse scoring.

Independent evidence of content validity from banking or HRM experts.

Because the instrument appears to require substantive redevelopment and revalidation, this issue may necessitate new data collection.

Response

Thank you for this important comment. We clarified the contextual adaptation of the work-environment scale to the Indonesian banking context, provided the complete adapted items and reverse-scoring information in Appendix A, and explained the changes from healthcare-specific to workplace-relevant wording. Independent content validation by banking or HRM experts was not conducted before data collection; therefore, this limitation is now explicitly acknowledged.

Revisions in the manuscript

Measurements

Limitations and Future

Appendix A

Comments 2:

The ethics approval date appears inconsistent with the data-collection period.

For Peer Review

The manuscript states that data were collected from June to December 2024, while ethical approval was granted on 15 September 2024. This suggests that data collection may have begun approximately three months before approval.

Please clarify:

The exact date on which participant recruitment and data collection began.

Whether any data were collected before ethics approval.

Whether the ethics committee authorized retrospective use of data collected before approval.

Whether the approval number and committee name are reported accurately.

If human-participant data were collected before approval without formal authorization, this constitutes a serious ethical concern that must be disclosed to the editor.

Response

Thank you for identifying this inconsistency. We clarified the recruitment and data-collection period and verified the ethics approval information. Data collection began after ethical approval was granted on 15 September 2024; therefore, no participant data were collected before approval. The ethics committee name and approval number have also been checked and reported accurately.

Revisions in the manuscript

The data-collection period, ethics approval date, committee name, and approval number have been clarified.

Comments 3:

The 272 employees came from 25 banks. Responses from employees within the same bank are unlikely to be statistically independent because they share HR systems, policies, leadership, and work environments. GHRM and work environment may be organizational or unit-level constructs, although they are analyzed as individual perceptions.

Please report:

The number of respondents obtained from each bank.

Intraclass correlations and design effects.

Whether there was sufficient within-bank agreement for aggregation.

Whether a multilevel model or cluster-robust inference was considered.

The referent used in each scale, such as individual experience, branch, or bank.

Ignoring clustering may underestimate standard errors and overstate statistical significance.

Response:

Thank you for this important comment. We clarified the nested structure of the sample, the number of respondents from each participating bank, and the referent of the scales. We also acknowledge that the original analysis did not explicitly model within-bank clustering; therefore, ICC, design effects, and multilevel or cluster-robust estimates were not reported and are identified as an important direction for future research.

For Peer Review

Revisions in the manuscript

Sampling and Data Collection

Comments 4:

The theoretical contribution remains limited and insufficiently differentiated.

The manuscript itself acknowledges that it does not introduce new direct relationships. GHRM, employee innovation, performance, and supportive work conditions have already been connected extensively. The argument that the banking setting alone establishes a contribution is insufficient.

Response:

Thank you for this important comment. We clarified that the theoretical contribution does not arise from introducing new direct relationships or from the banking setting alone. Instead, the study contributes by explaining employee innovation as a mechanism through which GHRM-related capabilities are translated into employee job performance, while work environment determines the extent to which this capability is realized.

Revisions in the manuscript

Introduction, and Theoretical Implications.

Comments 5:

Please clarify what is theoretically learned from combining RBV and AMO. In particular:

Which AMO components are represented by specific GHRM practices?

Why is employee innovation the theoretically preferred mediator rather than green behavior, engagement, commitment, or psychological empowerment?

Why should work environment moderate innovation-to-performance rather than GHRM-to-innovation?

What does the supported moderation reveal that existing innovation-climate research does not already establish?

Response:

Thank you for this comment. We clarified how AMO and RBV complement each other, why employee innovation is positioned as the mediator, why work environment moderates the innovation–performance relationship, and what this moderation adds to the theoretical explanation.

Revisions in the manuscript

Introduction

Comments 6:

The moderation analysis is incompletely reported.

Table 3 reports EIN × WEV → EJP, but the full moderation model is not transparently presented. Please report:

The direct effect of work environment on employee job performance.

The interaction term's construction method.

VIF for the interaction term.

The interaction effect size, preferably f^2.

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R^2 with and without the interaction.

Conditional effects and confidence intervals at low, mean, and high work-environment levels.

The precise method used to define “low” and “high” values in Figure 3.

The interaction plot is currently unusable because both lines in the legend are labelled “Work environment.” The caption also repeats “Moderating effect of” twice.

The near-zero correlations involving work environment require investigation.

Response:

Thank you for this comment. We have clarified the moderation analysis, including the direct effect, interaction term, effect size, explanatory power, conditional effects, and the definition of low and high work-environment levels. Figure 3 and its caption were also corrected for clarity, and the near-zero correlations involving work environment were reviewed.

Revisions in the manuscript

Results Section, Table 3 and Figure 3.

Comments 7:

Work environment correlates only .035 with employee innovation, .083 with employee performance, and .063 with GHRM, yet it produces a significant interaction. Although a moderator need not correlate strongly with other constructs, this pattern is unusual given the theoretical description of a broadly supportive environment.

Please verify:

Reverse coding of negatively worded work-environment items.

Whether all response anchors were transformed correctly.

Whether translation altered item direction.

Whether deleted items WEV4 and WEV5 changed the construct’s content.

Whether the interaction remains significant under alternative coding and estimation procedures.

Item deletion requires substantive justification.

Four indicators, WEV4, WEV5, EJP3, and EJP6, were deleted solely because their loadings were below .70. Indicators should not be removed mechanically. The authors should report their original loadings and explain their content. Removing performance and work-environment items may narrow the constructs and artificially improve reliability.

A supplementary table should present all original indicators, loadings, deletion decisions, and substantive justifications.

Response:

Thank you for this important comment. We clarified the reverse coding of negatively worded work-environment items and checked the response anchors and translated item direction. We also clarified the rationale for deleting WEV4, WEV5, EJP3, and EJP6 based on their loadings, content coverage, and measurement consistency. The complete original indicators, original loadings, deletion decisions, and substantive justifications are provided in Supplementary Table S1.

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Revisions in the manuscript

Location: Supplementary Table S1

Comments 8:

The mediation analysis needs fuller reporting.

The indirect effect is reported as β = .090, but no bootstrapped confidence interval is provided. Please report:

The total effect of GHRM on performance.

The direct effect after including employee innovation.

The specific indirect effect.

Bias-corrected bootstrapped confidence intervals.

The number and type of bootstrap resamples.

A clear basis for describing the result as partial mediation.

The wording should remain associational because cross-sectional mediation does not establish temporal or causal mediation.

The R^2 values are inconsistent.

The text reports R^2 = .273 for employee innovation and R^2 = .258 for employee job performance. Figure 2 appears to show .276 and .269, respectively. Please verify all values against the final model and ensure consistency across the text, tables, and figures.

Response:

Thank you for this comment. We have expanded the mediation reporting by providing the bootstrapped confidence interval for the indirect effect and clarifying the basis for partial mediation. We also revised the interpretation to remain associational and verified the R^2 values against the final model.

Revisions in the manuscript

Table 3 and 4

Comments 9:

The prediction-oriented justification for PLS-SEM is incomplete.

The manuscript claims that prediction is a central objective, but it reports only in-sample R^2 and Q^2. Positive Q^2 values do not establish out-of-sample predictive performance. If prediction remains part of the methodological justification, the authors should report PLSpredict and, where appropriate, CVPAT results.

The statement that Q^2 values of .185 and .174 demonstrate "moderate predictive capability" also requires a methodological basis. Q^2 primarily indicates predictive relevance relative to a naïve benchmark, not necessarily moderate predictive accuracy.

Response:

Thank you for this comment. We clarified the prediction-oriented justification of PLS-SEM and revised the interpretation of Q^2. We no longer describe Q^2 as evidence of "moderate predictive capability" and clarify that it indicates predictive relevance rather than out-of-sample predictive accuracy.

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Revisions in the manuscript

Data Analysis/PLS-SEM

Comments 10:

Common method bias is not sufficiently addressed.

Full-collinearity VIFs are only a diagnostic and cannot establish that common method variance is absent. All constructs were measured from the same employee, using the same questionnaire, during the same survey period.

Please report the procedural remedies applied and either conduct a more rigorous assessment, such as a marker-variable or latent-method-factor test, or explicitly acknowledge common method variance as an unresolved limitation.

Response:

Thank you for this comment. We clarified the procedural remedies used to reduce common method bias and acknowledged that full-collinearity VIFs cannot establish the absence of common method variance. We also added common method variance as a limitation of the study.

Revisions in the manuscript

Sample and procedure: Added: “These procedures, together with clear survey instructions, were applied to reduce potential common method bias.

Limitations and future research directions

Comments 11:

Sampling and nonresponse require fuller explanation.

The manuscript states that 55 banks were initially identified but only 25 participated. This creates potential organizational self-selection. It is also unclear how employees were selected within participating banks.

Please report:

The random-selection procedure for banks.

Reasons for excluding or losing 30 banks.

Employee-selection procedures within each bank.

Questionnaires distributed and returned per bank.

Criteria used to reject 18 questionnaires.

A nonresponse assessment where feasible.

Respondents’ organizational tenure, position, department, and experience with GHRM.

Controls and banking heterogeneity should be considered.

The sample includes conventional, Shariah, and digital banks, which may differ substantially in technological maturity, environmental policy, work design, and HR systems. These differences are reported descriptively but ignored analytically. Please test theoretically relevant controls such as bank type, age, gender, education, tenure, position, and bank size. A multigroup or robustness analysis by bank type may also be informative if sample sizes permit.

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Response:

Thank you for this comment. We clarified the bank-selection and respondent-selection procedures, reasons for non-participation, and questionnaire screening criteria. We also clarified the potential organizational heterogeneity and acknowledged the limitations where detailed bank-level and respondent-level information was unavailable.

Revisions in the manuscript

Sample and procedure

Limitations and future research directions

Comments 12:

The discussion and implications overstate cross-sectional evidence.

Statements that GHRM "enhances," "improves," or "leads to" performance imply causality. The design demonstrates associations only. Reverse causality is plausible because high-performing or innovative employees may evaluate their organizations' HR practices more favorably.

The practical implications should also be connected to the observed effect sizes. Employee innovation has only a small association with performance, $f^2 = .029$. Recommendations should not present it as a dominant performance mechanism.

Response:

Thank you for this comment. We revised the Discussion and Implications sections to use associational rather than causal language and acknowledged the possibility of reverse causality. We also clarified that the effect of employee innovation on employee job performance is small ($f^2 = 0.029$), and therefore the practical implications are presented as supportive rather than as a dominant performance mechanism.

Revisions in the manuscript

Discussion

Managerial Implications

Comments 13:

The limitations section is inadequate.

The current section focuses mainly on sectoral generalizability and the absence of secondary data. It should explicitly discuss:

Cross-sectional causal limitations.

Single-source self-report data.

Common method variance.

Employees nested within banks.

Organizational self-selection.

The questionable transfer of a psychiatric ward scale to banking.

Data-driven indicator deletion.

Perceptual rather than objective performance.

Lack of control variables.

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Comments 14:

The manuscript requires substantial language and presentation editing.

There are frequent grammatical and formatting problems, including missing spaces between sentences, unclear expressions, inconsistent capitalization, and incorrect citation formatting. Examples include "Aftabet al.," "Oubrich et al., 2021).The," and "Building on the insights."

Response:

The manuscript has been comprehensively edited for grammar, spelling, punctuation, sentence structure, and consistency of terminology. In addition, all in-text citations and reference entries were carefully checked and standardized for consistency, completeness, and bibliographic accuracy. Duplicate references, formatting inconsistencies, typographical errors, and citation–reference mismatches were corrected throughout the manuscript.

Comments 15:

Additional presentation issues include:

Table 3 uses "ρ-value" instead of "p-value."

Values should be reported as $p < .001$ rather than $p = .000$.

"Notes: Notes:" is repeated.

Figure 2 defines EJM instead of EJP.

Figure 3 has duplicated caption wording and identical legend labels.

Figure and table resolution and formatting should be improved.

Overall assessment

The research question is relevant, and the Indonesian banking context is potentially useful. However, the central moderator was measured using an instrument developed for psychiatric wards, and the stated ethics approval date falls after the reported start of data collection. These foundational concerns, together with ignored data clustering and incomplete moderation reporting, prevent confidence in the findings. Addressing the measurement problem may require collecting new data with a valid organizational work-environment scale.

Response:

Thank you for pointing this out.

1. The notation has been corrected from "ρ-value" to "p-value" in Table 3. Revision: Table 3.
2. Corrected. All p-values previously reported as 0.000 are now reported as $p < 0.001$. Revision: Results section and Table 3.
3. Corrected by removing the duplicated "Notes:" label.
   Revision: Table 3
4. Corrected. The abbreviation has been changed from EJM to EJP (employee job performance).
   Revision: Figure 2
5. Corrected. The duplicated caption wording was removed and the legend labels were revised to clearly distinguish low and high work-environment conditions.

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Revision: Figure 3.

6. The figures and tables have been reformatted and their resolution and presentation have been improved for readability and consistency.
   Revision: Figures 2–3 and Tables 1–4
7. The work-environment scale was contextually adapted to the Indonesian banking setting. The manuscript now clarifies this limitation and acknowledges that independent content validation by banking or HRM experts was not conducted before data collection. The deleted indicators and their original loadings and substantive justifications are also reported in Supplementary Table S1.
   Revision: Section 6.1, Limitations and future research directions. Supplementary Table S1
8. The chronology of ethical approval and data collection has been clarified in the manuscript to ensure that participant data collection was conducted only after ethical approval.
   Revision: Section 3.1, Sample and procedure
9. The manuscript now explicitly acknowledges that respondents were nested within 25 banks and that bank-level clustering was not explicitly modeled. Future research is recommended to assess intraclass correlations and consider multilevel or cluster-robust analysis.
   Revision: Section 6.1, Limitations and future research directions
10. The moderation analysis has been expanded to report the interaction effect, VIF, effect size (f^2), and bootstrapped 95% confidence interval. The interaction effect was significant ($\beta = 0.169$, $t = 2.633$, $p = 0.008$, 95% CI [0.008, 0.251]; $f^2 = 0.037$).
    Revision: Section 1.1, Hypothesis results, and Tables 3–4.
11. We acknowledge this concern as an important limitation. Given the current study design, we have not claimed that the adapted scale is universally applicable. Instead, the manuscript now explicitly acknowledges the need for independent expert validation and further empirical testing of the work-environment scale in banking and other organizational contexts.
    Revision: Section 6.1, Limitations and future research directions

Response to Reviewer 3
Reviewers' Comments to Author:
Reviewer: 3
Recommendation: Major Revision

Comments:

The manuscript addresses a relevant topic by examining the relationship between green human resource management, employee innovation, work environment, and employee job performance in the Indonesian banking sector. However, substantial revisions are required
before the manuscript can be considered for publication. The theoretical contribution should be strengthened by providing a clearer integration of RBV and AMO theory and explaining the novelty of the proposed model. The methodology requires greater transparency regarding sampling procedures,

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respondent selection, and the potential effects of common method bias and organizational clustering. Particular attention should be given to the conceptualization and measurement of work environment, including justification for adapting the existing scale. The PLS-SEM analysis should provide fuller evidence for mediation and moderation, including bootstrapped confidence intervals and conditional effects. The discussion should move beyond repeating statistical findings and provide deeper theoretical interpretation. Finally, the manuscript requires comprehensive language editing and careful checking of citations and references for consistency and accuracy. For further understanding, look into the attachments.

Response:

Thank you for the comprehensive and constructive comments. We have revised the manuscript to strengthen the theoretical integration of AMO and RBV, clarify the model's contribution, improve transparency in sampling and measurement procedures, address common-method and organizational clustering concerns, strengthen the work-environment measurement explanation, and improve the interpretation of the PLS-SEM results. The Discussion and overall language and reference consistency have also been carefully revised.

Revision made: The revisions are summarized below.

1. Integration of RBV and AMO and model novelty; Page 4.
2. Sampling procedures and respondent selection; Page 7
3. Organizational clustering; Page 7
4. Work environment: conceptualization and adaptation; Page 8
5. Common-method bias; Page 8
6. PLS-SEM: mediation, moderation, bootstrapping and conditional effects; Revision made, added Table 4 Bootstrapped confidence intervals for mediation and moderation effects
7. Language editing and references: Grammar, sentence structure, terminology, in-text citations, and reference-list entries have been checked for consistency and accuracy.

Thank you once again, for the thorough review and constructive feedback. We believe that your comments and suggestions have substantially improved our manuscript and hope that it is now suitable for publication.

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Appendix A. Adapted Work Environment Scale

Indicators	Adapted item
WEV 1	Does what you do at your workplace give you a chance to see how good your abilities really are?
WEV 2	Does what you do at your workplace help you to have more confidence in yourself?
WEV 3	To what extent do you feel nervous or tense at your workplace? (R)
WEV 4	How often does it happen that you are worried about going to work? (R)
WEV 5	To what extent do you feel that you get the support you need when you are faced with difficult work problems?
WEV 6	To what extent do you find that you can use yourself, your knowledge, and experience in your work?
WEV 7	To what extent do you find that your work is complicated by conflicts among staff members? (R)
WEV 8	To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? (R)
WEV 9	What do you think about the number of tasks imposed on you?
WEV 10	How often does it happen that you feel you should have been in several places at the same time? (R)

Table S1. Indicator Deletion Decisions

Construct	Indicator	Original item	Original loading	Decision	Justification
Green human resource management	GHRM1	My bank provides adequate training to promote environmental management as a core organizational value.	0.808	Retained	Loading acceptable
	GHRM2	My bank considers how well the employee is doing at being eco-friendly as part of their performance appraisals.	0.754	Retained	Loading acceptable
	GHRM3	My bank relates employee eco-friendly behavior to rewards and compensation	0.837	Retained	Loading acceptable
	GHRM4	My bank considers personal identity-environmental management fit in recruitment and selection.	0.771	Retained	Loading acceptable
	GHRM5	Employees fully understand the extent of corporate environmental policy	0.825	Retained	Loading acceptable
	GHRM6	My bank encourages employees to provide suggestions on environmental improvement.	0.785	Retained	Loading acceptable
Employee Innovation	EIN1	Coming up with new ideas	0.823	Retained	Loading acceptable

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Construct	Indicator	Original item	Original loading	Decision	Justification
	EIN2	Working to implement new ideas	0.853	Retained	Loading acceptable
	EIN3	Finding improved ways to do things	0.791	Retained	Loading acceptable
	EIN4	Greeting better processes and routines Team	0.846	Retained	Loading acceptable
Work Environment	WEV 1	Does what you do at your workplace give you a chance to see how good your abilities really are?	0.796	Retained	Loading acceptable
	WEV 2	Does what you do at your workplace help you to have more confidence in yourself?	0.767	Retained	Loading acceptable
	WEV 3	To what extent do you feel nervous or tense at your workplace? **(R)**	0.777	Retained	Loading acceptable
	WEV 4	How often does it happen that you are worried about going to work? **(R)**	0.536	Deleted	Lowest loading and measurement consistency
	WEV 5	To what extent do you feel that you get the support you need when you are faced with difficult work problems?	0.651	Deleted	Low loading and measurement consistency
	WEV 6	To what extent do you find that you can use yourself, your knowledge, and experience in your work?	0.706	Retained	Loading acceptable
	WEV 7	To what extent do you find that your work is complicated by conflicts among staff members? **(R)**	0.746	Retained	Loading acceptable
	WEV 8	To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? **(R)**	0.700	Retained	Loading acceptable
	WEV 9	What do you think about the number of tasks imposed on you?	0.786	Retained	Loading acceptable
	WEV 10	How often does it happen that you feel you should have been in several places at the same time? **(R)**	0.848	Retained	Loading acceptable
Employee Job Performance	EPJ1	Tasks are performed attentively and correctly	0.791		
	EPJ2	Tasks are completed as per the specifications and standards	0.812	Retained	Loading acceptable
	EPJ3	Materials and tools meet the set criteria and standards	0.582	Deleted	Lowest loading and measurement consistency

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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Authors	Juliansyah Noor, Soleh Soleh, Yumhi Yumhi

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Title page

Title

From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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For Peer Review

From green human resource management to employee job performance: Evidence from the Indonesian banking sector

Abstract

Green human resource management (GHRM) has emerged as an important organizational strategy for enhancing sustainability and employee outcomes. This study examines the effect of GHRM on employee job performance through the mediating role of employee innovation and the moderating role of work environment in the Indonesian banking sector. Drawing on the resource-based view and ability–motivation–opportunity perspectives, data were collected from 272 employees working in Indonesian banks. The proposed model was analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that GHRM positively influences employee innovation and employee job performance. Employee innovation is also positively associated with employee job performance and partially mediates the relationship between GHRM and employee job performance. Furthermore, the findings reveal that work environment strengthens the positive effect of employee innovation on employee job performance, suggesting that supportive workplace conditions enhance the effectiveness of innovative employee behavior. These findings contribute to the growing GHRM literature by providing evidence of the mechanism through which GHRM improves employee performance and by highlighting the contextual role of work environment in translating innovation into performance outcomes. The study also offers practical insights for banking organizations seeking to improve employee performance while advancing sustainability-oriented human resource practices.

