

The Influence of Green Human Resource Management, Organizational Culture, and Organizational Commitment on Employee Performance Through Organizational Support as an Intervening Variable at Office X

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ABSTRACT

This study seeks to examine the effects of Green Human Resource Management (GHRM), Organizational Culture, and Organizational Commitment on Employee Performance, while considering Organizational Support as an intervening variable at Office X. The research method employed is quantitative with an explanatory approach. The population of this study consists of 121 employees, with sampling conducted using the saturated sampling (census) technique, whereby the entire population served as respondents. Data analysis was performed using Path Analysis via SPSS 27 software. The results indicate that Green HRM, Organizational Culture, and Organizational Commitment have a positive and significant influence on both Organizational Support and Employee Performance, partially and simultaneously. The Sobel Test results confirm that Organizational Support significantly mediates the influence of the three independent variables on employee performance. These findings indicate that while environmental policies and work culture are important, optimal performance can only be achieved if employees perceive tangible support from the organization that values their contributions and well-being.

INTRODUCTION

In a modern era characterized by increasing awareness of environmental issues and demands for improved public service quality, organizations are required to manage human resources effectively while remaining sustainability-oriented. This also applies to government agencies such as Office X, which holds a strategic role in enhancing community welfare, particularly for women and children (Apriani, 2026). High employee performance plays a crucial role in ensuring the effective implementation of organizational duties and the achievement of institutional objectives.

Phenomena often occurring in the public sector indicate that employee performance still faces various obstacles, such as low concern for the work environment, a lack of organizational commitment, and weak perceived organizational support. Moreover, the lack of a fully adaptive organizational culture continues to pose challenges in enhancing employee performance and responding effectively to organizational changes. These conditions highlight the need for a more innovative and sustainable human resource management approach.

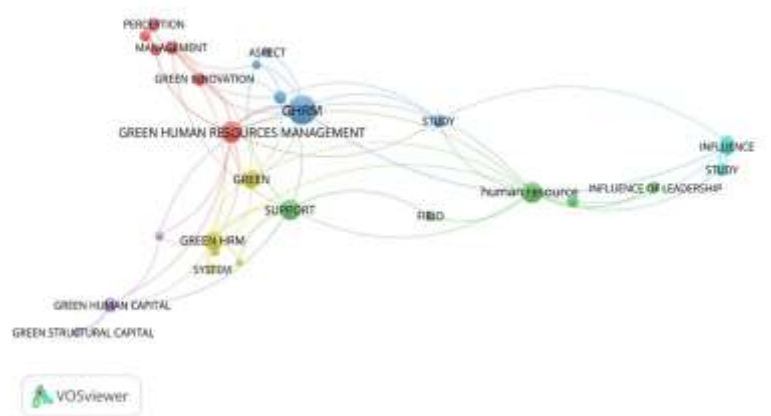


Figure 1. Network Visualization

Based on Figure 1, the network visualization shows that Green Human Resource Management (GHRM) serves as the core variable, maintaining strong relationships with various other concepts such as green innovation, human resources, support, and green HRM. This indicates that GHRM is a primary variable frequently associated with performance improvement and modern organizational practices. The connection between "support" and "human resources" indicates the significant role of Organizational Support as a bridge between GHRM practices and employee work outcomes. Additionally, the emergence of terms such as management, perception, and leadership influence points toward aspects of organizational culture and leadership, reinforcing that internal organizational factors influence the effectiveness of GHRM.

