

THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT ON CORPORATE ENVIRONMENTAL PERFORMANCE AT PERUMDA TIRTA PASE, NORTH ACEH WITH EMPLOYEE ENVIRONMENTAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT AS INTERVENING VARIABLES

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Abstract

This study analyzes the effect of Green Human Resource Management (GHRM) on Corporate Environmental Performance (CEP). Additionally, this study examines the mediating roles of Employee Environmental Commitment (EEC) and Organizational Citizenship Behavior for the Environment (OCBE). The study used a sample of 120 employees from Perumda Tirta Pase North Aceh. Data analysis was conducted using path analysis with Structural Equation Modeling (SEM) through AMOS software. The results show that GHRM has a positive but insignificant effect on CEP. GHRM positively and significantly affects both EEC and OCBE. EEC has a positive and significant effect on CEP, whereas OCBE has a positive but insignificant effect on CEP. The mediation test results indicated that EEC could not mediate the effect of GHRM on CEP because the direct effect of GHRM on CEP was not significant. Similarly, OCBE cannot mediate the effect of GHRM on CEP for the same reason.

Keywords: *Green Human Resource Management, employee environmental commitment, organizational citizenship behavior for the environment, and corporate environmental performance.*

1. INTRODUCTION

As a clean water service provider, Perumda Tirta Pase in North Aceh faces significant challenges in maintaining its Corporate Environmental Performance (CEP). North Aceh's geographical conditions, which are prone to prolonged dry seasons and seawater intrusion, frequently threaten raw water availability. Furthermore, high levels of pipe leaks and aging infrastructure lead to decreased distribution efficiency. Wastewater treatment plants, such as sludge and chemical residues, also have the potential to pollute the environment if not managed properly. Furthermore, companies are required to comply with local and national regulations regarding environmental management, where violations can impact public reputation and trust. In this context, the implementation of Green Human Resource Management (GHRM) is crucial for strengthening environmental awareness and creating sustainable work practices. However, the implementation of GHRM at Perumda Tirta Pase remains suboptimal, particularly in the areas of recruitment, environmentally-based training, and incentive systems for employees who contribute to green initiatives.

The implementation of GHRM has a significant impact on improving CEP. If implemented effectively, GHRM can improve operational efficiency, reduce water leakage (water loss), optimize waste and energy management, and improve a company's image as an environmentally conscious organization. Conversely, weak GHRM implementation can lead to wasted resources, the risk of sanctions, and a diminished public reputation. Therefore, environmentally-based training, the integration of green indicators into performance appraisal systems, and awards for environmentally friendly innovations are crucial steps to strengthen environmental performance while maintaining corporate sustainability. Meanwhile, Corporate Environmental Performance (CEP) measures the extent to which an organization integrates environmental aspects into its business strategy and operational activities. CEP

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includes setting environmental targets, monitoring results, and evaluating the impact of company activities on the environment (Paillé et al., 2014; Hadjri et al., 2020). Renwick et al. (2013) emphasize that the human resources function plays a crucial role in improving environmental performance through employee competency development, integrating environmental issues into job descriptions, and increasing ecological awareness in the workplace. In addition, a company's environmental performance is also influenced by various factors, such as reducing pollution incidents, implementing environmentally friendly practices, efficient use of resources, and sustainable waste management (Montabon et al., 2007). Various studies have examined the relationship between GHRM, Organizational Citizenship Behavior for the Environment (OCBE), and environmental performance. GHRM practices such as environmentally-based recruitment, training, and rewards have been shown to positively influence OCBE (Saputro & Nawangsari, 2021; Anwar et al., 2020). OCBE acts as a mediating variable between GHRM and environmental performance (Malik et al., 2021; Anwar et al., 2020).

However, the influence of GHRM on environmental performance is not always direct, but rather through organizational commitment and employee behavioral factors (Iswantoro & Irmawati, 2024). According to Li et al. (2020), OCBE is a voluntary action by employees outside of formal duties to reduce the organization's negative impact on the environment and encourage sustainable business practices. Boiral and Paillé (2015), Lamm et al. (2014), and Ng (2016) explain that OCBE is influenced by individual characteristics, organizational policies, and social norms, while internal motivation and the work environment also reinforce this behavior (Rezapouraghdam et al., 2017). Recent research also shows empirical and methodological gaps in the study of GHRM and environmental performance (Hewapathirana et al., 2020). Several studies have shown that GHRM practices have a positive effect on OCBE and sustainable performance in various sectors, including public services and the manufacturing industry (Danilwan et al., 2020; Malik et al., 2021). Overall, these findings confirm that the implementation of GHRM can increase employee commitment and pro-environmental behavior, which ultimately contributes to improved corporate environmental performance and sustainability. Based on the description above, the researcher is interested in examining the Effect of Green Human Resource Management on Corporate Environmental Performance at Perumda Tirta Pase, North Aceh, with Employee Environmental Commitment and Organizational Citizenship Behavior for the Environment as Intervening Variables.