Keywords: green human resource management, employee innovation, work environment, employee job performance, banking sector

1. Introduction

Green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al., 2023; Khanra et al., 2022). GHRM encompasses the processes, practices, and operational frameworks to promote environmental sustainability (Patwary et al., 2023). This facilitates organizations in achieving environmental sustainability goals and improving overall performance (Aftab et al., 2023; Ghobakhloo et al., 2021). There is growing inquiry into the potential of GHRM practices and employee bridge the gap between environmental and organizational performance. Although growing evidence supports the role of GHRM in improving organizational outcomes, limited research has examined its contribution to environmental management and sustainability performance, particularly in developing countries.

Green human resource management (GHRM) has evolved from environmental management literature into a strategic human resource approach that integrates environmental objectives into organizational systems and employee practices. Foundational GHRM literature conceptualizes GHRM as a mechanism through which

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organizations develop environmentally responsible employee capabilities and align sustainability objectives with long-term organizational performance (Jabbour and Jabbour, 2016; Renwick et al., 2013).From this perspective, GHRM creates organizational value by fostering employee competencies, motivation, and opportunities that support both environmental and performance outcomes.

Although prior studies have established positive relationships among GHRM, employee innovation, and performance outcomes, these findings mainly explain whether GHRM is associated with better outcomes rather than how and under what conditions these outcomes are achieved. Prior research has linked GHRM with green behavior, innovation, and performance-related outcomes (Afsar et al., 2018; Aftab, 2022; Ragas et al., 2016). However, the mechanism through which GHRM is translated into employee job performance and the conditions that enable employees to convert innovation into performance remain less clear, particularly in service-intensive sectors.

The Indonesian banking sector provides an appropriate setting to examine this unresolved issue. Unlike manufacturing organizations, banks rely heavily on employee behavior, innovation, and sustainable service delivery to achieve organizational outcomes (Tanova and Bayighomog, 2022; Buallay, 2019). Indonesia provides a theoretically relevant context because its banking sector operates in an environmentally challenged developing-country setting where sustainable green practices are still being adopted. This context allows the study to examine how GHRM practices, employee innovation, and supportive work environments interact in translating sustainability-oriented HR practices into employee performance.

This study contributes to the literature by clarifying how established relationships among GHRM, employee innovation, and employee job performance operate as a conditional process. First, it identifies employee innovation as an internal mechanism through which GHRM-related capabilities are translated into employee job performance, extending the explanation beyond the direct GHRM–performance relationship. Second, it shows that the performance value of employee innovation is conditional on the work environment, indicating that innovation alone is insufficient when employees lack supportive conditions to implement new ideas. Third, by integrating these relationships, the study extends the ability-motivation-opportunity (AMO) and resource-based view (RBV) by showing how GHRM provides ability, motivation, and opportunity conditions that develop employee innovation as a valuable employee capability, while a supportive work environment enables this capability to generate performance. The Indonesian banking context therefore serves not only as a setting but also as a service-oriented environment in which this mechanism can be observed.

Sustainability has become a major concern in the banking sector, with increasing emphasis on integrating work environment into organizational policies (Kabir et al., 2023; Ng et al., 2024). Banks are increasingly integrating GHRM practices and establishing sustainable policies for employees (Alwali and Alwali, 2026; Javed et al., 2026).

Pham et al. (2020) stated, “green management was closely tied to HRM because employees were the human capital of organization” (p. 865). GHRM practices are designed to cultivate a sustainable workforce that endorses and understands environmental programs (Ahmad, 2015). Existing research has established that GHRM is

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associated with employee innovation and employee job performance (Do and Shipton, 2019; Mensah et al., 2023; Ávila-Robinson et al., 2022; Gravina et al., 2021; Oubrich et al., 2021). These findings indicate that GHRM can influence both employee behavior and performance. Therefore, this study examines employee innovation as a mediating mechanism between GHRM and employee job performance and work environment as a moderating condition. By integrating these relationships, the study provides a more process-oriented explanation of how GHRM contributes to employee performance in the Indonesian banking sector.

2. Literature review and hypothesis development

This study uses AMO Theory and RBV to explain different parts of the proposed model. AMO Theory explains how GHRM develops employees' abilities, motivation, and opportunities to engage in innovative behavior (Appelbaum et al., 2000). RBV explains how employee innovation represents a valuable employee-based capability that can contribute to job performance (Barney, 2001). Thus, AMO explains the development of employee innovation, whereas RBV explains how this capability creates performance value.

Meanwhile, RBV argues that sustainable competitive advantage emerges from valuable organizational capabilities and difficult-to-imitate resources (Barney, 2001). Accordingly, employee innovation represents the capability through which GHRM resources are converted into employee job performance. Work environment further provides the conditions that determine whether this capability can be effectively translated into performance. Thus, AMO primarily explains the development of innovative behavior, while RBV explains its value for performance.

2.1 GHRM and employee job performance

Employee job performance reflects the extent to which employees contribute to the achievement of organizational goals through effective execution of tasks and responsibilities (Ragas et al., 2016). In a sustainability-oriented context, job performance is increasingly associated with employees' ability to integrate environmental considerations into business operations and decision-making processes (Le et al., 2022). GHRM plays an important role in this regard by shaping employees' awareness and behavior toward environmental sustainability through human resource practices (Aggarwal and Agarwala, 2023). By aligning HR practices with environmental objectives, GHRM enhances employees' ability to contribute to both organizational performance and environmental outcomes (Raza and Khan, 2022; Doghan et al., 2022), thereby strengthening the role of GHRM in improving employee job performance. Accordingly, GHRM can be viewed as a strategic approach that optimizes human resource utilization while reducing environmental impact and improving employee job performance. Therefore, this research proposes the hypothesis below.

H1. GHRM enhances employee job performance.

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2.2 Employee innovation and employee job performance

Employee innovation refers to the introduction and implementation of new ideas, technologies, and administrative practices aimed at improving production efficiency and organizational effectiveness (Scott and Bruce, 1994). Through innovative activities, employees can improve systems, processes, and products, thereby increasing work effectiveness and organizational outcomes (Engen et al., 2021). As innovative employees are better able to identify problems and develop effective solutions, employee innovation is expected to enhance job performance.This argument is supported by empirical evidence demonstrating a positive relationship between employee innovation and job performance (Jiang et al., 2012; Ouakouak and Ouedraogo, 2017).

GHRM fosters employees' environmental commitment and creates a supportive climate for innovative behavior (Verburg et al., 2007). Through green-oriented HR practices, employees are encouraged to adopt green technologies and optimize resource utilization, thereby enhancing innovation in the workplace (Albort-Morant et al., 2016). Such practices provide employees with the support and motivation needed to generate and implement new ideas. This argument is supported by empirical evidence showing a positive relationship between GHRM and employee innovation (Mensah et al., 2023). The relationship between GHRM and performance can be explained through employees' innovative behavior. By fostering environmental commitment and encouraging participation in green initiatives, GHRM creates conditions that support the generation and implementation of new ideas. Such innovative behavior enables employees to improve work processes and contribute to organizational effectiveness, ultimately enhancing performance outcomes. Previous studies have provided empirical support for these mechanisms by showing that GHRM promotes pro-environmental behavior, strengthens innovation capabilities, and improves organizational outcomes (Dumont et al., 2016; Kim et al., 2017; Tang, Chen, et al., 2018)

Organizational activities impact the environment, influencing employee innovation and employee job performance (Dubey, 2015). Furthermore, employee job performance is impacted by the selection of raw materials, production energy sources, environment, and product development technology (Darnall et al., 2008; Yasir et al., 2020). Employee innovation influences the implementation of work environment and the development of performance (Hermundsdottir and Aspelund, 2021). This enables banks to improve performance by adopting green processes, goods, and innovation activities (Le et al., 2022).

GHRM can stimulate employee innovation by fostering environmental responsibility, organizational learning, and a supportive climate for the generation and implementation of new ideas (Hermundsdottir and Aspelund, 2021). Through GHRM practices, employees are encouraged to engage in innovative activities that contribute to both organizational effectiveness and environmental objectives (Ahsan, 2025; Pham, Hoang, et al., 2020). Such practices provide employees with the motivation and resources needed to develop creative solutions and improve workplace processes (Elidemir et al., 2020; Ogiemwonyi et al., 2023).

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Existing evidence therefore supports a positive relationship between GHRM and employee innovation. However, the literature provides less explanation of whether this innovation represents the main mechanism through which GHRM improves employee job performance. Thus, the unresolved issue is not the existence of the GHRM–innovation relationship, but how innovation converts GHRM practices into employee performance outcomes. Building on the insights, the following hypotheses are proposed.

H2a. GHRM is positively related to employee innovation.

H2b. Employee innovation is positively related to employee job performance.

GHRM provides employees with the abilities, motivation, and opportunities to develop and implement new ideas. Employee innovation therefore represents the process through which these GHRM-enabled capabilities are converted into improved work outcomes. Accordingly, employee innovation should mediate the relationship between GHRM and employee job performance. Accordingly, the following hypothesis is proposed.

H3. Employee innovation mediates the relationship between GHRM and employee job performance.

2.3 Work environment as a moderator

The work environment encompasses the physical, psychological, and organizational conditions that influence employees' work experiences and behaviors (Røssberg et al., 2004). A supportive work environment provides employees with resources, collaboration, empowerment, and opportunities to apply innovative ideas (Anjum *et al.*, 2018). Therefore, employee innovation is more likely to improve job performance when employees have sufficient organizational support to implement their ideas. A supportive environment thus strengthens the conversion of innovative behavior into performance outcomes (Wei et al., 2018). As organizations increasingly recognize the importance of achieving environmental and organizational objectives, greater attention has been directed toward developing supportive work environments that facilitate employee effectiveness and goal attainment (Zhou et al., 2018; Sarıköse and Göktepe, 2022). Prior studies indicate that a supportive work environment facilitates the implementation of innovative ideas and improves employee outcomes (Ángeles López-Cabarcos *et al.*, 2022). However, it remains unclear whether work environment changes the extent to which employee innovation is translated into job performance (Chaiyapruksayanonde and Ponchaitiwat, 2025). This distinction is important because generating innovative ideas does not necessarily ensure their successful implementation. Therefore, work environment is considered a boundary condition that may strengthen the effect of employee innovation on employee job performance (Shanker et al., 2017; Vuong *et al.*, 2023). From the AMO perspective, a supportive work environment represents an opportunity condition that enables employees to implement innovative ideas. Therefore, the positive effect of employee innovation on job performance is expected to be stronger when the work environment provides sufficient support and opportunities. We propose the following hypotheses.

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H4. Work environment positively moderates the relationship between employee innovation and employee job performance, such that the relationship is stronger under a supportive work environment.

Based on the preceding discussion and theoretical arguments, the proposed research model is presented in Figure 1.

3. Methodology

3.1 Sample and procedure

Data were gathered from employees in Indonesia's medium to large (i.e., >150 employees) sized banks. The employees are the principal figures within the organizations and possess knowledge of critical information. The banking sector was selected preemptively as an important economic driver (Soleh and Noor, 2021). A self-administered survey method involving multiple participants was used to enhance data effectiveness. First, A list of 55 banks was compiled, and eligible banks were randomly selected after contacting the relevant Indonesian Bankers Association. Second, correspondence with human resources managers of the 55 banks was carried out to determine environmental education or training programs.

The initial list included 55 banks. After screening and contacting the respective human resource managers, 30 banks were excluded because they did not meet the study requirements or did not participate. The final sample therefore consisted of 25 participating banks. Within the participating banks, employees were recruited through the participating human resource departments, and participation was voluntary. Participant recruitment and data collection began after ethical approval was granted on 15 September 2024 and continued until December 2024. No participant data were collected before ethical approval. The study was approved by La Tansa Mashiro University Human Resources Research Ethics Commission under approval number UNILAM/REG/09/2024. Furthermore, 400 questionnaires were distributed from September to December 2024. Verbal informed consent was obtained because the study involved an anonymous, minimal-risk survey administered in the workplace. No personally identifiable information was collected, participation was entirely voluntary, and the ethics committee approved the use of verbal rather than written consent to protect participants' anonymity and reduce administrative burden. These procedures, together with clear survey instructions, were applied to reduce potential common method bias. Employees from 25 banking sectors received a sealed envelope containing the survey instrument and an introductory letter outlining the study's main aim and assuring anonymity. Subsequently, 290 completed questionnaires were obtained from employees. Of these, 272 correctly completed questionnaires were retained for analysis, resulting in a 68% usable response rate (272/400) and a 72.5% return rate (290/400). The source items were originally in English and were translated into Indonesian to ensure comprehensibility for the target respondents. The Indonesian version was then back-translated into English for verification. Differences between the versions were reviewed to maintain the original meaning and clarity of the items. The questionnaire was also reviewed for contextual suitability for employees in the Indonesian banking sector.

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The final sample consisted of 272 usable responses from 25 participating banks. The number of respondents varied across the participating banks. Employees were treated as the unit of analysis, and the scales referred to employees' individual perceptions and experiences of their work environment and HR practices. Because respondents were nested within banks, their responses may share organizational characteristics, including HR practices, leadership, and work environment. Among the banks considered, 60% were conventional, 28% were Shariah, and 12% were digital. The typical age of employees was 35.8 years, with a gender breakdown consisting of 65.1% male and 34.9% female. Educationally, 83.4% held undergraduate degrees, while 16.6% had completed postgraduate education.

The questionnaires were refined through two rounds of pilot testing involving 16 and 20 participants, respectively. The first pilot test focused on identifying ambiguous wording and unclear items, while the second assessed the clarity and straightforwardness of the revised questionnaire. Based on participant feedback, unclear wording was refined and items requiring greater contextual clarity were adjusted before the main survey.

3.2 Measurements

According to Hair et al. (2018), the survey instruments were adapted from established measures for GHRM, employee job performance, employee innovation, and work environment. A five-point Likert scale ranging from "strongly disagree (1)" to "strongly agree (5)" was employed to capture varying degrees of agreement with each statement. The reliability of the scales was considered acceptable, with Cronbach's alpha (α) values exceeding 0.70. To measure GHRM, Kim et al. (2023) used a six-item scale that included the statement, "Employees fully understand the extent of corporate environmental policy." The scale demonstrated acceptable reliability (α = 0.824). Na-Nan et al. (2018) developed a 10-item scale to assess employee job performance, featuring the item, "Tasks are completed as per the specifications and standards," with a reliability coefficient of α = 0.851. Welbourne et al. (1998) provided a four-item scale adapted to assess employee innovation. The scale included the item, "Working to implement new ideas" and the reliability was confirmed with α = 0.806. Røssberg et al. (2004) provided a 10-item scale to assess work environment. For this study, the items were contextually adapted to the Indonesian banking workplace while retaining their underlying meaning. Healthcare-specific references such as "ward," "patient treatment," and "treatment problems" were replaced with workplace-relevant wording. The complete adapted items and reverse-scoring information are provided in Appendix A. The adapted scale demonstrated acceptable reliability (α = 0.836).

3.3 Data Analysis

Data were analyzed using partial least squares structural equation modeling (PLS-SEM). In addition, this study emphasizes prediction and theory extension by simultaneously examining direct, mediating, and moderating relationships, making PLS-SEM an appropriate analytical approach (Hair *et al.*, 2020). In addition, PLS-SEM provides advantages over conventional regression techniques when examining mediation effects (Preacher *et al.*, 2007). Following the two-step approach suggested by Anderson

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and Gerbing (1988), the analysis consisted of assessing the measurement model and the structural model. The measurement model was evaluated to examine the relationships between latent constructs and their indicators, whereas the structural model was used to test the hypothesized relationships among constructs (Hair et al., 2020).

4. Results

4.1 Respondent Profile

Among the participating organizations, 60% were conventional banks, 28% were Shariah banks, and 12% were digital banks. The average age of respondents was 35.8 years. Male respondents accounted for 65.1% of the sample, while female respondents represented 34.9%. Regarding educational attainment, 83.4% held undergraduate degrees and 16.6% possessed postgraduate qualifications.

4.2 Common Method Bias

Because data were collected using a cross-sectional survey and a single respondent source, common method bias cannot be completely excluded. Following Kock and Lynn (2012), variance inflation factor (VIF) values were examined to assess full collinearity. The VIF values ranged from 1.000 to 3.000, below the 3.3 threshold (Kock and Lynn, 2012) (Table 1). This suggests that severe common method bias is unlikely. However, this test does not eliminate the possibility of common-method effects. To reduce potential common-method bias, the questionnaire emphasized anonymity and voluntary participation, and an introductory letter explained that responses would be used for research purposes. The instrument was also translated and back-translated and refined through two rounds of pilot testing to improve item clarity and reduce potential response ambiguity.

4.3 Convergent validity and reliability

Table 1 presents the results of the measurement model assessment. Convergent validity was established, as indicator loadings ranged from 0.717 to 0.853, exceeding the recommended threshold of 0.70. Negatively worded work-environment items were reverse-coded so that higher scores consistently represented a more supportive work environment. The response anchors were checked to ensure consistent coding across all items. WEV4 and WEV5 were removed during measurement assessment because they showed the lowest outer loadings (0.536 and 0.651, respectively). After deletion, the remaining WEV indicators showed improved outer loadings ranging from 0.717 to 0.843. EJP3 and EJP6 were also removed because their loadings were below 0.70. The deleted indicators were reviewed for content coverage, and their removal was based on both low outer loadings and measurement consistency; the remaining indicators retained the core content of each construct. The deleted indicators and their original loadings, deletion decisions, and substantive justifications are reported in Table S1 Indicator Deletion Decisions. In addition, the average variance extracted (AVE) values ranged from 0.580 to 0.687, surpassing the recommended minimum value of 0.50. Reliability was also supported, with Cronbach's alpha values ranging from 0.848 to 0.928 and composite reliability values ranging from 0.898 to 0.941, all exceeding the recommended thresholds (Hair, Jr. et al., 2022).

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Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio and the Fornell–Larcker criterion. All HTMT values were below the recommended threshold of 0.90, supporting discriminant validity (Fornell and Larcker, 1981; Hair *et* al., 2022). However, the HTMT values involving work environment were notably low (0.082 with employee innovation, 0.070 with employee job performance, and 0.082 with GHRM). These values suggest strong empirical distinctiveness of work environment from the other constructs, although their magnitude warrants careful interpretation. The reliability, AVE, indicator loadings, and Fornell–Larcker results provide additional evidence that the work environment construct was adequately measured. Therefore, the low HTMT values are acknowledged as a measurement characteristic rather than interpreted solely as evidence of stronger discriminant validity. As shown in Table 2, all constructs met these criteria, providing evidence of adequate discriminant validity.