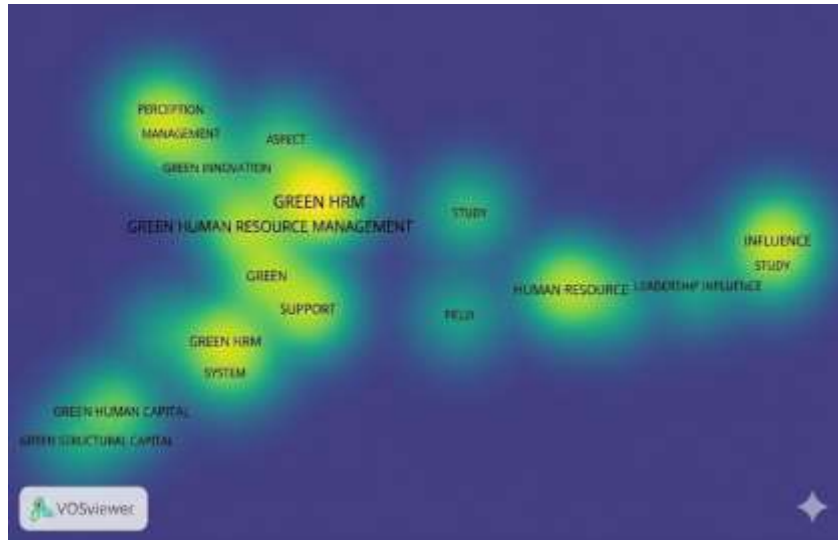


Figure 2. Density Visualization

Based on Figure 2, the density visualization shows that the areas with the brightest colors (yellow) are centered on the keywords GHRM, Green, and Human Resource. This means these topics are the primary focus and are the most extensively researched. On the other hand, variables such as organizational support and other aspects remain at a medium density level, indicating that these variables are quite important but have not yet become the primary focus of research (Sofiyan, 2024).

Based on the mapping results using VOSviewer, it is evident that GHRM is the most dominant variable and is central to modern human resource management studies. This shows that GHRM has been widely researched and recognized for its vital role in improving organizational performance through environment-based approaches. However, the density visualization results show that other variables, such as organizational support, as well as internal factors like organizational culture and organizational commitment, are still at a medium density level. This means that although these variables are linked to GHRM, they have not been explored deeply in previous studies.

One approach that has gained increasing attention is Green Human Resource Management (GHRM). GHRM refers to human resource management practices that incorporate environmental sustainability principles into various HR activities, including recruitment, training and development, and performance evaluation (Sahombu et al., 2025). Research by Monica & Gumilang (2026) shows that GHRM can increase environmental awareness and encourage more productive work behavior. However, findings from Abiantoro et al. (2024) and Karimah & Mujanah (2021) indicate that the implementation of GHRM does not necessarily lead to improved employee performance. Its effectiveness may depend on the presence of supporting organizational factors that facilitate the successful application of green HR practices.

In addition to GHRM, Organizational Culture is another factor that influences employee behavior and work outcomes. Organizational culture represents the values, norms, and beliefs shared among organizational members (Hasanah & Mujanah, 2021). A supportive culture can encourage employee involvement and improve performance. However, previous studies have reported inconsistent findings. Desi et al. (2024) found a significant relationship between organizational culture and employee performance, whereas Lusiana et al. (2024) reported no significant effect, particularly within organizations characterized by rigid bureaucratic systems.

Organizational Commitment is also recognized as an important determinant of employee performance. It reflects the degree of employees' loyalty and emotional attachment to their organization (Zumrotus, 2026). Employees with stronger commitment generally demonstrate higher levels of performance (Nurmadani, 2025). Nevertheless, Mendrofa et al. (2025) suggest that the effect of organizational commitment may occur indirectly through mediating variables rather than through a direct relationship.

Another relevant variable is Perceived Organizational Support (POS), which refers to employees' perceptions regarding the extent to which the organization appreciates their contributions and cares about their well-being (Junaidi, 2023). Greater organizational support can enhance motivation, satisfaction, and work performance. Previous studies (Arviansyah & Saraswati, 2025; Indar, 2024) indicate that organizational support may serve as a mediator between organizational factors and employee performance, although empirical findings remain inconclusive.

The inconsistency of prior research findings highlights a research gap. While several studies have confirmed the significant influence of GHRM, organizational culture, and organizational commitment on employee performance, either directly or through organizational support, others have produced insignificant or mixed results. Moreover, limited research has examined these three variables simultaneously with organizational support as an intervening variable, particularly in public sector institutions such as Office X in East Java.

Therefore, this study aims to investigate the effects of Green Human Resource Management, Organizational Culture, and Organizational Commitment on Employee Performance, both directly and indirectly through Organizational Support. The findings are expected to provide empirical evidence regarding the mediating role of organizational support and offer insights for developing more effective and sustainable strategies to enhance employee performance.