2. LITERATURE REVIEW

2.1 The Relationship Between Green Human Resource Management and Employee Environmental Commitment

Based on the development of the AMO (Ability, Motivation, Opportunity) theory and previous research journals conducted by Masri & Jaaron, 2017 and Pham, et al. 2019, there are three main components to measure GHRM practices, namely green training, green performance management, and green employee involvement. Green training is employee training based on the company's environmental policies that provide the necessary knowledge, skills, and attitudes (Jabbour, et al. 2010), green performance management shows a system to guide employees in aligning their behavior with the company's green goals (Pham, et al. 2019 and Govindarajulu & Daily, 2004), and green employee involvement aims to provide opportunities for workers to participate in environmental initiatives and activities (Pinzone et al. 2016). Environmental policies aimed at developing employee competencies (e.g., training programs) are very important for organizations to stimulate individual responsibility and engagement in the workplace (Pinzone, et al. 2016 and Pham, et al. 2019). Based on the description above, the following hypothesis can be formulated:

H₁: Green Human Resource Management has a positive effect on Employee Environmental Commitment at Perumda Tirta Pase, North Aceh.

2.2 The Relationship between Green Human Resource Management and Corporate Environmental Performance

Corporate environmental performance (CEP) is viewed as an organization's positive impact on the natural environment (Daily et al., 2012). Laten et al. (2018) also demonstrated that effective environmental management strategies facilitate organizational green goals such as environmental performance. GHRM can be an important dimension in improving a company's green performance. Such environmental training provides employees with relevant knowledge, attitudes, and skills (Jabbour et al., 2010), which can help employees identify environmental issues and take appropriate actions in the workplace to improve green performance (Vidal-Salazar et al., 2012). Similarly, evaluating employee environmental performance aligns behavior, ensures accountability, and focuses on

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environmental goals (Govindarajulu & Daily, 2004), which in turn improves a company's green performance (Guerci et al., 2016). Organizations that focus on employee engagement create opportunities for employees to apply their knowledge and skills in environmental activities, take green initiatives in the workplace (Pinzone et al. 2016), and provide innovative solutions to reduce waste and increase resource efficiency (Florida & Davison, 2001), which improves the company's environmental performance. Based on the above description, the following hypothesis can be formulated:

H₂: Green Human Resource Management has a positive effect on Corporate Environmental Performance at Perumda Tirta Pase North Aceh.

2.3 The Influence of Green Human Resource Management on Organizational Citizenship Behavior for the Environment

According to Boiral (2009), Organizational Citizenship Behavior for the Environment (OCBE) is understood as the voluntary, unrecognized behavior of employees that contributes to the organization's environmental goals. O'Donohue and Torugsa (2016) also argue that good GHRM policies can lead to changes in employee environmentally friendly behavior. Specifically, green training provides green knowledge and skills to employees, consequently improving their green ability to identify environmental problems (Govindarajulu & Daily, 2004 and Pham, et al. 2018). In addition, it also minimizes their negative impacts (Vidal-Salazar, et al. 2012). Therefore, employees become more aware of environmental standards and behave more proactively and promote the dissemination of environmental values to encourage voluntary green behavior by employees (Boiral, 2009). Green performance management is able to stimulate employee involvement in company programs related to the company's environment (Renwick, et al. 2013). Evaluating employee environmental performance. Based on the description above, the following hypothesis can be formulated:

H₃: Green Human Resource Management has a positive influence on Organizational Citizenship Behavior for the Environment at Perumda Tirta Pase, North Aceh.

2.4 Relationship between Employee Environmental Commitment and Corporate Environmental Performance

Commitment is one of the factors that differentiates human resource management from personnel management. Organizational commitment is the emotional inclusion of employees; employee identification and involvement are benchmarks that indicate employee commitment to the organization. The principle of commitment in integration is the value of sincerity regarding honesty in carrying out righteous actions. Therefore, organizational commitment is essential, as it will influence performance. This hypothesis is based on the research results of Asi et al. (2021), which found that Organizational Commitment has a positive and significant effect on Environmental Performance. Based on the description above, the following hypothesis can be formulated:

H₄: Employee Environmental Commitment has a positive effect on Corporate Environmental Performance at Perumda Tirta Pase North Aceh.