The coefficient of determination (R^2) values indicate moderate explanatory power, with employee innovation (EIN) and employee job performance (EJP) accounting for 27.6% and 26.9% of the variance, respectively (Hair et al., 2022). The R^2 values indicate that the model explains a moderate proportion of the variance in the endogenous constructs. Therefore, although the significant relationships are statistically meaningful, their practical effects should be interpreted as partial rather than comprehensive. The remaining variance indicates that other factors also contribute to employee job performance. These may include individual capabilities, organizational support, leadership, motivation, and job-related conditions that are not included in the present model. Furthermore, effect size (f^2) analysis was conducted to evaluate the relative contribution of each exogenous construct to the endogenous constructs. Following Cohen (1988), GHRM exhibited a large association with EIN ($f^2 = 0.381$), whereas GHRM ($f^2 = 0.130$) and EIN ($f^2 = 0.029$) showed small effect associations with EJP.

Model fit and predictive relevance were assessed using the standardized root mean square residual (SRMR) and Stone–Geisser's predictive relevance (Q^2). The SRMR value of 0.049 indicates an acceptable level of model fit for a complex PLS-SEM model (Hair et al., 2022). The Q^2 values for EIN and EJP were 0.185 and 0.174, respectively, indicating predictive relevance of the model. However, these values should not be interpreted as evidence of moderate out-of-sample predictive accuracy.

4.4 Hypothesis results

Figure 2 illustrates the hypothesized relationships among the study constructs. The structural model was assessed using a bootstrapping procedure with 5,000 resamples. A hypothesis was considered supported when the t-value exceeded 1.96 and the ρ-value was below 0.05. The results indicate that GHRM was positively associated with employee job performance ($\beta = 0.364$, $t = 6.321$, $\rho < 0.01$) and employee innovation ($\beta = 0.525$, $t = 11.495$, $\rho < 0.01$). Furthermore, employee innovation was positively related to employee job performance ($\beta = 0.172$, $t = 2.728$, $\rho < 0.01$). These findings support H1, H2a, and H2b. The mediation analysis showed a significant indirect association between GHRM and employee job performance through employee innovation ($\beta = 0.090$, $t = 2.576$, $\rho < 0.01$, 95% CI [0.025, 0.163]). The direct GHRM–employee job performance association

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remained significant (β = 0.364, t = 6.321, ρ < 0.01), indicating partial mediation. The direct effect of work environment and the interaction effect were assessed. The interaction term was created from employee innovation and work environment scores and evaluated using f^2, R^2 changes, and VIF. The interaction term had a VIF of 1.005, indicating no critical multicollinearity. The interaction effect was significant (β = 0.169, t = 2.633, ρ < 0.01, 95% CI [0.008, 0.251]; f^2 = 0.037), supporting H4. The detailed results are presented in Table 3 and Table 4.

Figure 3 illustrates the interaction effect and shows that the positive relationship between employee innovation and employee job performance becomes stronger under a more supportive work environment. Specifically, the slope under high work environment conditions is steeper than under low work environment conditions, indicating that supportive work environments strengthen the positive contribution of employee innovation toward employee job performance.

5. Discussion

Therefore, the findings suggest that GHRM contributes to employee job performance not only directly but also by developing employee innovation. From an AMO perspective, GHRM provides conditions that encourage employees to engage in innovative behavior. From an RBV perspective, employee innovation represents a valuable employee capability that can generate performance value. Thus, employee innovation provides a mechanism through which GHRM-related capabilities are translated into employee job performance. The moderating effect further indicates that this capability is more effectively translated into performance when the work environment provides sufficient support and opportunities for implementation. Ren et al. (2018) found a positive relationship between GHRM practices and employee job performance. The present findings are consistent with this relationship but extend previous evidence by showing that employee innovation provides a mechanism linking GHRM with employee job performance. This suggests that the effect of GHRM depends not only on the practices themselves but also on how employees are enabled to apply innovative behaviors. Because the study used cross-sectional data, these relationships should be interpreted as associations rather than causal effects. Reverse causality is also possible, as higher-performing or more innovative employees may evaluate their organizational HR practices more favorably.

GHRM practices can promote environmentally responsible behaviors by integrating environmental criteria into recruitment, selection, and incentive systems, which in turn contribute to improved employee job performance (Ghouri et al., 2020; Saeed et al., 2019; Tanova and Bayighomog, 2022). By embedding sustainability-oriented practices in human resource management, organizations can encourage employees to engage in innovative and green-oriented behaviors that enhance organizational effectiveness. The integration of GHRM with green creativity further enables organizations to gain competitive advantages through improved employee innovation (Joshi et al., 2023). In this regard, evidence from the banking sector in Indonesia also confirms that GHRM enhances employee innovation (Abbas and Khan, 2023).

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Additional evidence supports the positive relationship between employee innovation and employee job performance. Employee innovation may contribute to improved job performance through initiatives that reduce energy use, air emissions, and material consumption. Such efforts help minimize the environmental footprint of business activities while supporting performance across social, financial, and environmental dimensions (Badir et al., 2020; Jiang et al., 2012). Additionally, GHRM is associated with employee job performance indirectly through employee innovation, which serves as a mediator in this relationship. GHRM provides employees with the knowledge, motivation, and opportunities needed to generate and implement new ideas. Thus, employee innovation represents the mechanism through which GHRM practices are translated into improved employee job performance.

The role of work environment in the relationship between employee innovation and employee job performance was examined. The results indicate that work environment strengthens this relationship. This finding suggests that employee innovation is not automatically converted into higher performance; its performance value depends on whether employees have sufficient support and opportunities to implement innovative ideas (Bakker and Demerouti, 2007). Thus, the findings extend the GHRM–performance explanation by identifying a conditional mechanism in which GHRM develops employee innovation, while the work environment determines how effectively this capability is translated into job performance. This mechanism is particularly relevant in banking, where sustainability-oriented outcomes depend strongly on employee behavior and service processes.

6. Implications

6.1 Theoretical implications

The findings extend RBV by showing that employee innovation can function as a valuable employee capability through which GHRM-related resources are converted into employee job performance. Thus, the contribution of GHRM is not limited to developing green-oriented human resources but also to enabling employees to create and implement innovative work practices. The findings also refine the application of AMO Theory by linking its three elements to the GHRM process. GHRM develops employees' ability through environmental knowledge and skills, motivation through supportive HR practices, and opportunity through conditions that enable innovative behavior. Employee innovation therefore represents an important mechanism through which these AMO conditions are translated into performance outcomes.

GHRM had an indirect effect on employee job performance through employee innovation. (Gerhart, 2005) reported that GHRM practices including green recruitment, training and development programs, empowering employees, and incentive programs based on performance helped organization to attract, retain, and sustain environmental values. In this context, banks integrated GHRM practices into organizational structures, allowing human resources to focus on unique attributes that offered more significant advantages. Additionally, the organization implemented a well-planned GHRM framework focused on attracting, developing, and retaining employees with a strong

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environmental mindset. The method was essential for improving employee innovation and enhancing employee job performance to provide a competitive edge within the industry. Accordingly, employee innovation represents a mechanism through which GHRM-related capabilities are converted into employee job performance.

A positive relationship was found between employee innovation and employee job performance. Specifically, A work environment conducive to employee innovation can strengthen the relationship between employee innovation and job performance when organizations provide adequate support and opportunities. Rayner and Morgan (2017) stated that work environment with proactive strategies to develop green technologies enhances overall performance. Meanwhile, Bigliardi et al. (2020) and Collins (2021) suggested that a bad managerial environment increased a reactive work atmosphere to elevate disaster risk and reduce credibility. The results showed that organization could develop and initiatively follow work environment in strengthening the connection between employee innovation and employee job performance. This indicates that the performance value of employee innovation depends on whether the work environment provides sufficient support and opportunities for implementation.

6.2 Managerial implications

This study provides practical recommendations for banking organizations and managers on the integration of GHRM, employee innovation, and work environment to achieve high employee job performance and organizational goals (Rayner and Morgan, 2017; Bigliardi et al., 2020; Collins, 2021). The practical effect of employee innovation on employee job performance was small ($f^2 = 0.029$). Therefore, employee innovation should be viewed as a supportive performance mechanism rather than a dominant determinant of employee performance. First, GHRM practices were essential for attracting, developing, and retaining employees in line with green values and principles. Banks should integrate environmental criteria into recruitment and selection to attract employees with green knowledge and values. Green performance appraisal should also be used to assess employees' environmental and innovative contributions. Banks can provide rewards for employees who develop and implement innovative green practices. These practices can play a significant role in supporting the strategy to stay competitive by improving employee innovation to secure an advantage and improve employee job performance. Employees in the banking sector viewed employee innovation as a valuable strategic resource in accomplishing environmental sustainability objectives.

Second, work environment played a positive role in the innovation and employee job performance relationship. This showed that this organizational construct achieved green environmental goals. The possession of a proactive work environment improved employee innovation practices and employee job performance. Supervisors should receive training to support employee innovation and encourage the application of new ideas. Banks should also create a supportive innovation climate by providing employees with sufficient resources, autonomy, and opportunities to implement innovative practices. In contrast, the lack of work environment support and limited employee participation reduced the ability to reach green environmental objectives. Therefore, Banks should

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establish a supportive work environment to minimize these negative effects and enhance employee job performance.

6.3 Limitations and future research directions

Although this analysis has valuable insights, there are still limitations. First, the cross-sectional design limits causal interpretation and does not establish temporal relationships. Non-response bias cannot be completely ruled out because information on the characteristics and reasons for non-participation of the 30 excluded banks was not systematically collected. Therefore, the participating banks may differ from non-participating banks, which may limit the generalizability of the findings. Management practices across organizations, industries, and countries vary significantly (Bloom and Reenen, 2010). Future studies could use longitudinal data to examine these relationships more dynamically. Second, the use of self-reported data may introduce response bias and common method variance because the constructs were measured from the same respondents using the same survey. Although procedural remedies were applied, common method variance cannot be completely ruled out. Future research could use multiple data sources and objective performance indicators. Third, the work-environment scale was contextually adapted to the banking setting; however, independent content validation by banking or HRM experts was not conducted before data collection. Its original development in another work context may also limit its contextual appropriateness. Future research should revalidate the adapted scale through expert assessment and additional empirical testing. Several indicators were deleted during measurement assessment based on low outer loadings and measurement consistency, which may have narrowed construct coverage. The deleted indicators and their original loadings and justifications are reported in Table S1. Indicator Deletion Decisions. Fourth, the study focused on the Indonesian banking sector, which limits generalizability across countries and industries. Future studies could conduct cross-country comparisons and examine other sectors. Fifth, respondents were nested within 25 banks, and the present analysis treated employees as the unit of analysis without explicitly modeling bank-level clustering. Future research should assess intraclass correlations and design effects and consider multilevel or cluster-robust analysis.The sample also included conventional, Shariah, and digital banks, which may differ in organizational and HR practices. These differences were described but not explicitly modeled. Future research should examine relevant individual- and bank-level characteristics as controls or conduct robustness analyses across bank types where sample sizes permit. Although the study examined several factors related to the constructs under investigation, other relevant factors identified in the existing literature were not included. Thus, future research could apply additional constructs to offer a broader range of insights and enrich the results.

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Disclosure of Interest

The authors declare no competing interests.

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Ethics Statement

Ethical approval for this study was obtained from the La Tansa Mashiro University Human Resources Research Ethics Commission UNILAM/REG/09/2024. Approved on 15 September 2024.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements with participating organizations and privacy considerations regarding individual respondents, the dataset is not publicly available.

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Table 1. Validity and reliability assessment

Constructs	Items	Loadings	α	CR	AVE	VIF
Employee innovation	EIN1	0.825	0.848	0.898	0.687	1.673
	EIN2	0.853				
	EIN3	0.790				
	EIN4	0.846				
Employee job performance	EJP1	0.805	0.928	0.941	0.666	1.673
	EJP2	0.818				
	EJP4	0.832				
	EJP5	0.822				
	EJP7	0.817				
	EJP8	0.801				
	EJP9	0.798				
	EJP10	0.833				
GHRM	GHRM1	0.807	0.885	0.913	0.635	1.649
	GHRM2	0.753				
	GHRM3	0.837				
	GHRM4	0.771				
	GHRM5	0.826				
	GHRM6	0.785				
Work environment	WEV1	0.717	0.910	0.917	0.580	1.019
	WEV2	0.785				
	WEV3	0.789				
	WEV6	0.733				
	WEV7	0.773				
	WEV8	0.728				
	WEV9	0.717				
	WEV10	0.843				

Source(s): Developed by the authors

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Table 2 Discriminant validity assessment

Constructs	EIN	GHRM	EJP	WEV
HTMT				
EIN	-			
GHRM	0.602	-		
EJP	0.412	0.511	-	
WEV	0.082	0.082	0.070	-
Fornell–Larcker				
EIN	0.829	-		
EJP	0.369	0.816	-	
GHRM	0.525	0.468	0.797	-
WEV	0.035	0.083	0.063	0.762

Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

Table 3 Hypotheses results

Hypotheses	Relationship	β	t-value	p-value	VIF	R^2	F	Decision
H1	GHRM → EJP	0.364	6.321	0.001			0.029	Supported
H2a	GHRM → EIN	0.525	11.495	0.001			0.381	Supported
H2b	EIN → EJP	0.172	2.728	0.006			0.130	Supported
H3	GHRM → EIN → EJP	0.090	2.576	0.010			0.037	Partial mediation
H4	EIN × WEV → EJP	0.169	2.633	0.008	1.005			Supported
	EIN					0.276		
	EJP					0.269		

Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

Table 4: Bootstrapped confidence intervals for mediation and moderation effects

Effect	β	t-value	p-value	95% CI	Results
Total effect GHRM → EJP	0.454	9.948	0.001	[0.364, 0.543]	Significant
Direct effect GHRM → EJP	0.364	6.321	0.001	[0.251, 0.477]	Significant
GHRM → EIN → EJP	0.090	2.576	0.010	[0.025, 0.163]	Significant
EIN × WEV → EJP	0.169	2.633	0.008	[0.008, 0.251]	Significant

Note: Bootstrap confidence intervals excluding zero indicate a significant effect.

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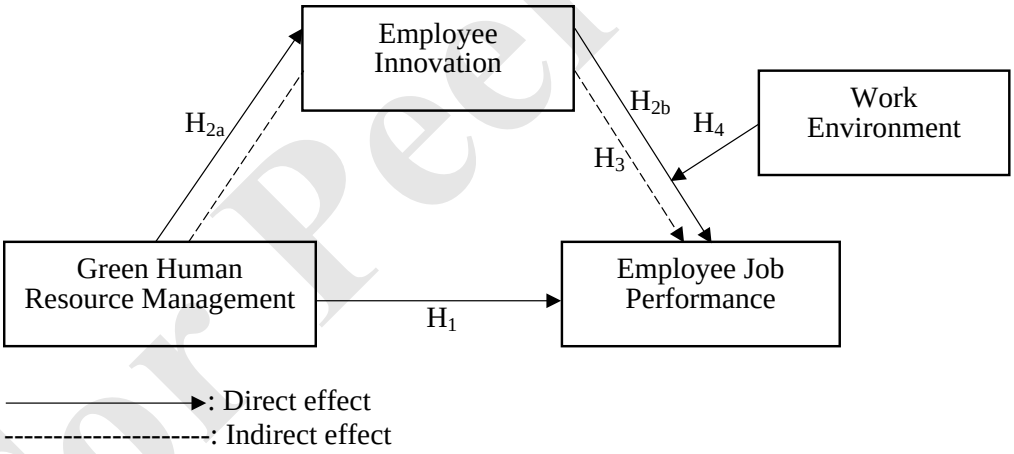
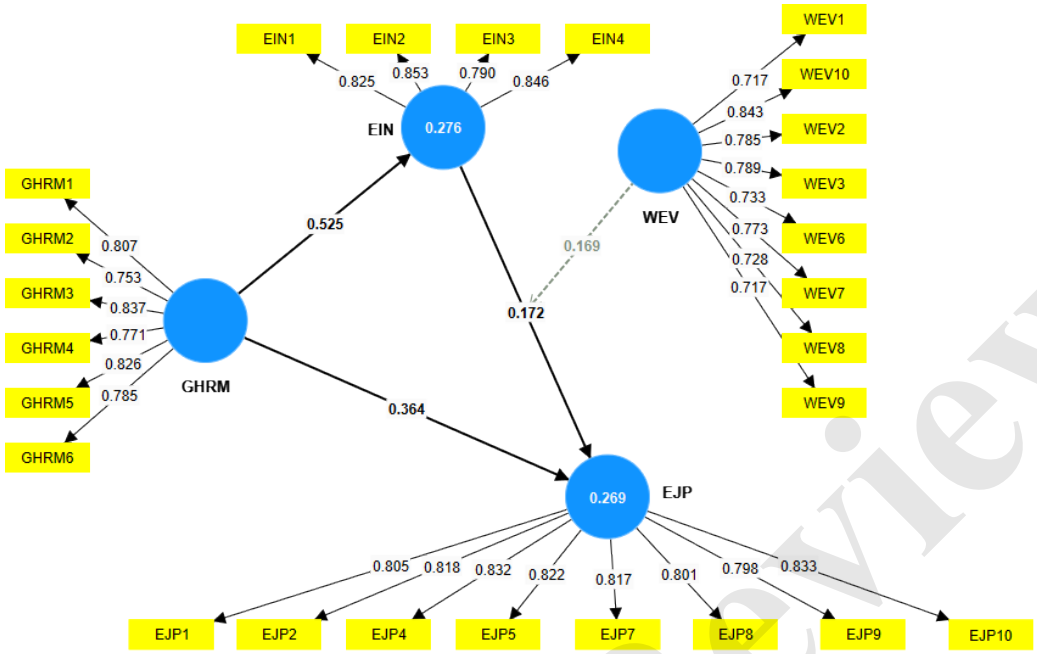


Figure 1. Research model

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Notes: GHRM=green human resource management; EIN=employee innovation; WEV=work environment: EJP=employee job performance

Figure 2. Measurement model

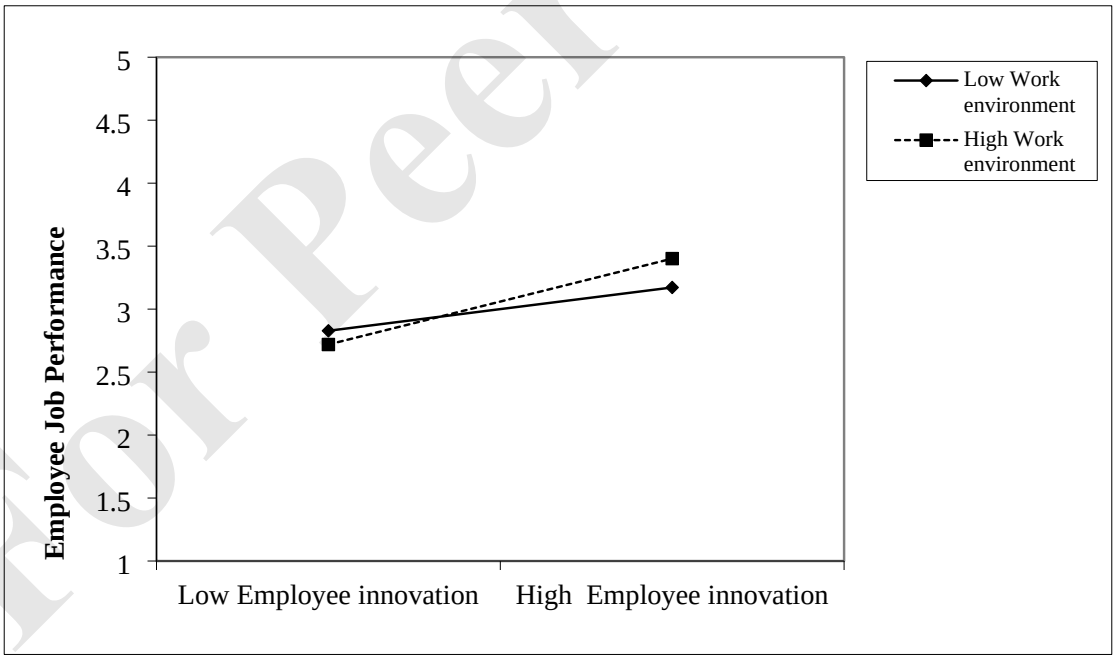


Figure 3. Moderating effect of work environment on the relationship between employee innovation and employee job performance

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QABM-2026-2299.R1

Dear Dr Juliansyah Noor,

We have carefully checked over your above referenced manuscript, entitled "From green human resource management to employee job performance: Evidence from the Indonesian banking sector", and I am pleased to confirm that we will now send it for peer review in Cogent Business & Management.