LITERATURE REVIEW

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) refers to a human resource management approach that incorporates environmental sustainability principles into organizational policies and HR practices. Renwick et al. (2013) define GHRM as a collection of HR activities designed to promote environmental sustainability through initiatives such as green recruitment, environmental training, and environmentally oriented performance evaluation. Similarly, Jabbour (2011) emphasizes that GHRM contributes to developing environmentally responsible employee behavior within organizations. Effective implementation of GHRM can foster environmental awareness, improve operational efficiency, and enhance employee performance. According to Renwick et al. (2013), GHRM can be measured through the following indicators:

1. Green recruitment (environment-based recruitment)
2. Green training (environmental training)
3. Green performance appraisal (environment-based performance evaluation)
4. Green compensation (environment-based rewards)

Organizational Culture

Organizational Culture refers to the shared values, norms, and beliefs that shape the behavior of individuals within an organization. Schein (2010) explains that organizational culture is reflected through artifacts, espoused values, and underlying assumptions that guide employees' actions and interactions. A well-established and positive culture can foster greater motivation, engagement, and performance, whereas a weak culture may limit organizational effectiveness and goal attainment. According to Schein (2010), Organizational Culture can be assessed through the following indicators:

1. Organizational values and norms
2. Work habits
3. Communication patterns
4. Performance orientation

Organizational Commitment

Organizational Commitment refers to the extent of employees' emotional attachment, loyalty, and involvement in their organization. Meyer and Allen (1991) describe organizational commitment as comprising three key dimensions: affective commitment, continuance commitment, and normative commitment. Employees who possess a strong level of commitment are generally more dedicated, loyal, and motivated to contribute to organizational success. According to Meyer and Allen (1991), Organizational Commitment can be measured through the following indicators:

1. Affective commitment (emotional attachment)
2. Continuance commitment (cost-based retention)
3. Normative commitment (obligation-based attachment)

Perceived Organizational Support (POS)

Organizational Support refers to employees' perceptions of how much the organization appreciates their contributions and is concerned about their well-being. Eisenberger et al. (1986) explain that Perceived Organizational Support (POS) is an important factor that can enhance employee motivation, commitment, and job performance. When employees feel supported by their organization, they are more likely to demonstrate greater loyalty and perform their duties effectively. According to Eisenberger et al. (1986), Organizational Support can be measured through the following indicators:

1. Appreciation of employee contributions
2. Concern for employee well-being
3. Fairness in treatment
4. Supervisor support

Employee Performance

Employee Performance refers to the level of achievement attained by employees in completing their duties and responsibilities in accordance with organizational objectives. Mangkunegara (2017) states that employee performance is influenced by factors such as individual ability, motivation, and the work environment. Strong employee performance reflects effectiveness, productivity, and the ability to contribute to organizational success. According to Mangkunegara (2017), Employee Performance can be assessed through the following indicators:

1. Quality of work
2. Quantity of work
3. Timeliness
4. Responsibility

METHODOLOGY

This study adopts a quantitative research design with an explanatory approach to examine the causal relationships among Green Human Resource Management (GHRM), Organizational Culture, Organizational Commitment, Organizational Support, and Employee Performance. The population consists of all 121 employees of Office X. Since the population size is relatively small and known with certainty, a saturated sampling (census) technique was applied, resulting in all employees being included as research respondents.

Primary data were collected through questionnaires using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Data analysis began with descriptive statistics to describe respondent characteristics and research variables. Instrument quality was evaluated through validity and reliability tests, while classical assumption tests included normality, multicollinearity, and heteroscedasticity analyses.

Furthermore, hypothesis testing was conducted using linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2). To examine both direct and indirect relationships among variables, Path Analysis was employed. Organizational Support was positioned as the intervening variable mediating the effects of GHRM, Organizational Culture, and Organizational

Commitment on Employee Performance. The mediation effect was assessed through indirect effect analysis.