2.5 The Influence of Organizational Citizenship Behavior for the Environment on Corporate Environmental Performance

The results of a study conducted by Boiral et al. (2015) studied the impact of employee volunteer behavior on environmental issues of managers in manufacturing companies and found a significant relationship between manager involvement in employee volunteer behavior on environmental issues and environmental management practices in their organizations. Meanwhile, according to the results of a study by Paille et al. (2014), they examined the pro-environmental behavior of Chinese manufacturing organization workers and empirically proved that employee volunteer behavior on environmental issues has a positive effect on environmental performance. Although the aforementioned studies have examined the relationship between employee volunteer behavior on environmental issues and performance in the context of manufacturing organizations, this link has not been tested for employee environmental volunteer behavior of academic staff on environmental performance of universities. According to Rayner and Morgan (2018), it is unknown whether employees in universities engage in more or less environmental behavior compared to employees working in the industrial sector. Based on the above description, the following hypothesis can be formulated:

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H₅: Organizational Citizenship Behavior for the Environment has a positive influence on Corporate Environmental Performance at Perumda Tirta Pase, North Aceh.

2.6 The Influence of Green Human Resource Management on Corporate Environmental Performance with Mediation through Employee Environmental Commitment

Based on the AMO theory framework, employee attitudes such as employee commitment and behaviors such as employee organizational citizenship behavior can mediate the influence of HR practices on organizational performance (Katou et al., 2014). When employees have positive perceptions of HR practices in an organization, they are believed to concentrate on commitment to the organization, which then increases their organizational citizenship in the workplace (Kahoe & Wright, 2013). From an environmental perspective, the implementation of effective GHRM strategies can positively improve employee attitudes and behaviors for green activities and improve the company's environmental performance (Ren et al., 2018). Meanwhile, for EEC, GHRM practices (green training, green performance management, and green employee involvement) can provide knowledge, abilities, and skills regarding the environment (Jabbour et al., 2010). Consequently, this can stimulate their responsibility or sense of commitment to environmental issues around them. Thus, employees are more responsible for environmental activities and tasks aimed at meeting the organization's green targets, which, in turn, improves its environmental performance. This is consistent with Masri and Jaaron's (2017) argument that GHRM practices can help organizations advance CEP through EEC. Based on the above opinions, the hypotheses in this study are as follows:

H₆: Employee Environmental Commitment Mediates the Relationship between Green Human Resource Management and Corporate Environmental Performance at Perumda Tirta Pase, North Aceh

2.7 The Influence of Green Human Resource Management on Corporate Environmental Performance Mediated by Organizational Citizenship Behavior for the Environment

Similarly, environmentally oriented HR management strategies can promote employees' voluntary environmental behavior. This means that they are more willing to engage in corporate green programs to share green understanding and help others with environmental activities to improve the company's environmental performance. Paille et al. (2014) highlighted OCBE as a mediator in the relationship between strategic HR management and green performance. Kim et al. (2019) also found that the effect of GHRM on environmental performance is mediated by OCBE. GHRM practices (green training, green performance management, green employee involvement) provide green knowledge, abilities, and skills to employees, align their environmental behaviors, and provide them with opportunities to participate in environmentally friendly activities at work (Kim et al. 2019). When employees perceive a positive exchange relationship with their organization through these GHRM policies, they are more likely to reciprocate (Kim et al. 2019). This stimulates employees' environmentally friendly behaviors, for example, saving water and energy consumption, classifying waste, etc., which in turn, improves the organization's environmental performance. In addition, GHRM practices can help employees better understand environmental issues and the organization's environmental targets and policies, which can result in positive changes in employee responsibility and awareness of environmental issues (Jabbour & Santos, 2008), leading to more pro-environmental attitudes among employees, and preventing undesirable environmental attitudes (Jabbour, et al. 2010). In turn, this can encourage environmentally responsible behavior (e.g., OCBE) (Pinzone, et al. 2016). Therefore, OCBE can promote better environmental performance. Based on the above description, the following hypothesis can be formulated:

H₇: Organizational Citizenship Behavior for the Environment Mediates the Influence of Green Human Resource Management on Corporate Environmental Performance at Perumda Tirta Pase, North Aceh.