Thank you for submitting to Cogent Business & Management. We will be back in touch in due course.

Best regards,
The Desk Editors
Cogent Business & Management Editorial Office

4. Bukti Konfirmasi Review 2 dan Hasil Review 2 (18 September 2026)

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جامعة لا تنس مهيرا

Juliansyah Noor <juliansyah.noor@unilam.ac.id>

263918127.R1 (Cogent Business & Management) A revise decision has been made on your submission

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18-Sep-2026

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

Cogent Business & Management

Dear Dr Juliansyah Noor:

Your manuscript, "From green human resource management to employee job performance: Evidence from the Indonesian banking sector" submitted to Cogent Business & Management, has now been reviewed.

The reviewer comments suggest that if you complete minor revisions, your manuscript could be accepted for publication.

For your reference, any additional reviewer comments have been shared at the end of this email.

Your revision is due by 02-Oct-2026.

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Thank you for submitting your manuscript to Cogent Business & Management. I look forward to receiving your revision.

Sincerely,
Dr Jeffrey Muldoon
Academic Editor, Cogent Business & Management

Editor Comments:

Deputy Academic Editor: 1
DAE Comments to Author:
(There are no comments.)

Deputy Academic Editor: 2
Comments to Author::
(There are no comments.)

Comments from the Reviewers:

Reviewer: 1

Comments to the Author
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Please find my comments as follows:

1. Why do the first two paragraphs of the Introduction section start with Green Human Resource Management (GHRM). If GHRM has been abbreviated once, ensure that it is applied all through the study. Also, start the introduction based on the context.
2. Please look at the flow in the intro section. You discussed why the study should be conducted in Indonesia banking sector, followed by the contribution, and then the next paragraph starts with: Sustainability has become a major concern in the banking sector.
   You should mention the problem, the gap, the aim and objective of the study and then come to how it will contribute to research.

3. The Lit review should start with GHRM. You cannot start directly: This study uses AMO Theory and RBV to explain different parts of the proposed model.
4. Why does the study not have a conclusion?
5.

5. Bukti Konfirmasi Submit Revisi 2 dan Artikel Yang Diresubmit (23 September 2026)

Thank you once again, for the thorough review and constructive feedback. We believe that your comments and suggestions have substantially improved our manuscript and hope that it is now suitable for publication.

Response to Reviewer 1 (Round 2)

Manuscript Title: **From green human resource management to employee job performance: Evidence from the Indonesian banking sector**

Dear Reviewer,

Thank you for your continued time and for these four constructive comments. We have revised the manuscript accordingly. We have provided a detailed, point-by-point response to each of the reviewer comments below. For ease of review, all revisions made in the manuscript are written in blue ink and highlighted in yellow. Thank you once again for your thoughtful feedback and consideration.

Response to Reviewer 1
Reviewers' Comments to Author:
Reviewer: 1
Recommendation: Minor Revision

Comments:

1. Why do the first two paragraphs of the Introduction section start with Green Human Resource Management (GHRM). If GHRM has been abbreviated once, ensure that it is applied all through the study. Also, start the introduction based on the context.
2. Please look at the flow of the Introduction. You discuss why the study should be conducted in the Indonesian banking sector, followed by the contribution, and then the next paragraph starts with "Sustainability has become a major concern in the banking sector." You should mention the problem, the gap, the aim and objective of the study, and then how it will contribute to research.

Response:

Thank you for this observation. We agree. The abbreviation is now defined only once, at first mention, and "GHRM" is used consistently thereafter throughout the manuscript (Abstract, Introduction, Literature Review, Methodology, Results, Discussion, and Implications). We also removed the duplicated full-term opening in the second paragraph. In addition, the Introduction now opens with the empirical context (the banking sector and its environmental responsibilities) rather than with a definition of the construct. Deletion — Page 3: the paragraph beginning "Sustainability has become a major concern in the banking sector…" is deleted from its current position (its content is retained in paragraph 1). Relocation — Page 3: the paragraph

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beginning "Pham et al. (2020) stated…" is moved to the Literature Review, new Section 2.1 (see Comment 3).

Revised text — Page 1, 2 and 4, Introduction

The banking sector has become an important actor in the transition toward environmental sustainability, as banks are increasingly expected to embed environmental considerations into their internal operations, service processes, and employee practices (Kabir et al., 2023; Ng et al., 2024). Sustainability has therefore become a major concern in this sector, and banks are increasingly integrating sustainability-oriented policies for employees into organizational practice (Alwali and Alwali, 2026; Javed et al., 2026). Within this setting, green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al., 2023; Khanra et al., 2022). GHRM encompasses the processes, practices, and operational frameworks that promote environmental sustainability (Patwary et al., 2023), facilitating organizations in achieving environmental sustainability goals and improving overall performance (Aftab et al., 2023; Ghobakhloo et al., 2021).

Revised text — Page 2, Introduction, paragraph 2 (first sentence only):

GHRM has evolved from the environmental management literature into a strategic human resource approach that integrates environmental objectives into organizational systems and employee practices.

New text — Page 4, Introduction, new paragraph 5 (inserted immediately before the contribution paragraph):

Accordingly, this study aims to examine how GHRM is translated into employee job performance and under what conditions this translation occurs in the Indonesian banking sector. Three objectives guide the study: first, to examine the relationship between GHRM and employee job performance; second, to examine whether employee innovation mediates this relationship; and third, to examine whether the work environment moderates the relationship between employee innovation and employee job performance.

Comments:

The Literature Review should start with GHRM. You cannot start directly with: "This study uses AMO Theory and RBV to explain different parts of the proposed model."

Response:

Thank you for this comment. We agree that the Literature Review should first establish the focal construct before introducing the theoretical lenses. We have therefore added a new opening subsection, 2.1 Green human resource management, which conceptualizes GHRM and incorporates the relocated material from the Introduction (Pham et al., 2020; Ahmad, 2015). The theoretical foundation now follows as 2.2 Theoretical foundation: AMO Theory and RBV, and the subsequent subsections have been renumbered accordingly.

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New text — Page 4, Literature Review, new Section 2.1 (placed immediately after the heading "2. Literature review and hypothesis development"):

2.1 Green human resource management

GHRM refers to the integration of environmental objectives into human resource functions such as recruitment, selection, training, performance appraisal, and reward systems (Renwick et al., 2013; Jabbour and Jabbour, 2016). Pham et al. (2020) noted that "green management was closely tied to HRM because employees were the human capital of organization" (p. 865). GHRM practices are therefore designed to cultivate a sustainable workforce that endorses and understands environmental programs (Ahmad, 2015). From this perspective, GHRM creates organizational value by developing employee competencies, motivation, and opportunities that support both environmental and performance outcomes. Existing research has established that GHRM is associated with employee innovation and employee job performance (Do and Shipton, 2019; Mensah et al., 2023; Ávila-Robinson et al., 2022; Gravina et al., 2021; Oubrich et al., 2021), indicating that GHRM can influence both employee behavior and performance.

Renumbering

Previous	Revised
(unnumbered theory paragraphs)	**2.2** AMO Theory and RBV
2.1 GHRM and employee job performance	**2.3**
2.2 Employee innovation and employee job performance	**2.4**
2.3 Work environment as a moderator	**2.5**

Comments:

Why does the study not have a conclusion?

Response:

Thank you for identifying this omission. A Conclusion section has been added as Section 7, placed after Section 6.3 (Limitations and future research directions) and before the Funding Declaration.

New text — Page 14, new Section 7 (inserted after Section 6.3 and before "Funding Declaration"):

7. Conclusion

This study examined how GHRM is associated with employee job performance in the Indonesian banking sector by positioning employee innovation as a mediating mechanism and the work environment as a boundary condition. Using PLS-SEM on data from 272 employees in 25 banks, the results indicate that GHRM is positively associated with both employee innovation and employee job performance, and that employee innovation partially mediates the GHRM–performance relationship. The work environment strengthens the association between employee innovation and employee job performance, indicating that innovative

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behavior contributes to performance more effectively when employees have sufficient support and opportunities to implement new ideas.

Theoretically, the study extends AMO Theory and the RBV by specifying employee innovation as the capability through which GHRM-related ability, motivation, and opportunity conditions are converted into performance value, and by identifying the work environment as the condition under which this conversion occurs. Practically, banks are encouraged to embed environmental criteria into recruitment, appraisal, and reward systems, and to provide the resources, autonomy, and supervisory support that allow innovative ideas to be implemented. Because the effect of employee innovation on performance was small and the data were cross-sectional, these findings should be interpreted as associations and employee innovation regarded as a supportive rather than dominant performance mechanism.

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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Authors	Juliansyah Noor, Soleh Soleh, Yumhi Yumhi

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Title page

Title

From green human resource management to employee job performance: Evidence from the Indonesian banking sector

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From green human resource management to employee job performance: Evidence from the Indonesian banking sector

Abstract

Green human resource management (GHRM) has emerged as an important organizational strategy for enhancing sustainability and employee outcomes. This study examines the effect of GHRM on employee job performance through the mediating role of employee innovation and the moderating role of work environment in the Indonesian banking sector. Drawing on the resource-based view and ability–motivation–opportunity perspectives, data were collected from 272 employees working in Indonesian banks. The proposed model was analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that GHRM positively influences employee innovation and employee job performance. Employee innovation is also positively associated with employee job performance and partially mediates the relationship between GHRM and employee job performance. Furthermore, the findings reveal that work environment strengthens the positive effect of employee innovation on employee job performance, suggesting that supportive workplace conditions enhance the effectiveness of innovative employee behavior. These findings contribute to the growing GHRM literature by providing evidence of the mechanism through which GHRM improves employee performance and by highlighting the contextual role of work environment in translating innovation into performance outcomes. The study also offers practical insights for banking organizations seeking to improve employee performance while advancing sustainability-oriented human resource practices.

Keywords: green human resource management, employee innovation, work environment, employee job performance, banking sector

1. Introduction

The banking sector has become an important actor in the transition toward environmental sustainability, as banks are increasingly expected to embed environmental considerations into their internal operations, service processes, and employee practices (Kabir et al., 2023; Ng et al., 2024).Sustainability has therefore become a major concern in this sector, and banks are increasingly integrating sustainability-oriented policies for employees into organizational practice (Alwali and Alwali, 2026; Javed et al., 2026). Within this setting, green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al., 2023; Khanra et al., 2022). GHRM encompasses the processes, practices, and operational frameworks that promote environmental sustainability (Patwary et al., 2023), facilitating organizations in achieving environmental sustainability goals and improving overall performance (Aftab et al., 2023; Ghobakhloo et al., 2021).

GHRM has evolved from the environmental management literature into a strategic human resource approach that integrates environmental objectives into organizational systems and employee practices. Foundational GHRM literature conceptualizes GHRM

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as a mechanism through which organizations develop environmentally responsible employee capabilities and align sustainability objectives with long-term organizational performance (Jabbour and Jabbour, 2016; Renwick et al., 2013).From this perspective, GHRM creates organizational value by fostering employee competencies, motivation, and opportunities that support both environmental and performance outcomes.

Although prior studies have established positive relationships among GHRM, employee innovation, and performance outcomes, these findings mainly explain whether GHRM is associated with better outcomes rather than how and under what conditions these outcomes are achieved. Prior research has linked GHRM with green behavior, innovation, and performance-related outcomes (Afsar et al., 2018; Aftab, 2022; Ragas et al., 2016). However, the mechanism through which GHRM is translated into employee job performance and the conditions that enable employees to convert innovation into performance remain less clear, particularly in service-intensive sectors.

The Indonesian banking sector provides an appropriate setting to examine this unresolved issue. Unlike manufacturing organizations, banks rely heavily on employee behavior, innovation, and sustainable service delivery to achieve organizational outcomes (Tanova and Bayighomog, 2022; Buallay, 2019). Indonesia provides a theoretically relevant context because its banking sector operates in an environmentally challenged developing-country setting where sustainable green practices are still being adopted. This context allows the study to examine how GHRM practices, employee innovation, and supportive work environments interact in translating sustainability-oriented HR practices into employee performance.

Accordingly, this study aims to examine how GHRM is translated into employee job performance and under what conditions this translation occurs in the Indonesian banking sector. Three objectives guide the study: first, to examine the relationship between GHRM and employee job performance; second, to examine whether employee innovation mediates this relationship; and third, to examine whether the work environment moderates the relationship between employee innovation and employee job performance.

This study contributes to the literature by clarifying how established relationships among GHRM, employee innovation, and employee job performance operate as a conditional process. First, it identifies employee innovation as an internal mechanism through which GHRM-related capabilities are translated into employee job performance, extending the explanation beyond the direct GHRM–performance relationship. Second, it shows that the performance value of employee innovation is conditional on the work environment, indicating that innovation alone is insufficient when employees lack supportive conditions to implement new ideas. Third, by integrating these relationships, the study extends the ability-motivation-opportunity (AMO) and resource-based view (RBV) by showing how GHRM provides ability, motivation, and opportunity conditions that develop employee innovation as a valuable employee capability, while a supportive work environment enables this capability to generate performance. The Indonesian banking context therefore serves not only as a setting but also as a service-oriented environment in which this mechanism can be observed.

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2. Literature review and hypothesis development

2.1 Green human resource management

GHRM refers to the integration of environmental objectives into human resource functions such as recruitment, selection, training, performance appraisal, and reward systems (Jabbour and Jabbour, 2016; Renwick et al., 2013). Pham et al. (2020) noted that "green management was closely tied to HRM because employees were the human capital of organization" (p. 865). GHRM practices are therefore designed to cultivate a sustainable workforce that endorses and understands environmental programs (Ahmad, 2015). From this perspective, GHRM creates organizational value by developing employee competencies, motivation, and opportunities that support both environmental and performance outcomes. Existing research has established that GHRM is associated with employee innovation and employee job performance (Do and Shipton, 2019; Mensah et al., 2023; Ávila-Robinson et al., 2022; Gravina et al., 2021; Oubrich et al., 2021), indicating that GHRM can influence both employee behavior and performance.

2.2 AMO and RBV Theory

This study uses AMO Theory and RBV to explain different parts of the proposed model. AMO Theory explains how GHRM develops employees' abilities, motivation, and opportunities to engage in innovative behavior (Appelbaum et al., 2000). RBV explains how employee innovation represents a valuable employee-based capability that can contribute to job performance (Barney, 2001). Thus, AMO explains the development of employee innovation, whereas RBV explains how this capability creates performance value.

Meanwhile, RBV argues that sustainable competitive advantage emerges from valuable organizational capabilities and difficult-to-imitate resources (Barney, 2001). Accordingly, employee innovation represents the capability through which GHRM resources are converted into employee job performance. Work environment further provides the conditions that determine whether this capability can be effectively translated into performance. Thus, AMO primarily explains the development of innovative behavior, while RBV explains its value for performance.

2.3 GHRM and employee job performance

Employee job performance reflects the extent to which employees contribute to the achievement of organizational goals through effective execution of tasks and responsibilities (Ragas et al., 2016). In a sustainability-oriented context, job performance is increasingly associated with employees' ability to integrate environmental considerations into business operations and decision-making processes (Le et al., 2022). GHRM plays an important role in this regard by shaping employees' awareness and behavior toward environmental sustainability through human resource practices (Aggarwal and Agarwala, 2023). By aligning HR practices with environmental objectives, GHRM enhances employees' ability to contribute to both organizational performance and environmental outcomes (Raza and Khan, 2022; Doghan et al., 2022), thereby strengthening the role of GHRM in improving employee job performance. Accordingly, GHRM can be viewed as a strategic approach that optimizes human resource utilization

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while reducing environmental impact and improving employee job performance. Therefore, this research proposes the hypothesis below.

H1. GHRM enhances employee job performance.

2.4 Employee innovation and employee job performance

Employee innovation refers to the introduction and implementation of new ideas, technologies, and administrative practices aimed at improving production efficiency and organizational effectiveness (Scott and Bruce, 1994). Through innovative activities, employees can improve systems, processes, and products, thereby increasing work effectiveness and organizational outcomes (Engen et al., 2021). As innovative employees are better able to identify problems and develop effective solutions, employee innovation is expected to enhance job performance.This argument is supported by empirical evidence demonstrating a positive relationship between employee innovation and job performance (Jiang et al., 2012; Ouakouak and Ouedraogo, 2017).

GHRM fosters employees' environmental commitment and creates a supportive climate for innovative behavior (Verburg et al., 2007). Through green-oriented HR practices, employees are encouraged to adopt green technologies and optimize resource utilization, thereby enhancing innovation in the workplace (Albort-Morant et al., 2016). Such practices provide employees with the support and motivation needed to generate and implement new ideas. This argument is supported by empirical evidence showing a positive relationship between GHRM and employee innovation (Mensah et al., 2023). The relationship between GHRM and performance can be explained through employees' innovative behavior. By fostering environmental commitment and encouraging participation in green initiatives, GHRM creates conditions that support the generation and implementation of new ideas. Such innovative behavior enables employees to improve work processes and contribute to organizational effectiveness, ultimately enhancing performance outcomes. Previous studies have provided empirical support for these mechanisms by showing that GHRM promotes pro-environmental behavior, strengthens innovation capabilities, and improves organizational outcomes (Dumont et al., 2016; Kim et al., 2017; Tang, Chen, et al., 2018)

Organizational activities impact the environment, influencing employee innovation and employee job performance (Dubey, 2015). Furthermore, employee job performance is impacted by the selection of raw materials, production energy sources, environment, and product development technology (Darnall et al., 2008; Yasir et al., 2020). Employee innovation influences the implementation of work environment and the development of performance (Hermundsdottir and Aspelund, 2021). This enables banks to improve performance by adopting green processes, goods, and innovation activities (Le et al., 2022).

GHRM can stimulate employee innovation by fostering environmental responsibility, organizational learning, and a supportive climate for the generation and implementation of new ideas (Hermundsdottir and Aspelund, 2021). Through GHRM practices, employees are encouraged to engage in innovative activities that contribute to both

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organizational effectiveness and environmental objectives (Ahsan, 2025; Pham, Hoang, et al., 2020). Such practices provide employees with the motivation and resources needed to develop creative solutions and improve workplace processes (Elidemir et al., 2020; Ogiemwonyi et al., 2023).

Existing evidence therefore supports a positive relationship between GHRM and employee innovation. However, the literature provides less explanation of whether this innovation represents the main mechanism through which GHRM improves employee job performance. Thus, the unresolved issue is not the existence of the GHRM–innovation relationship, but how innovation converts GHRM practices into employee performance outcomes. Building on the insights, the following hypotheses are proposed.