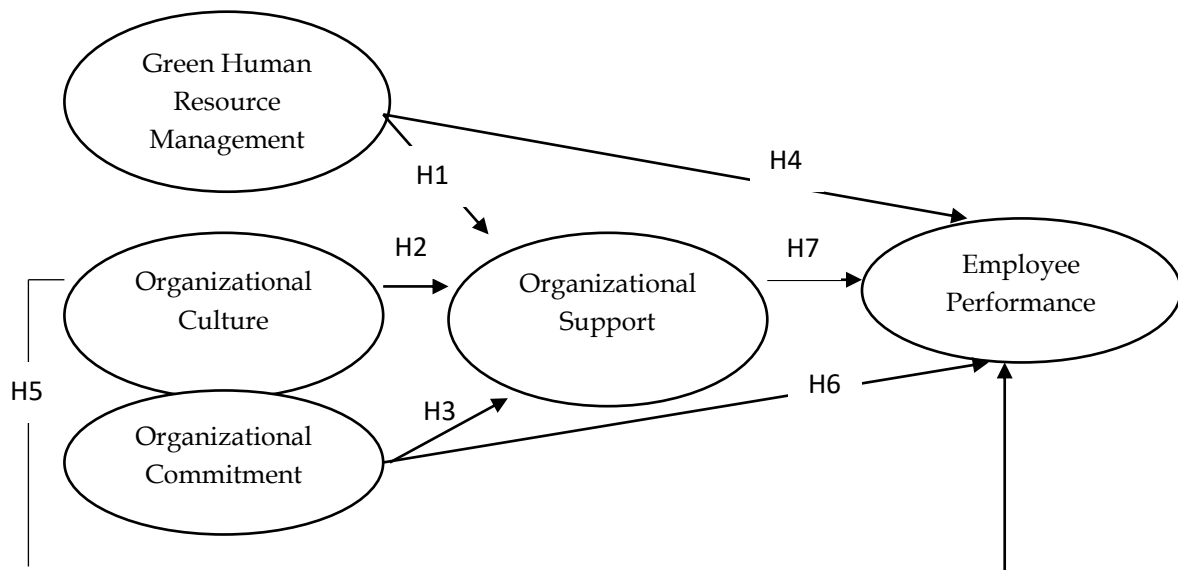


Figure 1. Conceptual Framework

Based on the conceptual framework of the study titled "The Influence of Green Human Resource Management, Organizational Culture, and Organizational Commitment on Employee Performance through Organizational Support as an Intervening Variable at Office X," the proposed hypotheses are as follows:

H1: Green Human Resource Management (GHRM) has a positive and significant influence on Organizational Support at Office X.

H2: Organizational Culture has a positive and significant influence on Organizational Support at Office X.

H3: Organizational Commitment has a positive and significant influence on Organizational Support at Office X.

H4: Green Human Resource Management (GHRM) has a positive and significant influence on Employee Performance at Office X.

H5: Organizational Culture has a positive and significant influence on Employee Performance at Office X.

H6: Organizational Commitment has a positive and significant influence on Employee Performance at Office X.

H7: Organizational Support has a positive and significant influence on Employee Performance at Office X.

H8: Green Human Resource Management (GHRM) has a positive and significant influence on Employee Performance through Organizational Support as an intervening variable at Office X.

H9: Organizational Culture has a positive and significant influence on Employee Performance through Organizational Support as an intervening variable at Office X.

H10: Organizational Commitment has a positive and significant influence on Employee Performance through Organizational Support as an intervening variable at Office X.

RESEARCH RESULT

Partial Test (t-Test)

Model	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	7.550	1.120		6.741	.000
H1: Green HRM -> Org Support	.325	.062	.310	5.242	.000
H2: Org Culture -> Org Support	.268	.059	.255	4.542	.000
H3: Org Commitment -> Org Support	.215	.065	.208	3.308	.001
H4: Green HRM -> Employee Performance	.302	.068	.290	4.441	.000
H5: Org Culture -> Employee Performance	.210	.072	.202	2.917	.004
H6: Org Commitment -> Employee Performance	.175	.074	.168	2.365	.019
H7: Org Support -> Employee Performance	.415	.086	.420	4.825	.000

Source: Data processed by SPSS 27, (2026)

Hypothesis Testing Analysis

Based on the path analysis results above, the following is the explanation for each hypothesis with a significance level of $\alpha = 0.05$ and a t-table value of t-tabel 1,658 (for n=121):

H1: Green HRM on Organizational Support. The significance value is $0.000 < 0.05$, with a t-count of $5.242 > 1.658$. Therefore, H1 is accepted, indicating that the implementation of environment-based HR practices increases employee perceptions of organizational support.

H2: Organizational Culture on Organizational Support. The significance value is $0.000 < 0.05$, with a t-count of $4.542 > 1.658$. Therefore, H2 is accepted, indicating that a positive work culture strengthens the sense of being supported by the organization.

H3: Organizational Commitment on Organizational Support. The significance value is $0.001 < 0.05$, with a t-count of $3.308 > 1.658$. Therefore, H3 is accepted, showing that highly committed employees feel more valued by the organization.

H4: Green HRM on Employee Performance. The significance value is $0.000 < 0.05$, with a t-count of $4.441 > 1.658$. Therefore, H4 is accepted, proving that Green HRM directly improves the effectiveness and quality of employee work.