H2a. GHRM is positively related to employee innovation.

H2b. Employee innovation is positively related to employee job performance.

GHRM provides employees with the abilities, motivation, and opportunities to develop and implement new ideas. Employee innovation therefore represents the process through which these GHRM-enabled capabilities are converted into improved work outcomes. Accordingly, employee innovation should mediate the relationship between GHRM and employee job performance. Accordingly, the following hypothesis is proposed.

H3. Employee innovation mediates the relationship between GHRM and employee job performance.

2.5 Work environment as a moderator

The work environment encompasses the physical, psychological, and organizational conditions that influence employees' work experiences and behaviors (Røssberg et al., 2004). A supportive work environment provides employees with resources, collaboration, empowerment, and opportunities to apply innovative ideas (Anjum *et al.*, 2018). Therefore, employee innovation is more likely to improve job performance when employees have sufficient organizational support to implement their ideas. A supportive environment thus strengthens the conversion of innovative behavior into performance outcomes (Wei et al., 2018). As organizations increasingly recognize the importance of achieving environmental and organizational objectives, greater attention has been directed toward developing supportive work environments that facilitate employee effectiveness and goal attainment (Zhou et al., 2018; Sarıköse and Göktepe, 2022). Prior studies indicate that a supportive work environment facilitates the implementation of innovative ideas and improves employee outcomes (Ángeles López-Cabarcos *et al.*, 2022). However, it remains unclear whether work environment changes the extent to which employee innovation is translated into job performance (Chaiyapruksayanonde and Ponchaitiwat, 2025). This distinction is important because generating innovative ideas does not necessarily ensure their successful implementation. Therefore, work environment is considered a boundary condition that may strengthen the effect of employee innovation on employee job performance (Shanker et al., 2017; Vuong *et al.*, 2023). From the AMO perspective, a supportive work environment represents an opportunity condition that enables employees to implement innovative ideas. Therefore, the positive effect of

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employee innovation on job performance is expected to be stronger when the work environment provides sufficient support and opportunities. We propose the following hypotheses.

H4. Work environment positively moderates the relationship between employee innovation and employee job performance, such that the relationship is stronger under a supportive work environment.

Based on the preceding discussion and theoretical arguments, the proposed research model is presented in Figure 1.

3. Methodology

3.1 Sample and procedure

Data were gathered from employees in Indonesia's medium to large (i.e., >150 employees) sized banks. The employees are the principal figures within the organizations and possess knowledge of critical information. The banking sector was selected preemptively as an important economic driver (Soleh and Noor, 2021). A self-administered survey method involving multiple participants was used to enhance data effectiveness. First, A list of 55 banks was compiled, and eligible banks were randomly selected after contacting the relevant Indonesian Bankers Association. Second, correspondence with human resources managers of the 55 banks was carried out to determine environmental education or training programs.

The initial list included 55 banks. After screening and contacting the respective human resource managers, 30 banks were excluded because they did not meet the study requirements or did not participate. The final sample therefore consisted of 25 participating banks. Within the participating banks, employees were recruited through the participating human resource departments, and participation was voluntary. Participant recruitment and data collection began after ethical approval was granted on 15 September 2024 and continued until December 2024. No participant data were collected before ethical approval. The study was approved by La Tansa Mashiro University Human Resources Research Ethics Commission under approval number UNILAM/REG/09/2024. Furthermore, 400 questionnaires were distributed from September to December 2024. Verbal informed consent was obtained because the study involved an anonymous, minimal-risk survey administered in the workplace. No personally identifiable information was collected, participation was entirely voluntary, and the ethics committee approved the use of verbal rather than written consent to protect participants' anonymity and reduce administrative burden. These procedures, together with clear survey instructions, were applied to reduce potential common method bias. Employees from 25 banking sectors received a sealed envelope containing the survey instrument and an introductory letter outlining the study's main aim and assuring anonymity. Subsequently, 290 completed questionnaires were obtained from employees. Of these, 272 correctly completed questionnaires were retained for analysis, resulting in a 68% usable response rate (272/400) and a 72.5% return rate (290/400). The source items were originally in English and were translated into Indonesian to ensure comprehensibility for the target respondents. The Indonesian version was then back-translated into English for

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verification. Differences between the versions were reviewed to maintain the original meaning and clarity of the items. The questionnaire was also reviewed for contextual suitability for employees in the Indonesian banking sector.

The final sample consisted of 272 usable responses from 25 participating banks. The number of respondents varied across the participating banks. Employees were treated as the unit of analysis, and the scales referred to employees' individual perceptions and experiences of their work environment and HR practices. Because respondents were nested within banks, their responses may share organizational characteristics, including HR practices, leadership, and work environment. Among the banks considered, 60% were conventional, 28% were Shariah, and 12% were digital. The typical age of employees was 35.8 years, with a gender breakdown consisting of 65.1% male and 34.9% female. Educationally, 83.4% held undergraduate degrees, while 16.6% had completed postgraduate education.

The questionnaires were refined through two rounds of pilot testing involving 16 and 20 participants, respectively. The first pilot test focused on identifying ambiguous wording and unclear items, while the second assessed the clarity and straightforwardness of the revised questionnaire. Based on participant feedback, unclear wording was refined and items requiring greater contextual clarity were adjusted before the main survey.

3.2 Measurements

According to Hair et al. (2018), the survey instruments were adapted from established measures for GHRM, employee job performance, employee innovation, and work environment. A five-point Likert scale ranging from "strongly disagree (1)" to "strongly agree (5)" was employed to capture varying degrees of agreement with each statement. The reliability of the scales was considered acceptable, with Cronbach's alpha (α) values exceeding 0.70. To measure GHRM, Kim et al. (2023) used a six-item scale that included the statement, "Employees fully understand the extent of corporate environmental policy." The scale demonstrated acceptable reliability (α = 0.824). Na-Nan et al. (2018) developed a 10-item scale to assess employee job performance, featuring the item, "Tasks are completed as per the specifications and standards," with a reliability coefficient of α = 0.851. Welbourne et al. (1998) provided a four-item scale adapted to assess employee innovation. The scale included the item, "Working to implement new ideas" and the reliability was confirmed with α = 0.806. Røssberg et al. (2004) provided a 10-item scale to assess work environment. For this study, the items were contextually adapted to the Indonesian banking workplace while retaining their underlying meaning. Healthcare-specific references such as "ward," "patient treatment," and "treatment problems" were replaced with workplace-relevant wording. The complete adapted items and reverse-scoring information are provided in Appendix A. The adapted scale demonstrated acceptable reliability (α = 0.836).

3.3 Data Analysis

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Data were analyzed using partial least squares structural equation modeling (PLS-SEM). In addition, this study emphasizes prediction and theory extension by simultaneously examining direct, mediating, and moderating relationships, making PLS-SEM an appropriate analytical approach (Hair *et al.*, 2020). In addition, PLS-SEM provides advantages over conventional regression techniques when examining mediation effects (Preacher *et al.*, 2007). Following the two-step approach suggested by Anderson and Gerbing (1988), the analysis consisted of assessing the measurement model and the structural model. The measurement model was evaluated to examine the relationships between latent constructs and their indicators, whereas the structural model was used to test the hypothesized relationships among constructs (Hair et al., 2020).

4. Results

4.1 Respondent Profile

Among the participating organizations, 60% were conventional banks, 28% were Shariah banks, and 12% were digital banks. The average age of respondents was 35.8 years. Male respondents accounted for 65.1% of the sample, while female respondents represented 34.9%. Regarding educational attainment, 83.4% held undergraduate degrees and 16.6% possessed postgraduate qualifications.

4.2 Common Method Bias

Because data were collected using a cross-sectional survey and a single respondent source, common method bias cannot be completely excluded. Following Kock and Lynn (2012), variance inflation factor (VIF) values were examined to assess full collinearity. The VIF values ranged from 1.000 to 3.000, below the 3.3 threshold (Kock and Lynn, 2012) (Table 1). This suggests that severe common method bias is unlikely. However, this test does not eliminate the possibility of common-method effects. To reduce potential common-method bias, the questionnaire emphasized anonymity and voluntary participation, and an introductory letter explained that responses would be used for research purposes. The instrument was also translated and back-translated and refined through two rounds of pilot testing to improve item clarity and reduce potential response ambiguity.

4.3 Convergent validity and reliability

Table 1 presents the results of the measurement model assessment. Convergent validity was established, as indicator loadings ranged from 0.717 to 0.853, exceeding the recommended threshold of 0.70. Negatively worded work-environment items were reverse-coded so that higher scores consistently represented a more supportive work environment. The response anchors were checked to ensure consistent coding across all items. WEV4 and WEV5 were removed during measurement assessment because they showed the lowest outer loadings (0.536 and 0.651, respectively). After deletion, the remaining WEV indicators showed improved outer loadings ranging from 0.717 to 0.843. EJP3 and EJP6 were also removed because their loadings were below 0.70. The deleted indicators were reviewed for content coverage, and their removal was based on both low outer loadings and measurement consistency; the remaining indicators retained the core content of each construct. The deleted indicators and their original loadings, deletion

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decisions, and substantive justifications are reported in Table S1 Indicator Deletion Decisions. In addition, the average variance extracted (AVE) values ranged from 0.580 to 0.687, surpassing the recommended minimum value of 0.50. Reliability was also supported, with Cronbach's alpha values ranging from 0.848 to 0.928 and composite reliability values ranging from 0.898 to 0.941, all exceeding the recommended thresholds (Hair, Jr. et al., 2022).

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio and the Fornell–Larcker criterion. All HTMT values were below the recommended threshold of 0.90, supporting discriminant validity (Fornell and Larcker, 1981; Hair *et* al., 2022). However, the HTMT values involving work environment were notably low (0.082 with employee innovation, 0.070 with employee job performance, and 0.082 with GHRM). These values suggest strong empirical distinctiveness of work environment from the other constructs, although their magnitude warrants careful interpretation. The reliability, AVE, indicator loadings, and Fornell–Larcker results provide additional evidence that the work environment construct was adequately measured. Therefore, the low HTMT values are acknowledged as a measurement characteristic rather than interpreted solely as evidence of stronger discriminant validity. As shown in Table 2, all constructs met these criteria, providing evidence of adequate discriminant validity.

The coefficient of determination (R^2) values indicate moderate explanatory power, with employee innovation (EIN) and employee job performance (EJP) accounting for 27.6% and 26.9% of the variance, respectively (Hair et al., 2022). The R^2 values indicate that the model explains a moderate proportion of the variance in the endogenous constructs. Therefore, although the significant relationships are statistically meaningful, their practical effects should be interpreted as partial rather than comprehensive. The remaining variance indicates that other factors also contribute to employee job performance. These may include individual capabilities, organizational support, leadership, motivation, and job-related conditions that are not included in the present model. Furthermore, effect size (f^2) analysis was conducted to evaluate the relative contribution of each exogenous construct to the endogenous constructs. Following Cohen (1988), GHRM exhibited a large association with EIN ($f^2 = 0.381$), whereas GHRM ($f^2 = 0.130$) and EIN ($f^2 = 0.029$) showed small effect associations with EJP.

Model fit and predictive relevance were assessed using the standardized root mean square residual (SRMR) and Stone–Geisser's predictive relevance (Q^2). The SRMR value of 0.049 indicates an acceptable level of model fit for a complex PLS-SEM model (Hair et al., 2022). The Q^2 values for EIN and EJP were 0.185 and 0.174, respectively, indicating predictive relevance of the model. However, these values should not be interpreted as evidence of moderate out-of-sample predictive accuracy.

4.4 Hypothesis results

Figure 2 illustrates the hypothesized relationships among the study constructs. The structural model was assessed using a bootstrapping procedure with 5,000 resamples. A hypothesis was considered supported when the t-value exceeded 1.96 and the p-value was below 0.05. The results indicate that GHRM was positively associated with employee job

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performance (β = 0.364, t = 6.321, ρ < 0.01) and employee innovation (β = 0.525, t = 11.495, ρ < 0.01). Furthermore, employee innovation was positively related to employee job performance (β = 0.172, t = 2.728, ρ < 0.01). These findings support H1, H2a, and H2b. The mediation analysis showed a significant indirect association between GHRM and employee job performance through employee innovation (β = 0.090, t = 2.576, ρ < 0.01, 95% CI [0.025, 0.163]). The direct GHRM–employee job performance association remained significant (β = 0.364, t = 6.321, ρ < 0.01), indicating partial mediation. The direct effect of work environment and the interaction effect were assessed. The interaction term was created from employee innovation and work environment scores and evaluated using f^2, R^2 changes, and VIF. The interaction term had a VIF of 1.005, indicating no critical multicollinearity. The interaction effect was significant (β = 0.169, t = 2.633, ρ < 0.01, 95% CI [0.008, 0.251]; f^2 = 0.037), supporting H4. The detailed results are presented in Table 3 and Table 4.

Figure 3 illustrates the interaction effect and shows that the positive relationship between employee innovation and employee job performance becomes stronger under a more supportive work environment. Specifically, the slope under high work environment conditions is steeper than under low work environment conditions, indicating that supportive work environments strengthen the positive contribution of employee innovation toward employee job performance.

5. Discussion

Therefore, the findings suggest that GHRM contributes to employee job performance not only directly but also by developing employee innovation. From an AMO perspective, GHRM provides conditions that encourage employees to engage in innovative behavior. From an RBV perspective, employee innovation represents a valuable employee capability that can generate performance value. Thus, employee innovation provides a mechanism through which GHRM-related capabilities are translated into employee job performance. The moderating effect further indicates that this capability is more effectively translated into performance when the work environment provides sufficient support and opportunities for implementation. Ren et al. (2018) found a positive relationship between GHRM practices and employee job performance. The present findings are consistent with this relationship but extend previous evidence by showing that employee innovation provides a mechanism linking GHRM with employee job performance. This suggests that the effect of GHRM depends not only on the practices themselves but also on how employees are enabled to apply innovative behaviors. Because the study used cross-sectional data, these relationships should be interpreted as associations rather than causal effects. Reverse causality is also possible, as higher-performing or more innovative employees may evaluate their organizational HR practices more favorably.

GHRM practices can promote environmentally responsible behaviors by integrating environmental criteria into recruitment, selection, and incentive systems, which in turn contribute to improved employee job performance (Ghouri et al., 2020; Saeed et al., 2019; Tanova and Bayighomog, 2022). By embedding sustainability-oriented practices in

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human resource management, organizations can encourage employees to engage in innovative and green-oriented behaviors that enhance organizational effectiveness. The integration of GHRM with green creativity further enables organizations to gain competitive advantages through improved employee innovation (Joshi et al., 2023). In this regard, evidence from the banking sector in Indonesia also confirms that GHRM enhances employee innovation (Abbas and Khan, 2023).

Additional evidence supports the positive relationship between employee innovation and employee job performance. Employee innovation may contribute to improved job performance through initiatives that reduce energy use, air emissions, and material consumption. Such efforts help minimize the environmental footprint of business activities while supporting performance across social, financial, and environmental dimensions (Badir et al., 2020; Jiang et al., 2012). Additionally, GHRM is associated with employee job performance indirectly through employee innovation, which serves as a mediator in this relationship. GHRM provides employees with the knowledge, motivation, and opportunities needed to generate and implement new ideas. Thus, employee innovation represents the mechanism through which GHRM practices are translated into improved employee job performance.

The role of work environment in the relationship between employee innovation and employee job performance was examined. The results indicate that work environment strengthens this relationship. This finding suggests that employee innovation is not automatically converted into higher performance; its performance value depends on whether employees have sufficient support and opportunities to implement innovative ideas (Bakker and Demerouti, 2007). Thus, the findings extend the GHRM–performance explanation by identifying a conditional mechanism in which GHRM develops employee innovation, while the work environment determines how effectively this capability is translated into job performance. This mechanism is particularly relevant in banking, where sustainability-oriented outcomes depend strongly on employee behavior and service processes.

6. Implications

6.1 Theoretical implications

The findings extend RBV by showing that employee innovation can function as a valuable employee capability through which GHRM-related resources are converted into employee job performance. Thus, the contribution of GHRM is not limited to developing green-oriented human resources but also to enabling employees to create and implement innovative work practices. The findings also refine the application of AMO Theory by linking its three elements to the GHRM process. GHRM develops employees' ability through environmental knowledge and skills, motivation through supportive HR practices, and opportunity through conditions that enable innovative behavior. Employee innovation therefore represents an important mechanism through which these AMO conditions are translated into performance outcomes.

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GHRM had an indirect effect on employee job performance through employee innovation. (Gerhart, 2005) reported that GHRM practices including green recruitment, training and development programs, empowering employees, and incentive programs based on performance helped organization to attract, retain, and sustain environmental values. In this context, banks integrated GHRM practices into organizational structures, allowing human resources to focus on unique attributes that offered more significant advantages. Additionally, the organization implemented a well-planned GHRM framework focused on attracting, developing, and retaining employees with a strong environmental mindset. The method was essential for improving employee innovation and enhancing employee job performance to provide a competitive edge within the industry. Accordingly, employee innovation represents a mechanism through which GHRM-related capabilities are converted into employee job performance.

A positive relationship was found between employee innovation and employee job performance. Specifically, A work environment conducive to employee innovation can strengthen the relationship between employee innovation and job performance when organizations provide adequate support and opportunities. Rayner and Morgan (2017) stated that work environment with proactive strategies to develop green technologies enhances overall performance. Meanwhile, Bigliardi et al. (2020) and Collins (2021) suggested that a bad managerial environment increased a reactive work atmosphere to elevate disaster risk and reduce credibility. The results showed that organization could develop and initiatively follow work environment in strengthening the connection between employee innovation and employee job performance. This indicates that the performance value of employee innovation depends on whether the work environment provides sufficient support and opportunities for implementation.

6.2 Managerial implications

This study provides practical recommendations for banking organizations and managers on the integration of GHRM, employee innovation, and work environment to achieve high employee job performance and organizational goals (Rayner and Morgan, 2017; Bigliardi et al., 2020; Collins, 2021). The practical effect of employee innovation on employee job performance was small ($f^2 = 0.029$). Therefore, employee innovation should be viewed as a supportive performance mechanism rather than a dominant determinant of employee performance. First, GHRM practices were essential for attracting, developing, and retaining employees in line with green values and principles. Banks should integrate environmental criteria into recruitment and selection to attract employees with green knowledge and values. Green performance appraisal should also be used to assess employees' environmental and innovative contributions. Banks can provide rewards for employees who develop and implement innovative green practices. These practices can play a significant role in supporting the strategy to stay competitive by improving employee innovation to secure an advantage and improve employee job performance. Employees in the banking sector viewed employee innovation as a valuable strategic resource in accomplishing environmental sustainability objectives.

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Second, work environment played a positive role in the innovation and employee job performance relationship. This showed that this organizational construct achieved green environmental goals. The possession of a proactive work environment improved employee innovation practices and employee job performance. Supervisors should receive training to support employee innovation and encourage the application of new ideas. Banks should also create a supportive innovation climate by providing employees with sufficient resources, autonomy, and opportunities to implement innovative practices. In contrast, the lack of work environment support and limited employee participation reduced the ability to reach green environmental objectives. Therefore, Banks should establish a supportive work environment to minimize these negative effects and enhance employee job performance.

6.3 Limitations and future research directions

Although this analysis has valuable insights, there are still limitations. First, the cross-sectional design limits causal interpretation and does not establish temporal relationships. Non-response bias cannot be completely ruled out because information on the characteristics and reasons for non-participation of the 30 excluded banks was not systematically collected. Therefore, the participating banks may differ from non-participating banks, which may limit the generalizability of the findings. Management practices across organizations, industries, and countries vary significantly (Bloom and Reenen, 2010). Future studies could use longitudinal data to examine these relationships more dynamically. Second, the use of self-reported data may introduce response bias and common method variance because the constructs were measured from the same respondents using the same survey. Although procedural remedies were applied, common method variance cannot be completely ruled out. Future research could use multiple data sources and objective performance indicators. Third, the work-environment scale was contextually adapted to the banking setting; however, independent content validation by banking or HRM experts was not conducted before data collection. Its original development in another work context may also limit its contextual appropriateness. Future research should revalidate the adapted scale through expert assessment and additional empirical testing. Several indicators were deleted during measurement assessment based on low outer loadings and measurement consistency, which may have narrowed construct coverage. The deleted indicators and their original loadings and justifications are reported in Table S1, Indicator Deletion Decisions. Fourth, the study focused on the Indonesian banking sector, which limits generalizability across countries and industries. Future studies could conduct cross-country comparisons and examine other sectors. Fifth, respondents were nested within 25 banks, and the present analysis treated employees as the unit of analysis without explicitly modeling bank-level clustering. Future research should assess intraclass correlations and design effects and consider multilevel or cluster-robust analysis.The sample also included conventional, Shariah, and digital banks, which may differ in organizational and HR practices. These differences were described but not explicitly modeled. Future research should examine relevant individual- and bank-level characteristics as controls or conduct robustness analyses across bank types where sample sizes permit. Although the study examined several factors related to the constructs under

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investigation, other relevant factors identified in the existing literature were not included. Thus, future research could apply additional constructs to offer a broader range of insights and enrich the results.

7. Conclusion

This study examined how GHRM is associated with employee job performance in the Indonesian banking sector by positioning employee innovation as a mediating mechanism and the work environment as a boundary condition. Using PLS-SEM on data from 272 employees in 25 banks, the results indicate that GHRM is positively associated with both employee innovation and employee job performance, and that employee innovation partially mediates the GHRM–performance relationship. The work environment strengthens the association between employee innovation and employee job performance, indicating that innovative behavior contributes to performance more effectively when employees have sufficient support and opportunities to implement new ideas.

Theoretically, the study extends AMO Theory and the RBV by specifying employee innovation as the capability through which GHRM-related ability, motivation, and opportunity conditions are converted into performance value, and by identifying the work environment as the condition under which this conversion occurs. Practically, banks are encouraged to embed environmental criteria into recruitment, appraisal, and reward systems, and to provide the resources, autonomy, and supervisory support that allow innovative ideas to be implemented. Because the effect of employee innovation on performance was small and the data were cross-sectional, these findings should be interpreted as associations and employee innovation regarded as a supportive rather than dominant performance mechanism.

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Disclosure of Interest

The authors declare no competing interests.

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Ethics Statement

Ethical approval for this study was obtained from the La Tansa Mashiro University Human Resources Research Ethics Commission UNILAM/REG/09/2024. Approved on 15 September 2024.

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Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements with participating organizations and privacy considerations regarding individual respondents, the dataset is not publicly available.

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Table 1. Validity and reliability assessment

Constructs	Items	Loadings	α	CR	AVE	VIF
Employee innovation	EIN1	0.825	0.848	0.898	0.687	1.673
	EIN2	0.853				
	EIN3	0.790				
	EIN4	0.846				
Employee job performance	EJP1	0.805	0.928	0.941	0.666	1.673
	EJP2	0.818				
	EJP4	0.832				
	EJP5	0.822				
	EJP7	0.817				
	EJP8	0.801				
	EJP9	0.798				
	EJP10	0.833				
GHRM	GHRM1	0.807	0.885	0.913	0.635	1.649
	GHRM2	0.753				
	GHRM3	0.837				
	GHRM4	0.771				
	GHRM5	0.826				
	GHRM6	0.785				
Work environment	WEV1	0.717	0.910	0.917	0.580	1.019
	WEV2	0.785				
	WEV3	0.789				
	WEV6	0.733				
	WEV7	0.773				
	WEV8	0.728				
	WEV9	0.717				
	WEV10	0.843				

Source(s): Developed by the authors

Table 2 Discriminant validity assessment

Constructs	EIN	GHRM	EJP	WEV
HTMT				
EIN	-			
GHRM	0.602	-		
EJP	0.412	0.511	-	
WEV	0.082	0.082	0.070	-
Fornell–Larcker				
EIN	0.829	-		
EJP	0.369	0.816	-	
GHRM	0.525	0.468	0.797	-
WEV	0.035	0.083	0.063	0.762

Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

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Table 3 Hypotheses results

Hypotheses	Relationship	β	t-value	p-value	VIF	R^2	f²	Decision
H1	GHRM → EJP	0.364	6.321	0.001			0.029	Supported
H2a	GHRM → EIN	0.525	11.495	0.001			0.381	Supported
H2b	EIN → EJP	0.172	2.728	0.006			0.130	Supported
H3	GHRM → EIN → EJP	0.090	2.576	0.010			0.037	Partial mediation
H4	EIN × WEV → EJP	0.169	2.633	0.008	1.005			Supported
	EIN					0.276		
	EJP					0.269		

Notes: EJP= employee job performance; WEV = work environment; EIN = employee innovation; GHRM = green human resource management.
Source(s): Developed by the authors.

Table 4: Bootstrapped confidence intervals for mediation and moderation effects

Effect	β	t-value	p-value	95% CI	Results
Total effect GHRM → EJP	0.454	9.948	0.001	[0.364, 0.543]	Significant
Direct effect GHRM → EJP	0.364	6.321	0.001	[0.251, 0.477]	Significant
GHRM → EIN → EJP	0.090	2.576	0.010	[0.025, 0.163]	Significant
EIN × WEV → EJP	0.169	2.633	0.008	[0.008, 0.251]	Significant

Note: Bootstrap confidence intervals excluding zero indicate a significant effect.

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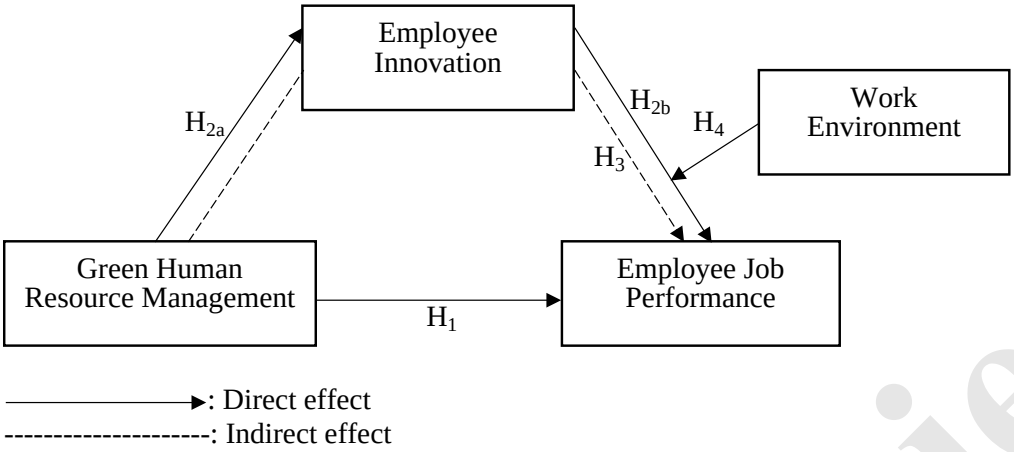
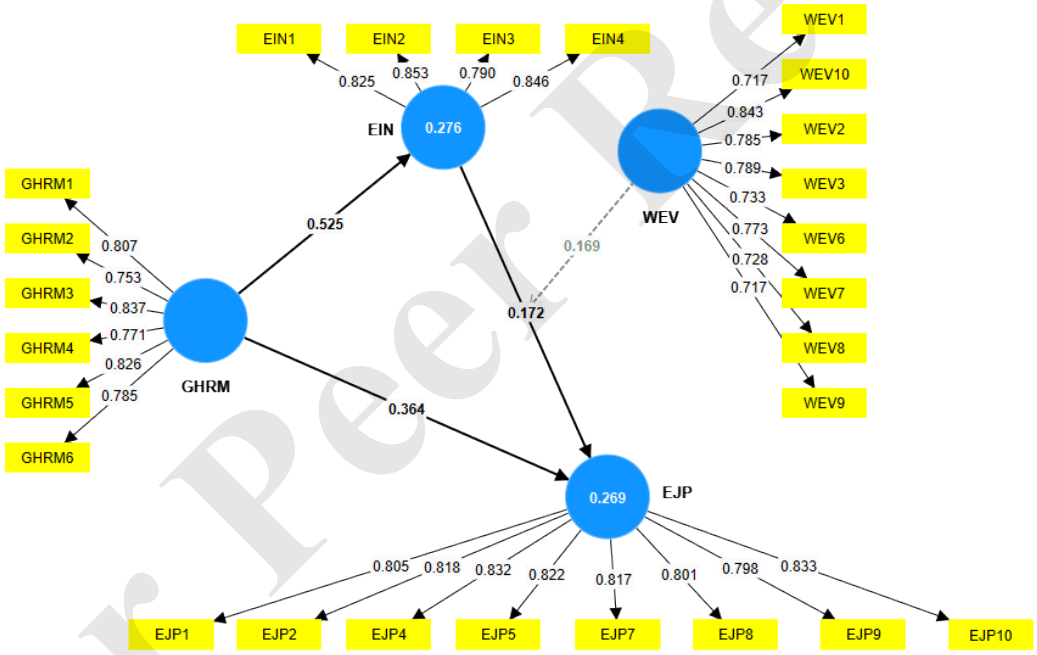


Figure 1. Research model



Notes: GHRM=green human resource management; EIN=employee innovation; WEV=work environment: EJP=employee job performance

Figure 2. Measurement model

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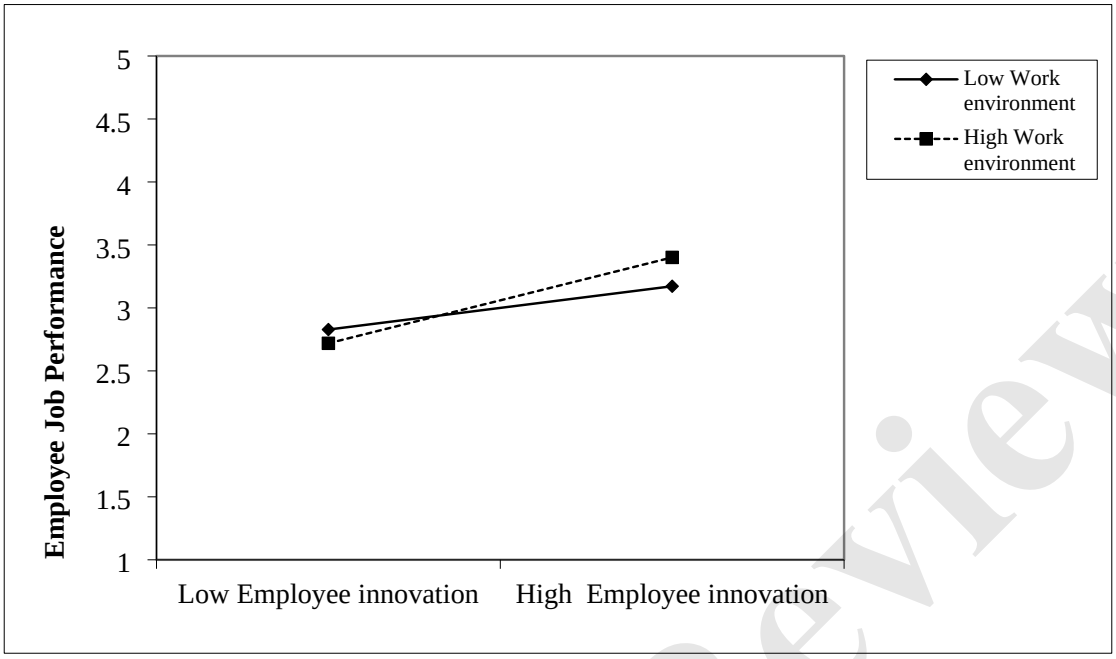


Figure 3. Moderating effect of work environment on the relationship between employee innovation and employee job performance

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Appendix A. Adapted Work Environment Scale

Indicators	Adapted item
WEV 1	Does what you do at your workplace give you a chance to see how good your abilities really are?
WEV 2	Does what you do at your workplace help you to have more confidence in yourself?
WEV 3	To what extent do you feel nervous or tense at your workplace? (R)
WEV 4	How often does it happen that you are worried about going to work? (R)
WEV 5	To what extent do you feel that you get the support you need when you are faced with difficult work problems?
WEV 6	To what extent do you find that you can use yourself, your knowledge, and experience in your work?
WEV 7	To what extent do you find that your work is complicated by conflicts among staff members? (R)
WEV 8	To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? (R)
WEV 9	What do you think about the number of tasks imposed on you?
WEV 10	How often does it happen that you feel you should have been in several places at the same time? (R)

Table S1. Indicator Deletion Decisions

Construct	Indicator	Original item	Original loading	Decision	Justification
Green human resource management	GHRM1	My bank provides adequate training to promote environmental management as a core organizational value.	0.808	Retained	Loading acceptable
	GHRM2	My bank considers how well the employee is doing at being eco-friendly as part of their performance appraisals.	0.754	Retained	Loading acceptable
	GHRM3	My bank relates employee eco-friendly behavior to rewards and compensation	0.837	Retained	Loading acceptable
	GHRM4	My bank considers personal identity-environmental management fit in recruitment and selection.	0.771	Retained	Loading acceptable
	GHRM5	Employees fully understand the extent of corporate environmental policy	0.825	Retained	Loading acceptable
	GHRM6	My bank encourages employees to provide suggestions on environmental improvement.	0.785	Retained	Loading acceptable
Employee Innovation	EIN1	Coming up with new ideas	0.823	Retained	Loading acceptable

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Construct	Indicator	Original item	Original loading	Decision	Justification
	EIN2	Working to implement new ideas	0.853	Retained	Loading acceptable
	EIN3	Finding improved ways to do things	0.791	Retained	Loading acceptable
	EIN4	Greeting better processes and routines Team	0.846	Retained	Loading acceptable
Work Environment	WEV 1	Does what you do at your workplace give you a chance to see how good your abilities really are?	0.796	Retained	Loading acceptable
	WEV 2	Does what you do at your workplace help you to have more confidence in yourself?	0.767	Retained	Loading acceptable
	WEV 3	To what extent do you feel nervous or tense at your workplace? **(R)**	0.777	Retained	Loading acceptable
	WEV 4	How often does it happen that you are worried about going to work? **(R)**	0.536	Deleted	Lowest loading and measurement consistency
	WEV 5	To what extent do you feel that you get the support you need when you are faced with difficult work problems?	0.651	Deleted	Low loading and measurement consistency
	WEV 6	To what extent do you find that you can use yourself, your knowledge, and experience in your work?	0.706	Retained	Loading acceptable
	WEV 7	To what extent do you find that your work is complicated by conflicts among staff members? **(R)**	0.746	Retained	Loading acceptable
	WEV 8	To what extent do you find that it can be difficult to reconcile loyalty towards your team with loyalty towards your own profession? **(R)**	0.700	Retained	Loading acceptable
	WEV 9	What do you think about the number of tasks imposed on you?	0.786	Retained	Loading acceptable
	WEV 10	How often does it happen that you feel you should have been in several places at the same time? **(R)**	0.848	Retained	Loading acceptable
Employee Job Performance	EPJ1	Tasks are performed attentively and correctly	0.791		
	EPJ2	Tasks are completed as per the specifications and standards	0.812	Retained	Loading acceptable
	EPJ3	Materials and tools meet the set criteria and standards	0.582	Deleted	Lowest loading and measurement consistency

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Construct	Indicator	Original item	Original loading	Decision	Justification
	EPJ4	Quality inspection is conducted prior to the delivery of goods or services	0.829	Retained	Loading acceptable
	EPJ5	Products or services meet the expectations of customers	0.817	Retained	Loading acceptable
	EPJ6	The units of output are in sync with the number of employees	0.545	Deleted	Lowest loading and measurement consistency
	EPJ7	The units of output meet organizational expectations	0.815	Retained	Loading acceptable
	EPJ8	The units of output under my responsibility correspond to my skills and ability	0.789	Retained	Loading acceptable
	EPJ9	The quantity assignment is always fulfilled	0.798	Retained	Loading acceptable
	EPJ10	Tasks are normally completed on schedule	0.824	Retained	Loading acceptable

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From green human resource management to employee job performance: evidence from the Indonesian banking sector

Juliansyah Noor, Soleh Soleh & Yumhi Yumhi

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

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From green human resource management to employee job performance: evidence from the Indonesian banking sector

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ABSTRACT

Green human resource management (GHRM) has emerged as an important organizational strategy for enhancing sustainability and employee outcomes. This study examines the effect of GHRM on employee job performance through the mediating role of employee innovation and the moderating role of work environment in the Indonesian banking sector. Drawing on the resource-based view and ability–motivation–opportunity perspectives, data were collected from 272 employees working in Indonesian banks. The proposed model was analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that GHRM positively influences employee innovation and employee job performance. Employee innovation is also positively associated with employee job performance and partially mediates the relationship between GHRM and employee job performance. Furthermore, the findings reveal that work environment strengthens the positive effect of employee innovation on employee job performance, suggesting that supportive workplace conditions enhance the effectiveness of innovative employee behavior. These findings contribute to the growing GHRM literature by providing evidence of the mechanism through which GHRM improves employee performance and by highlighting the contextual role of work environment in translating innovation into performance outcomes. The study also offers practical insights for banking organizations seeking to improve employee performance while advancing sustainability-oriented human resource practices.

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SUBJECTS
Human Resources Management; Human Resource Development; Employment Relations; Business, Management and Accounting

1. Introduction

The banking sector has become an important actor in the transition toward environmental sustainability, as banks are increasingly expected to embed environmental considerations into their internal operations, service processes, and employee practices (Kabir et al., 2023; Ng et al., 2024). Sustainability has therefore become a major concern in this sector, and banks are increasingly integrating sustainability-oriented policies for employees into organizational practice (Alwali & Alwali, 2026; Javed et al., 2026). Within this setting, green human resource management (GHRM) has emerged as a critical component of corporate social responsibility and environmental management strategies (Joshi et al., 2023; Khanra et al., 2022). GHRM encompasses the processes, practices, and operational frameworks that promote environmental sustainability (Patwary et al., 2023), facilitating organizations in achieving environmental sustainability goals and improving overall performance (Aftab et al., 2023; Ghobakhloo et al., 2021).

GHRM has evolved from the environmental management literature into a strategic human resource approach that integrates environmental objectives into organizational systems and employee practices. Foundational GHRM literature conceptualizes GHRM as a mechanism through which organizations develop environmentally responsible employee capabilities and align sustainability objectives with long-term organizational performance (Jabbour & Jabbour, 2016; Renwick et al., 2013). From this

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perspective, GHRM creates organizational value by fostering employee competencies, motivation, and opportunities that support both environmental and performance outcomes.

Although prior studies have established positive relationships among GHRM, employee innovation, and performance outcomes, these findings mainly explain whether GHRM is associated with better outcomes rather than how and under what conditions these outcomes are achieved. Prior research has linked GHRM with green behavior, innovation, and performance-related outcomes (Afsar et al., 2018; Aftab et al., 2022; Ragas et al., 2017). However, the mechanism through which GHRM is translated into employee job performance and the conditions that enable employees to convert innovation into performance remain less clear, particularly in service-intensive sectors.