H5: Organizational Culture on Employee Performance. The significance value is $0.004 < 0.05$, with a t-count of $2.917 > 1.658$. Therefore, H5 is accepted, as shared organizational values are capable of driving better performance achievement.

H6: Organizational Commitment on Employee Performance. The significance value is $0.019 < 0.05$, with a t-count of $2.365 > 1.658$. Therefore, H6 is accepted, showing that employee loyalty and emotional attachment have a positive impact on work productivity.

H7: Organizational Support on Employee Performance. The significance value is $0.000 < 0.05$, with a t-count of $4.825 > 1.658$. Therefore, H7 is accepted, indicating that when employees feel supported and their well-being is cared for, their performance increases significantly.

Path Analysis using Sobel

The following is the testing of the mediation effect of Organizational Support (Z) as a link between the independent variables and Employee Performance (Y):

Path Relationship	Direct Effect	Indirect Effect	Total Effect	Sobel Value (t-count)	Sig.	Result
H8: Green HRM -> POS -> Performance	0.302	0.135	0.437	3.548	.000	Significant
H9: Org Culture -> POS -> Performance	0.210	0.111	0.321	3.295	.001	Significant
H10: Commitment -> POS -> Performance	0.175	0.089	0.264	2.685	.007	Significant

Source: Data processed by SPSS 27, (2026)

Indirect Effect Analysis

H8: Organizational support is proven to mediate the influence of Green HRM on performance. This implies that environmental programs will be more effective in improving performance if employees feel the organization supports their contributions.

H9: Organizational culture improves performance through the mediation of organizational support. A healthy culture creates a sense of security and support that drives productivity.

H10: Organizational support is significantly capable of bridging the influence of commitment on employee performance at Office X.

Simultaneous Test (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5842.120	3	1947.373	71.770	.000 ^b
Residual	3174.250	117	27.130		
Total	9016.370	120			

Source: Data processed by SPSS 27, (2026)

Based on the ANOVA table, the significance value is $0.000 < 0.05$, and the calculated F-count is 71.770, which is significantly higher than the F-table value of 2.68 (for $df_1=3$, $df_2=117$). Therefore, it can be concluded that Green HRM, Organizational Culture, and Organizational Commitment simultaneously have a positive and significant effect on Employee Performance at Office X. This indicates that the regression model possesses a high level of Goodness of Fit and is highly reliable for predicting performance trends based on these variables.

Analysis of Determination Coefficient (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.648	.639	5.209

Source: Data processed by SPSS 27, (2026)

Referring to the table above, the R Square value is 0.648 or 64.8%. This result indicates that 64.8% of the variation in Employee Performance at Office X can be explained by the three independent variables examined in this study: Green HRM, Organizational Culture, and Organizational Commitment. The remaining 35.2% (100% - 64.8%) is attributed to other variables or factors outside of this research model that were not examined, such as work discipline, leadership style, physical work environment, or technical competency.

DISCUSSION***The Influence of Green HRM on Organizational Support***

Based on the hypothesis testing, Green Human Resource Management (GHRM) has a significant positive influence on Organizational Support at Office X. This indicates that when the organization implements environment-based HR practices such as green recruitment and environmental training employees perceive that the organization is forward-thinking and cares about broader values, including their role in sustainability. This aligns with the theory that eco-friendly policies enhance the employee-organization relationship. Theoretically, this supports Renwick et al. (2013), who state that GHRM practices signal organizational commitment to values that employees find meaningful, thereby increasing their perceived support.

The Influence of Organizational Culture on Organizational Support

The results show that Organizational Culture significantly influences Organizational Support. A work environment at Office X that is built on shared values, clear norms, and positive work habits makes employees feel more "backed" by the institution. A strong culture provides a sense of predictability and belonging. This follows Schein (2010), who argued that culture is the primary source of organizational identity. Consistent with Alfaina (2025), a healthy organizational culture acts as a foundation that makes employees feel their welfare and contributions are a priority.

The Influence of Organizational Commitment on Organizational Support

Organizational Commitment has a significant positive influence on Organizational Support. This suggests a reciprocal relationship where employees who are emotionally attached to Office X tend to perceive the organization's actions more positively. High commitment leads to a "psychological contract" where employees feel the organization supports them as much as they support the organization. This aligns with Meyer & Allen (1991), who suggest that affective commitment strengthens the bond of mutual trust between the employee and the employer.