The Indonesian banking sector provides an appropriate setting to examine this unresolved issue. Unlike manufacturing organizations, banks rely heavily on employee behavior, innovation, and sustainable service delivery to achieve organizational outcomes (Buallay, 2019; Tanova & Bayighomog, 2022). Indonesia provides a theoretically relevant context because its banking sector operates in an environmentally challenged developing-country setting where sustainable green practices are still being adopted. This context allows the study to examine how GHRM practices, employee innovation, and supportive work environments interact in translating sustainability-oriented HR practices into employee performance.

Accordingly, this study aims to examine how GHRM is translated into employee job performance and under what conditions this translation occurs in the Indonesian banking sector. Three objectives guide the study: first, to examine the relationship between GHRM and employee job performance; second, to examine whether employee innovation mediates this relationship; and third, to examine whether the work environment moderates the relationship between employee innovation and employee job performance.

This study contributes to the literature by clarifying how established relationships among GHRM, employee innovation, and employee job performance operate as a conditional process. First, it identifies employee innovation as an internal mechanism through which GHRM-related capabilities are translated into employee job performance, extending the explanation beyond the direct GHRM–performance relationship. Second, it shows that the performance value of employee innovation is conditional on the work environment, indicating that innovation alone is insufficient when employees lack supportive conditions to implement new ideas. Third, by integrating these relationships, the study extends the ability-motivation-opportunity (AMO) and resource-based view (RBV) by showing how GHRM provides ability, motivation, and opportunity conditions that develop employee innovation as a valuable employee capability, while a supportive work environment enables this capability to generate performance. The Indonesian banking context therefore serves not only as a setting but also as a service-oriented environment in which this mechanism can be observed.

2. Literature review and hypothesis development

2.1. Green human resource management

GHRM refers to the integration of environmental objectives into human resource functions such as recruitment, selection, training, performance appraisal, and reward systems (Jabbour & Jabbour, 2016; Renwick et al., 2013). Pham et al. (2019) noted that 'green management was closely tied to HRM because employees were the human capital of organization' (p. 865). GHRM practices are therefore designed to cultivate a sustainable workforce that endorses and understands environmental programs (Ahmad, 2015). From this perspective, GHRM creates organizational value by developing employee competencies, motivation, and opportunities that support both environmental and performance outcomes. Existing research has established that GHRM is associated with employee innovation and employee job performance (Ávila-Robinson et al., 2022; Do & Shipton, 2019; Gravina et al., 2021; Mensah et al., 2023; Oubrich et al., 2021), indicating that GHRM can influence both employee behavior and performance.

2.2. AMO and RBV Theory

This study uses AMO Theory and RBV to explain different parts of the proposed model. AMO Theory explains how GHRM develops employees' abilities, motivation, and opportunities to engage in innovative

behavior (Appelbaum et al., 2000). RBV explains how employee innovation represents a valuable employee-based capability that can contribute to job performance (Barney, 2001). Thus, AMO explains the development of employee innovation, whereas RBV explains how this capability creates performance value.

Meanwhile, RBV argues that sustainable competitive advantage emerges from valuable organizational capabilities and difficult-to-imitate resources (Barney, 2001). Accordingly, employee innovation represents the capability through which GHRM resources are converted into employee job performance. Work environment further provides the conditions that determine whether this capability can be effectively translated into performance. Thus, AMO primarily explains the development of innovative behavior, while RBV explains its value for performance.

2.3. GHRM and employee job performance

Employee job performance reflects the extent to which employees contribute to the achievement of organizational goals through effective execution of tasks and responsibilities (Ragas et al., 2017). In a sustainability-oriented context, job performance is increasingly associated with employees' ability to integrate environmental considerations into business operations and decision-making processes (Le et al., 2022). GHRM plays an important role in this regard by shaping employees' awareness and behavior toward environmental sustainability through human resource practices (Aggarwal & Agarwala, 2023). By aligning HR practices with environmental objectives, GHRM enhances employees' ability to contribute to both organizational performance and environmental outcomes (Doghan et al., 2022; Raza & Khan, 2022), thereby strengthening the role of GHRM in improving employee job performance. Accordingly, GHRM can be viewed as a strategic approach that optimizes human resource utilization while reducing environmental impact and improving employee job performance. Therefore, this research proposes the hypothesis below.

H1. GHRM enhances employee job performance.

2.4. Employee innovation and employee job performance

Employee innovation refers to the introduction and implementation of new ideas, technologies, and administrative practices aimed at improving production efficiency and organizational effectiveness (Scott & Bruce, 1994). Through innovative activities, employees can improve systems, processes, and products, thereby increasing work effectiveness and organizational outcomes (Engen et al., 2021). As innovative employees are better able to identify problems and develop effective solutions, employee innovation is expected to enhance job performance. This argument is supported by empirical evidence demonstrating a positive relationship between employee innovation and job performance (Jiang et al., 2012; Ouakouak & Ouedraogo, 2017).

GHRM fosters employees' environmental commitment and creates a supportive climate for innovative behavior (Verburg et al., 2007). Through green-oriented HR practices, employees are encouraged to adopt green technologies and optimize resource utilization, thereby enhancing innovation in the workplace (Albort-Morant et al., 2016). Such practices provide employees with the support and motivation needed to generate and implement new ideas. This argument is supported by empirical evidence showing a positive relationship between GHRM and employee innovation (Mensah et al., 2023). The relationship between GHRM and performance can be explained through employees' innovative behavior. By fostering environmental commitment and encouraging participation in green initiatives, GHRM creates conditions that support the generation and implementation of new ideas. Such innovative behavior enables employees to improve work processes and contribute to organizational effectiveness, ultimately enhancing performance outcomes. Previous studies have provided empirical support for these mechanisms by showing that GHRM promotes pro-environmental behavior, strengthens innovation capabilities, and improves organizational outcomes (Dumont et al., 2017; Kim et al., 2017; Tang et al., 2018)

Organizational activities impact the environment, influencing employee innovation and employee job performance (Dubey et al., 2015). Furthermore, employee job performance is impacted by the selection of raw materials, production energy sources, environment, and product development technology

(Darnall et al., 2008; Yasir et al., 2020). Employee innovation influences the implementation of work environment and the development of performance (Hermundsdottir & Aspelund, 2021). This enables banks to improve performance by adopting green processes, goods, and innovation activities (Le et al., 2022).

GHRM can stimulate employee innovation by fostering environmental responsibility, organizational learning, and a supportive climate for the generation and implementation of new ideas (Hermundsdottir & Aspelund, 2021). Through GHRM practices, employees are encouraged to engage in innovative activities that contribute to both organizational effectiveness and environmental objectives (Ahsan, 2025; Pham et al., 2019). Such practices provide employees with the motivation and resources needed to develop creative solutions and improve workplace processes (Elidemir et al., 2020; Ogiemwonyi et al., 2023).

Existing evidence therefore supports a positive relationship between GHRM and employee innovation. However, the literature provides less explanation of whether this innovation represents the main mechanism through which GHRM improves employee job performance. Thus, the unresolved issue is not the existence of the GHRM–innovation relationship, but how innovation converts GHRM practices into employee performance outcomes. Building on the insights, the following hypotheses are proposed.

H2a. GHRM is positively related to employee innovation.

H2b. Employee innovation is positively related to employee job performance.

GHRM provides employees with the abilities, motivation, and opportunities to develop and implement new ideas. Employee innovation therefore represents the process through which these GHRM-enabled capabilities are converted into improved work outcomes. Accordingly, employee innovation should mediate the relationship between GHRM and employee job performance. Accordingly, the following hypothesis is proposed.

H3. Employee innovation mediates the relationship between GHRM and employee job performance.

2.5. Work environment as a moderator

The work environment encompasses the physical, psychological, and organizational conditions that influence employees' work experiences and behaviors (Røssberg et al., 2004). A supportive work environment provides employees with resources, collaboration, empowerment, and opportunities to apply innovative ideas (Anjum et al., 2018). Therefore, employee innovation is more likely to improve job performance when employees have sufficient organizational support to implement their ideas. A supportive environment thus strengthens the conversion of innovative behavior into performance outcomes (Wei et al., 2018). As organizations increasingly recognize the importance of achieving environmental and organizational objectives, greater attention has been directed toward developing supportive work environments that facilitate employee effectiveness and goal attainment (Sarıköse & Göktepe, 2022; Zhou et al., 2019). Prior studies indicate that a supportive work environment facilitates the implementation of innovative ideas and improves employee outcomes (Ángeles López-Cabarcos et al., 2022). However, it remains unclear whether work environment changes the extent to which employee innovation is translated into job performance (Chaiyapruksayanonde & Ponchaitiwat, 2025). This distinction is important because generating innovative ideas does not necessarily ensure their successful implementation. Therefore, work environment is considered a boundary condition that may strengthen the effect of employee innovation on employee job performance (Shanker et al., 2017; Vuong et al., 2023). From the AMO perspective, a supportive work environment represents an opportunity condition that enables employees to implement innovative ideas. Therefore, the positive effect of employee innovation on job performance is expected to be stronger when the work environment provides sufficient support and opportunities. We propose the following hypotheses.

H4. Work environment positively moderates the relationship between employee innovation and employee job performance, such that the relationship is stronger under a supportive work environment.

Based on the preceding discussion and theoretical arguments, the proposed research model is presented in Figure 1.

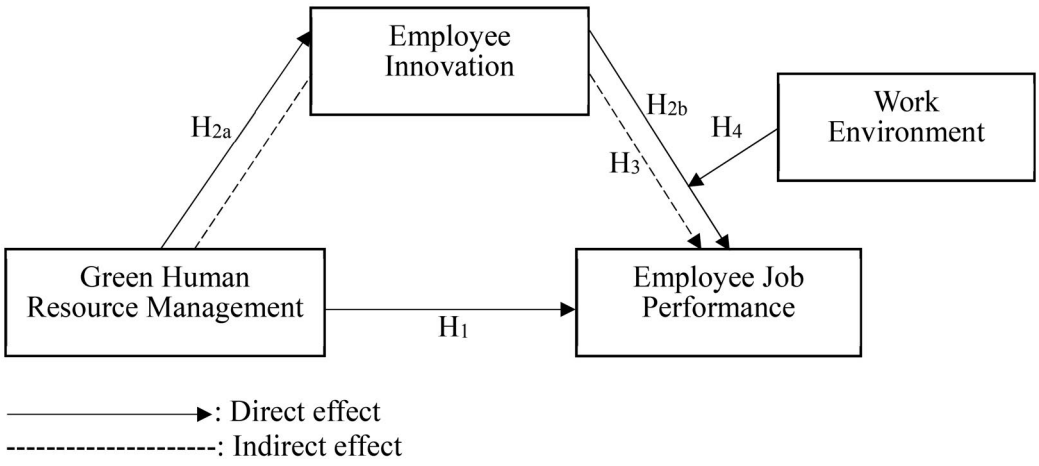


Figure 1. Research model.

3. Methodology

3.1. Sample and procedure

Data were gathered from employees in Indonesia's medium to large (i.e. >150 employees) sized banks. The employees are the principal figures within the organizations and possess knowledge of critical information. The banking sector was selected preemptively as an important economic driver (Soleh & Noor, 2021). A self-administered survey method involving multiple participants was used to enhance data effectiveness. First, A list of 55 banks was compiled, and eligible banks were randomly selected after contacting the relevant Indonesian Bankers Association. Second, correspondence with human resources managers of the 55 banks was carried out to determine environmental education or training programs.

The initial list included 55 banks. After screening and contacting the respective human resource managers, 30 banks were excluded because they did not meet the study requirements or did not participate. The final sample therefore consisted of 25 participating banks. Within the participating banks, employees were recruited through the participating human resource departments, and participation was voluntary. Participant recruitment and data collection began after ethical approval was granted on 15 September 2024 and continued until December 2024. No participant data were collected before ethical approval. The study was approved by La Tansa Mashiro University Human Resources Research Ethics Commission under approval number UNILAM/REG/09/2024. Furthermore, 400 questionnaires were distributed from September to December 2024. Verbal informed consent was obtained because the study involved an anonymous, minimal-risk survey administered in the workplace. No personally identifiable information was collected, participation was entirely voluntary, and the ethics committee approved the use of verbal rather than written consent to protect participants' anonymity and reduce administrative burden. These procedures, together with clear survey instructions, were applied to reduce potential common method bias. Employees from 25 banking sectors received a sealed envelope containing the survey instrument and an introductory letter outlining the study's main aim and assuring anonymity. Subsequently, 290 completed questionnaires were obtained from employees. Of these, 272 correctly completed questionnaires were retained for analysis, resulting in a 68% usable response rate (272/400) and a 72.5% return rate (290/400). The source items were originally in English and were translated into Indonesian to ensure comprehensibility for the target respondents. The Indonesian version was then back-translated into English for verification. Differences between the versions were reviewed to maintain the original meaning and clarity of the items. The questionnaire was also reviewed for contextual suitability for employees in the Indonesian banking sector.

The final sample consisted of 272 usable responses from 25 participating banks. The number of respondents varied across the participating banks. Employees were treated as the unit of analysis, and the scales referred to employees' individual perceptions and experiences of their work environment and HR practices. Because respondents were nested within banks, their responses may share organizational

characteristics, including HR practices, leadership, and work environment. Among the banks considered, 60% were conventional, 28% were Shariah, and 12% were digital. The typical age of employees was 35.8 years, with a gender breakdown consisting of 65.1% male and 34.9% female. Educationally, 83.4% held undergraduate degrees, while 16.6% had completed postgraduate education.

The questionnaires were refined through two rounds of pilot testing involving 16 and 20 participants, respectively. The first pilot test focused on identifying ambiguous wording and unclear items, while the second assessed the clarity and straightforwardness of the revised questionnaire. Based on participant feedback, unclear wording was refined and items requiring greater contextual clarity were adjusted before the main survey.

3.2. Measurements

According to Hair et al. (2018), the survey instruments were adapted from established measures for GHRM, employee job performance, employee innovation, and work environment. A five-point Likert scale ranging from 'strongly disagree (1)' to 'strongly agree (5)' was employed to capture varying degrees of agreement with each statement. The reliability of the scales was considered acceptable, with Cronbach's alpha (α) values exceeding 0.70. To measure GHRM, Kim et al. (2023) used a six-item scale that included the statement, 'Employees fully understand the extent of corporate environmental policy.' The scale demonstrated acceptable reliability (α=0.824). Na-Nan et al. (2018) developed a 10-item scale to assess employee job performance, featuring the item, 'Tasks are completed as per the specifications and standards,' with a reliability coefficient of α=0.851. Welbourne et al. (1998) provided a four-item scale adapted to assess employee innovation. The scale included the item, 'Working to implement new ideas' and the reliability was confirmed with α=0.806. Røssberg et al. (2004) provided a 10-item scale to assess work environment. For this study, the items were contextually adapted to the Indonesian banking workplace while retaining their underlying meaning. Healthcare-specific references such as 'ward,' 'patient treatment,' and 'treatment problems' were replaced with workplace-relevant wording. The complete adapted items and reverse-scoring information are provided in Supplementary Appendix A. The adapted scale demonstrated acceptable reliability (α=0.836).

3.3. Data analysis

Data were analyzed using partial least squares structural equation modeling (PLS-SEM). In addition, this study emphasizes prediction and theory extension by simultaneously examining direct, mediating, and moderating relationships, making PLS-SEM an appropriate analytical approach (Hair et al., 2020). In addition, PLS-SEM provides advantages over conventional regression techniques when examining mediation effects (Preacher et al., 2007). Following the two-step approach suggested by Anderson and Gerbing (1988), the analysis consisted of assessing the measurement model and the structural model. The measurement model was evaluated to examine the relationships between latent constructs and their indicators, whereas the structural model was used to test the hypothesized relationships among constructs (Hair et al., 2020).

4. Results

4.1. Respondent profile

Among the participating organizations, 60% were conventional banks, 28% were Shariah banks, and 12% were digital banks. The average age of respondents was 35.8 years. Male respondents accounted for 65.1% of the sample, while female respondents represented 34.9%. Regarding educational attainment, 83.4% held undergraduate degrees and 16.6% possessed postgraduate qualifications.

4.2. Common method bias

Because data were collected using a cross-sectional survey and a single respondent source, common method bias cannot be completely excluded. Following Kock and Lynn (2012), variance inflation factor

Table 1. Validity and reliability assessment.

Constructs	Items	Loadings	α	CR	AVE	VIF
Employee innovation	EIN1	0.825	0.848	0.898	0.687	1.673
	EIN2	0.853				
	EIN3	0.790				
	EIN4	0.846				
Employee job performance	EJP1	0.805	0.928	0.941	0.666	1.673
	EJP2	0.818				
	EJP4	0.832				
	EJP5	0.822				
	EJP7	0.817				
	EJP8	0.801				
	EJP9	0.798				
	EJP10	0.833				
GHRM	GHRM1	0.807	0.885	0.913	0.635	1.649
	GHRM2	0.753				
	GHRM3	0.837				
	GHRM4	0.771				
	GHRM5	0.826				
	GHRM6	0.785				
Work environment	WEV1	0.717	0.910	0.917	0.580	1.019
	WEV2	0.785				
	WEV3	0.789				
	WEV6	0.733				
	WEV7	0.773				
	WEV8	0.728				
	WEV9	0.717				
	WEV10	0.843				

Source: Developed by the authors.

(VIF) values were examined to assess full collinearity. The VIF values ranged from 1.000 to 3.000, below the 3.3 threshold (Kock & Lynn, 2012) (Table 1). This suggests that severe common method bias is unlikely. However, this test does not eliminate the possibility of common-method effects. To reduce potential common-method bias, the questionnaire emphasized anonymity and voluntary participation, and an introductory letter explained that responses would be used for research purposes. The instrument was also translated and back-translated and refined through two rounds of pilot testing to improve item clarity and reduce potential response ambiguity.

4.3. Convergent validity and reliability

Table 1 presents the results of the measurement model assessment. Convergent validity was established, as indicator loadings ranged from 0.717 to 0.853, exceeding the recommended threshold of 0.70. Negatively worded work-environment items were reverse-coded so that higher scores consistently represented a more supportive work environment. The response anchors were checked to ensure consistent coding across all items. WEV4 and WEV5 were removed during measurement assessment because they showed the lowest outer loadings (0.536 and 0.651, respectively). After deletion, the remaining WEV indicators showed improved outer loadings ranging from 0.717 to 0.843. EJP3 and EJP6 were also removed because their loadings were below 0.70. The deleted indicators were reviewed for content coverage, and their removal was based on both low outer loadings and measurement consistency; the remaining indicators retained the core content of each construct. The deleted indicators and their original loadings, deletion decisions, and substantive justifications are reported in Table S1 Indicator Deletion Decisions. In addition, the average variance extracted (AVE) values ranged from 0.580 to 0.687, surpassing the recommended minimum value of 0.50. Reliability was also supported, with Cronbach's alpha values ranging from 0.848 to 0.928 and composite reliability values ranging from 0.898 to 0.941, all exceeding the recommended thresholds (Hair et al., 2022).

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio and the Fornell–Larcker criterion. All HTMT values were below the recommended threshold of 0.90, supporting discriminant validity (Fornell & Larcker, 1981; Hair et al., 2022). However, the HTMT values involving work environment were notably low (0.082 with employee innovation, 0.070 with employee job performance, and 0.082 with GHRM). These values suggest strong empirical distinctiveness of work environment from

Table 2. Discriminant validity assessment.

Constructs	EIN	GHRM	EJP	WEV
HTMT				
EIN	–			
GHRM	0.602	–		
EJP	0.412	0.511	–	
WEV	0.082	0.082	0.070	–
Fornell–Larcker				
EIN	0.829	–		
EJP	0.369	0.816	–	
GHRM	0.525	0.468	0.797	–
WEV	0.035	0.083	0.063	0.762

Abbreviations: EJP, employee job performance; WEV, work environment; EIN, employee innovation; GHRM, green human resource management.
Source: Developed by the authors.

the other constructs, although their magnitude warrants careful interpretation. The reliability, AVE, indicator loadings, and Fornell–Larcker results provide additional evidence that the work environment construct was adequately measured. Therefore, the low HTMT values are acknowledged as a measurement characteristic rather than interpreted solely as evidence of stronger discriminant validity. As shown in Table 2, all constructs met these criteria, providing evidence of adequate discriminant validity.

The coefficient of determination (R^2) values indicate moderate explanatory power, with employee innovation (EIN) and employee job performance (EJP) accounting for 27.6% and 26.9% of the variance, respectively (Hair et al., 2022). The R^2 values indicate that the model explains a moderate proportion of the variance in the endogenous constructs. Therefore, although the significant relationships are statistically meaningful, their practical effects should be interpreted as partial rather than comprehensive. The remaining variance indicates that other factors also contribute to employee job performance. These may include individual capabilities, organizational support, leadership, motivation, and job-related conditions that are not included in the present model. Furthermore, effect size (f^2) analysis was conducted to evaluate the relative contribution of each exogenous construct to the endogenous constructs. Following Cohen (1988), GHRM exhibited a large association with EIN ($f^2 = 0.381$), whereas GHRM ($f^2 = 0.130$) and EIN ($f^2 = 0.029$) showed small effect associations with EJP.

Model fit and predictive relevance were assessed using the standardized root mean square residual (SRMR) and Stone–Geisser's predictive relevance (Q^2). The SRMR value of 0.049 indicates an acceptable level of model fit for a complex PLS-SEM model (Hair et al., 2022). The Q^2 values for EIN and EJP were 0.185 and 0.174, respectively, indicating predictive relevance of the model. However, these values should not be interpreted as evidence of moderate out-of-sample predictive accuracy.

4.4. Hypothesis results

Figure 2 illustrates the hypothesized relationships among the study constructs. The structural model was assessed using a bootstrapping procedure with 5,000 resamples. A hypothesis was considered supported when the t-value exceeded 1.96 and the ρ-value was below 0.05. The results indicate that GHRM was positively associated with employee job performance ($\beta = 0.364$, $t = 6.321$, $\rho < 0.01$) and employee innovation ($\beta = 0.525$, $t = 11.495$, $\rho < 0.01$). Furthermore, employee innovation was positively related to employee job performance ($\beta = 0.172$, $t = 2.728$, $\rho < 0.01$). These findings support H1, H2a, and H2b. The mediation analysis showed a significant indirect association between GHRM and employee job performance through employee innovation ($\beta = 0.090$, $t = 2.576$, $\rho < 0.01$, 95% CI [0.025, 0.163]). The direct GHRM–employee job performance association remained significant ($\beta = 0.364$, $t = 6.321$, $\rho < 0.01$), indicating partial mediation. The direct effect of work environment and the interaction effect were assessed. The interaction term was created from employee innovation and work environment scores and evaluated using f^2, R^2 changes, and VIF. The interaction term had a VIF of 1.005, indicating no critical multicollinearity. The interaction effect was significant ($\beta = 0.169$, $t = 2.633$, $\rho < 0.01$, 95% CI [0.008, 0.251]; $f^2 = 0.037$), supporting H4. The detailed results are presented in Tables 3 and 4.

Figure 3 illustrates the interaction effect and shows that the positive relationship between employee innovation and employee job performance becomes stronger under a more supportive work

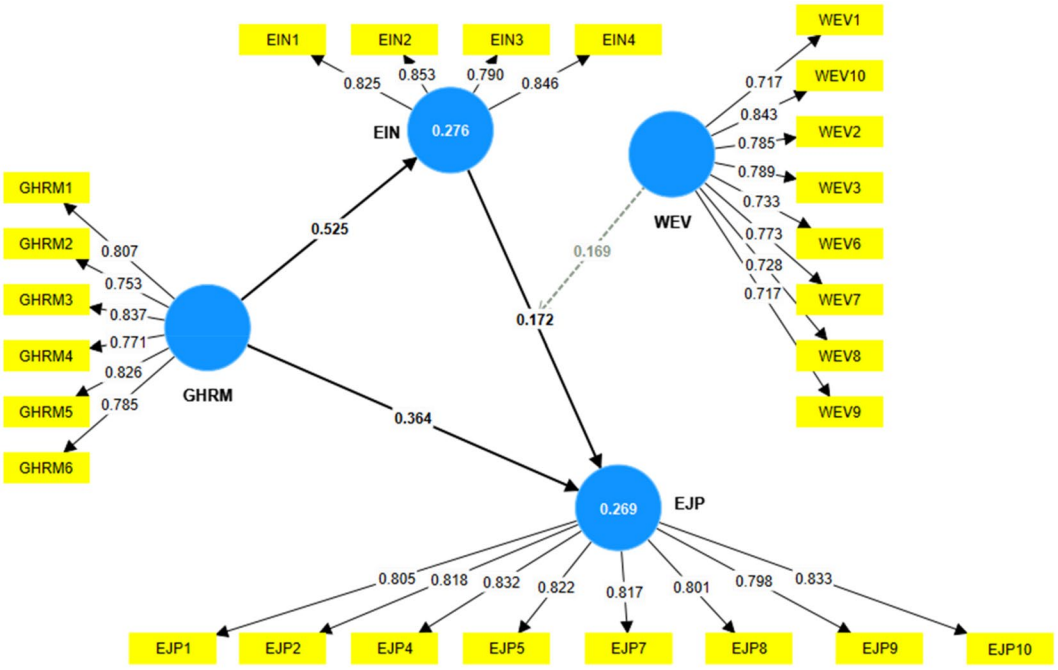


Figure 2. Measurement model.
Abbreviations: GHRM, green human resource management; EIN, employee innovation; WEV, work environment; EJP, employee job performance.

Table 3. Hypotheses results.

Hypotheses	Relationship	β	t-value	ρ-value	VIF	R^2	f^2	Decision
H1	GHRM → EJP	0.364	6.321	0.001			0.029	Supported
H2a	GHRM → EIN	0.525	11.495	0.001			0.381	Supported
H2b	EIN → EJP	0.172	2.728	0.006			0.130	Supported
H3	GHRM → EIN → EJP	0.090	2.576	0.010			0.037	Partial mediation
H4	EIN×WEV → EJP	0.169	2.633	0.008	1.005			Supported
	EIN					0.276		
	EJP					0.269		

Abbreviations: EJP, employee job performance; WEV, work environment; EIN, employee innovation; GHRM, green human resource management.
Source: Developed by the authors.

Table 4. Bootstrapped confidence intervals for mediation and moderation effects.

Effect	B	t-value	ρ-value	95% CI	Results
Total effect GHRM → EJP	0.454	9.948	0.001	[0.364, 0.543]	Significant
Direct effect GHRM → EJP	0.364	6.321	0.001	[0.251, 0.477]	Significant
GHRM → EIN → EJP	0.090	2.576	0.010	[0.025, 0.163]	Significant
EIN×WEV → EJP	0.169	2.633	0.008	[0.008, 0.251]	Significant

Note: Bootstrap confidence intervals excluding zero indicate a significant effect.

environment. Specifically, the slope under high work environment conditions is steeper than under low work environment conditions, indicating that supportive work environments strengthen the positive contribution of employee innovation toward employee job performance.

5. Discussion

Therefore, the findings suggest that GHRM contributes to employee job performance not only directly but also by developing employee innovation. From an AMO perspective, GHRM provides conditions that encourage employees to engage in innovative behavior. From an RBV perspective, employee innovation represents a valuable employee capability that can generate performance value. Thus, employee innovation provides a mechanism through which GHRM-related capabilities are translated into employee job

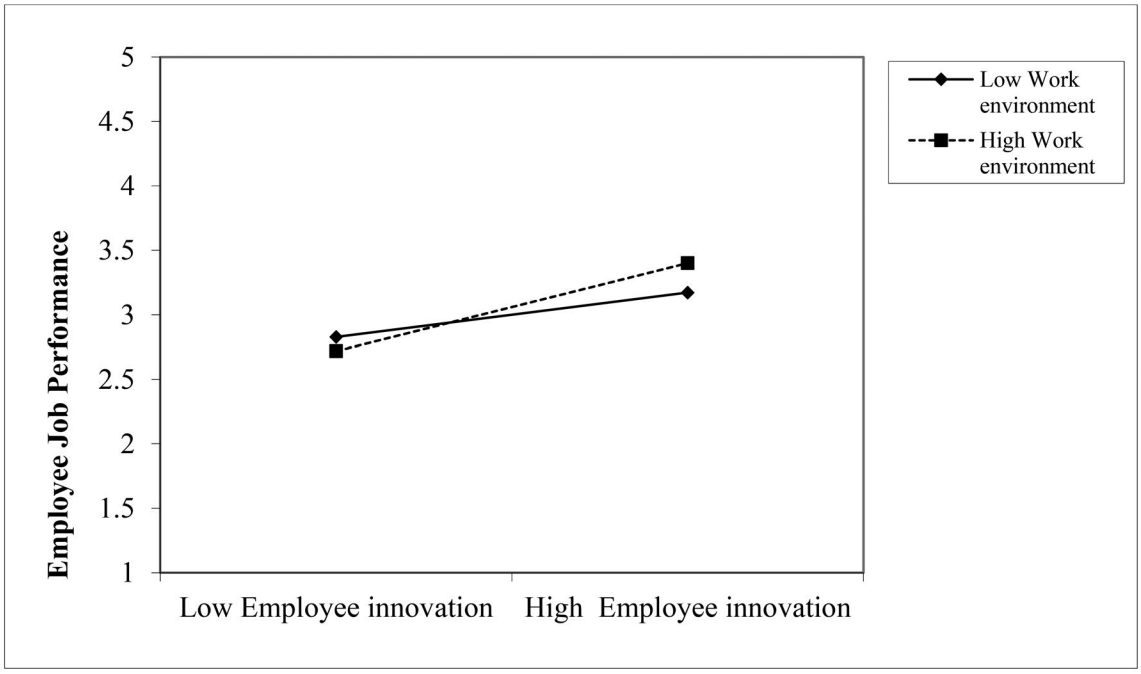


Figure 3. Moderating effect of work environment on the relationship between employee innovation and employee job performance.

performance. The moderating effect further indicates that this capability is more effectively translated into performance when the work environment provides sufficient support and opportunities for implementation. Ren et al. (2018) found a positive relationship between GHRM practices and employee job performance. The present findings are consistent with this relationship but extend previous evidence by showing that employee innovation provides a mechanism linking GHRM with employee job performance. This suggests that the effect of GHRM depends not only on the practices themselves but also on how employees are enabled to apply innovative behaviors. Because the study used cross-sectional data, these relationships should be interpreted as associations rather than causal effects. Reverse causality is also possible, as higher-performing or more innovative employees may evaluate their organizational HR practices more favorably.

GHRM practices can promote environmentally responsible behaviors by integrating environmental criteria into recruitment, selection, and incentive systems, which in turn contribute to improved employee job performance (Ghouri et al., 2020; Saeed et al., 2019; Tanova & Bayighomog, 2022). By embedding sustainability-oriented practices in human resource management, organizations can encourage employees to engage in innovative and green-oriented behaviors that enhance organizational effectiveness. The integration of GHRM with green creativity further enables organizations to gain competitive advantages through improved employee innovation (Joshi et al., 2023). In this regard, evidence from the banking sector in Indonesia also confirms that GHRM enhances employee innovation (Abbas & Khan, 2023).

Additional evidence supports the positive relationship between employee innovation and employee job performance. Employee innovation may contribute to improved job performance through initiatives that reduce energy use, air emissions, and material consumption. Such efforts help minimize the environmental footprint of business activities while supporting performance across social, financial, and environmental dimensions (Badir et al., 2020; Jiang et al., 2012). Additionally, GHRM is associated with employee job performance indirectly through employee innovation, which serves as a mediator in this relationship. GHRM provides employees with the knowledge, motivation, and opportunities needed to generate and implement new ideas. Thus, employee innovation represents the mechanism through which GHRM practices are translated into improved employee job performance.

The role of work environment in the relationship between employee innovation and employee job performance was examined. The results indicate that work environment strengthens this relationship. This finding suggests that employee innovation is not automatically converted into higher performance;

its performance value depends on whether employees have sufficient support and opportunities to implement innovative ideas (Bakker & Demerouti, 2007). Thus, the findings extend the GHRM–performance explanation by identifying a conditional mechanism in which GHRM develops employee innovation, while the work environment determines how effectively this capability is translated into job performance. This mechanism is particularly relevant in banking, where sustainability-oriented outcomes depend strongly on employee behavior and service processes.

6. Implications

6.1. Theoretical implications

The findings extend RBV by showing that employee innovation can function as a valuable employee capability through which GHRM-related resources are converted into employee job performance. Thus, the contribution of GHRM is not limited to developing green-oriented human resources but also to enabling employees to create and implement innovative work practices. The findings also refine the application of AMO Theory by linking its three elements to the GHRM process. GHRM develops employees' ability through environmental knowledge and skills, motivation through supportive HR practices, and opportunity through conditions that enable innovative behavior. Employee innovation therefore represents an important mechanism through which these AMO conditions are translated into performance outcomes.

GHRM had an indirect effect on employee job performance through employee innovation. (Gerhart, 2005) reported that GHRM practices including green recruitment, training and development programs, empowering employees, and incentive programs based on performance helped organization to attract, retain, and sustain environmental values. In this context, banks integrated GHRM practices into organizational structures, allowing human resources to focus on unique attributes that offered more significant advantages. Additionally, the organization implemented a well-planned GHRM framework focused on attracting, developing, and retaining employees with a strong environmental mindset. The method was essential for improving employee innovation and enhancing employee job performance to provide a competitive edge within the industry. Accordingly, employee innovation represents a mechanism through which GHRM-related capabilities are converted into employee job performance.

A positive relationship was found between employee innovation and employee job performance. Specifically, A work environment conducive to employee innovation can strengthen the relationship between employee innovation and job performance when organizations provide adequate support and opportunities. Rayner and Morgan (2018) stated that work environment with proactive strategies to develop green technologies enhances overall performance. Meanwhile, Bigliardi et al. (2020) and Collins (2021) suggested that a bad managerial environment increased a reactive work atmosphere to elevate disaster risk and reduce credibility. The results showed that organization could develop and initiatively follow work environment in strengthening the connection between employee innovation and employee job performance. This indicates that the performance value of employee innovation depends on whether the work environment provides sufficient support and opportunities for implementation.

6.2. Managerial implications

This study provides practical recommendations for banking organizations and managers on the integration of GHRM, employee innovation, and work environment to achieve high employee job performance and organizational goals (Bigliardi et al., 2020; Collins, 2021; Rayner & Morgan, 2018). The practical effect of employee innovation on employee job performance was small ($f^2 = 0.029$). Therefore, employee innovation should be viewed as a supportive performance mechanism rather than a dominant determinant of employee performance. First, GHRM practices were essential for attracting, developing, and retaining employees in line with green values and principles. Banks should integrate environmental criteria into recruitment and selection to attract employees with green knowledge and values. Green performance appraisal should also be used to assess employees' environmental and innovative contributions. Banks can provide rewards for employees who develop and implement innovative green practices. These

practices can play a significant role in supporting the strategy to stay competitive by improving employee innovation to secure an advantage and improve employee job performance. Employees in the banking sector viewed employee innovation as a valuable strategic resource in accomplishing environmental sustainability objectives.

Second, work environment played a positive role in the innovation and employee job performance relationship. This showed that this organizational construct achieved green environmental goals. The possession of a proactive work environment improved employee innovation practices and employee job performance. Supervisors should receive training to support employee innovation and encourage the application of new ideas. Banks should also create a supportive innovation climate by providing employees with sufficient resources, autonomy, and opportunities to implement innovative practices. In contrast, the lack of work environment support and limited employee participation reduced the ability to reach green environmental objectives. Therefore, Banks should establish a supportive work environment to minimize these negative effects and enhance employee job performance.

6.3. Limitations and future research directions

Although this analysis has valuable insights, there are still limitations. First, the cross-sectional design limits causal interpretation and does not establish temporal relationships. Non-response bias cannot be completely ruled out because information on the characteristics and reasons for non-participation of the 30 excluded banks was not systematically collected. Therefore, the participating banks may differ from non-participating banks, which may limit the generalizability of the findings. Management practices across organizations, industries, and countries vary significantly (Bloom & Reenen, 2010). Future studies could use longitudinal data to examine these relationships more dynamically. Second, the use of self-reported data may introduce response bias and common method variance because the constructs were measured from the same respondents using the same survey. Although procedural remedies were applied, common method variance cannot be completely ruled out. Future research could use multiple data sources and objective performance indicators. Third, the work-environment scale was contextually adapted to the banking setting; however, independent content validation by banking or HRM experts was not conducted before data collection. Its original development in another work context may also limit its contextual appropriateness. Future research should revalidate the adapted scale through expert assessment and additional empirical testing. Several indicators were deleted during measurement assessment based on low outer loadings and measurement consistency, which may have narrowed construct coverage. The deleted indicators and their original loadings and justifications are reported in Table S1. Indicator Deletion Decisions. Fourth, the study focused on the Indonesian banking sector, which limits generalizability across countries and industries. Future studies could conduct cross-country comparisons and examine other sectors. Fifth, respondents were nested within 25 banks, and the present analysis treated employees as the unit of analysis without explicitly modeling bank-level clustering. Future research should assess intraclass correlations and design effects and consider multilevel or cluster-robust analysis. The sample also included conventional, Shariah, and digital banks, which may differ in organizational and HR practices. These differences were described but not explicitly modeled. Future research should examine relevant individual- and bank-level characteristics as controls or conduct robustness analyses across bank types where sample sizes permit. Although the study examined several factors related to the constructs under investigation, other relevant factors identified in the existing literature were not included. Thus, future research could apply additional constructs to offer a broader range of insights and enrich the results.

7. Conclusion

This study examined how GHRM is associated with employee job performance in the Indonesian banking sector by positioning employee innovation as a mediating mechanism and the work environment as a boundary condition. Using PLS-SEM on data from 272 employees in 25 banks, the results indicate that GHRM is positively associated with both employee innovation and employee job performance, and that employee innovation partially mediates the GHRM–performance relationship. The work environment

strengthens the association between employee innovation and employee job performance, indicating that innovative behavior contributes to performance more effectively when employees have sufficient support and opportunities to implement new ideas.

Theoretically, the study extends AMO Theory and the RBV by specifying employee innovation as the capability through which GHRM-related ability, motivation, and opportunity conditions are converted into performance value, and by identifying the work environment as the condition under which this conversion occurs. Practically, banks are encouraged to embed environmental criteria into recruitment, appraisal, and reward systems, and to provide the resources, autonomy, and supervisory support that allow innovative ideas to be implemented. Because the effect of employee innovation on performance was small and the data were cross-sectional, these findings should be interpreted as associations and employee innovation regarded as a supportive rather than dominant performance mechanism.

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Ethics statement

Ethical approval for this study was obtained from the La Tansa Mashiro University Human Resources Research Ethics Commission UNILAM/REG/09/2024. Approved on 15 September 2024.

Author contributions

CRediT: **Juliansyah Noor**: Conceptualization, Data curation, Investigation, Methodology, Supervision, Writing – original draft, Writing – review & editing; **Soleh Soleh**: Formal analysis, Investigation, Methodology, Resources, Software, Validation, Writing – original draft; **Yumhi Yumhi**: Formal analysis, Funding acquisition, Investigation, Project administration, Resources, Software, Validation, Visualization, Writing – original draft.

Disclosure statement

No potential conflict of interest was reported by the authors.

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Data availability statement

The data that support the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements with participating organizations and privacy considerations regarding individual respondents, the dataset is not publicly available.

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