The Influence of Green HRM on Employee Performance

Green HRM is proven to have a significant positive influence on Employee Performance. Implementing green practices improves efficiency and creates a more disciplined work atmosphere. At Office X, environmental training potentially increases technical skills and resource awareness, which directly boosts work quality. This finding mirrors Raspati et al. (2025), showing that integrating environmental aspects into HR functions is not just about "going green" but also about optimizing productivity and professional standards.

The Influence of Organizational Culture on Employee Performance

Organizational Culture significantly influences Employee Performance. A performance-oriented culture at Office X ensures that every employee understands their goals and the standards required. When values like integrity and service quality are deeply embedded, performance naturally improves. This study reinforces Desi et al. (2024), suggesting that culture serves as an informal control mechanism that drives employees toward achieving organizational targets effectively.

The Influence of Organizational Commitment on Employee Performance

Organizational Commitment has a significant positive influence on Employee Performance. Employees who feel a strong obligation and emotional tie to Office X are more dedicated to achieving high-quality results. High commitment minimizes absenteeism and increases focus on task completion. As noted by Nurmadani (2025), the loyalty inherent in organizational commitment is a direct internal driver of high work quantity and responsibility.

The Influence of Organizational Support on Employee Performance

Organizational Support shows a strong significant positive influence on Employee Performance. When employees feel that Office X values their contributions and cares about their well-being, they are motivated to reciprocate with higher performance. Support in the form of adequate facilities and supervisor assistance minimizes work stress. This adheres to Eisenberger's (1986) theory, where perceived support is the primary engine of employee effort and productivity.

The Role of Organizational Support in Mediating Green HRM on Performance

Organizational Support significantly mediates the relationship between Green HRM and Employee Performance. This implies that environmental programs (GHRM) will result in maximum performance only if employees feel supported by the organization during the transition to "green" practices. Support acts as the psychological mechanism that turns a "policy" into "action." This supports the mediation theory, proving that the technical benefits of GHRM are amplified by the emotional benefits of organizational support.

The Role of Organizational Support in Mediating Organizational Culture on Performance

Organizational Support significantly mediates the influence of Organizational Culture on Employee Performance. While a strong culture sets the rules, it is the perception of support that gives employees the confidence to excel within that culture. A positive culture fosters a supportive environment, which then serves as the bridge to superior performance. This aligns with Indar (2024), who found that support is the "grease" that allows the cultural gears of an organization to drive performance efficiently.

The Role of Organizational Support in Mediating Organizational Commitment on Performance

Organizational Support significantly mediates the relationship between Organizational Commitment and Employee Performance. Commitment provides the "will," but organizational support provides the "way." When a committed employee feels fully supported by Office X, their potential is fully realized in their performance outcomes. This underscores that the "behavioral bridge" of support is essential to turn internal loyalty (commitment) into tangible work results (performance), as suggested by Arviansyah & Saraswati (2025).

CONCLUSION

Based on the results of the data analysis, this study concludes that Employee Performance at Office X is significantly determined by the practices of Green Human Resource Management (GHRM), Organizational Culture, and Organizational Commitment. These findings confirm that the integration of environment-oriented HR policies, strong organizational cultural values, and the emotional loyalty of employees serve as the primary pillars in achieving optimal work productivity within the public sector.

Organizational Support (Perceived Organizational Support) was identified as playing a highly crucial mediating role. This proves that policies such as Green HRM or the strengthening of organizational culture will not have a maximum impact on performance if employees do not perceive tangible support or concern for their well-being from the agency. While Green HRM emerged as a variable providing a significant impact on work modernization, it is organizational support that acts as the psychological "bridge" transforming commitment and culture into tangible, high-quality work results at Office X.

RECOMMENDATIONS

To enhance employee performance in the future, the management of Office X is recommended to implement the following strategic steps:

1. Office X should begin to formally implement "environmentally friendly" criteria within performance appraisals and training programs. This not only supports environmental sustainability but also creates operational efficiencies that improve overall performance.
2. Given its vital role as an intervening variable, leadership is advised to be more proactive in providing appreciation for employee contributions and ensuring fairness in the provision of work facilities, so that employees feel fully supported by the organization.
3. Management needs to strengthen more open communication patterns and work habits. The organizational culture must be directed toward supporting public service innovation, ensuring that employees have clear guidelines for achieving performance targets.
4. It is recommended that the agency develops a reward system (both financial and non-financial) capable of maintaining the emotional attachment of employees, ensuring that the sense of duty (*normative commitment*) to deliver the best work results remains intact.

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