Based on the description of the expert opinion, the conceptual framework in this study is presented in Figure 1 below:

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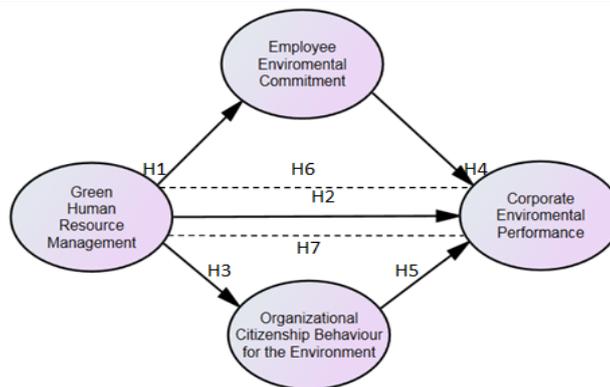


Figure 1 Conceptual Framework of the Research
Source: Developed by the Author

3. METHOD

This research design uses a quantitative research structure with a causality approach, namely to analyze the direct and indirect relationship between GHRM on EEC and OCE and their impact on CEP at Perumda Tirta Pase, North Aceh. The sampling technique uses purposive sampling. Data were collected using a structured questionnaire distributed to 120 employees of Perumda Tirta Pase, North Aceh. The questionnaire statement items were measured using a Likert scale covering the variables of GHRM, EEC, OCE, and CEP. The data analysis model uses Structural Equation Modeling and Analysis of Moment Structures (SEM-AMOS). SEM is a combination of two statistical concepts, namely the concept of factor analysis included in the measurement model and the concept of regression through a structural model.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Table 1 explains the characteristics of respondents in this study grouped based on number of visits, gender, age, education level, and length of service.

Table 1 Respondent Characteristics

Respondent Characteristics	Amount	%
Gender		
Male	86	72
Female	34	28
Total	120	100
Age		
25 – 30 years	21	18
31 – 40 years	52	43
41 – 50 years	37	31
Over 51 years	10	8
Total	120	100
Level of education		
Senior High School	65	54
Diploma 3	8	7
Bachelor	47	39
Total	120	100
Working Period		
1 – 10 years	65	54
11 – 20 years	34	28
21 – 30 years	19	16
Over 31 years	2	2
Total	120	100

Source: Research Results (2025)

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Table 1 above explains that the majority of respondents in the study were male, reaching 72%. In terms of age, the average age of the employees was between 31 and 50 years, or 74%, with 54% having a high school education and 39% having a bachelor's degree. In general, 54% of the employees had worked for between 1 and 10 years.

4.2 Results of Confirmatory Factor Analysis

The results of the confirmatory factor analysis (CFA) test and all loading factor values were found to be above 0.60, so it can be concluded that all variable indicators are acceptable because they meet the requirements of the CFA Model. The results of the CFA test are shown in Table 2 below:

Table 2 CFA Test Results

Item		Estimate	Cut Off Value	Conclusion
Green Human Resource Management				
GHRM1	Employee selection based on environmental values	0,729	≥ 0,60	Valid
GHRM2	Ongoing training	0,822		
GHRM4	Employee engagement	0,716		
GHRM5	A reward system that encourages sustainable behavior	0,686		
Employee Enviromental Commitment				
EEC2	Normative commitment	0,638	≥ 0,60	Valid
EEC3	Environmental Awareness	0,823		
EEC4	Participation in Environmental Programs	0,754		
EEC5	Engagement with Organizational Policies Regarding the Environment	0,630		
Corporate Enviromental Performance				
CEP1	Resource consumption	0,605	≥ 0,60	Valid
CEP3	The company has a strong commitment to continuously improve its environmental performance by aligning business and environmental interests.	0,814		
CEP4	The company has a commitment regarding the conformity of production processes and products produced with environmental regulations.	0,779		
CEP5	Pollution prevention	0,670		
Organizational Citizenship Behavior for the Environment				
OCBE5	Get information about environmental activities organized by the organization	0,705	≥ 0,60	Valid
OCBE6	Contribute positively to the company's image	0,743		
OCBE7	Spontaneously help others in caring for the environment	0,842		
OCBE8	Encourage others to be environmentally conscious	0,764		
OCBE9	Helping others express their opinions about environmental issues	0,625		

Source: Research Results (2025)

Table 2 shows that all indicators forming the research variables have a loading factor value of ≥ 0.6.0, which means that all indicators are acceptable because they meet the requirements stated by Ghozali (2013) regarding the Confirmatory Factor Analysis (CFA) criteria. Furthermore, this data can be used for the next stage of analysis.

4.3 Results of Construct Validity and Reliability Analysis

Construct validity indicates the extent to which an indicator represents the latent construct being measured. This means that the indicator used must truly reflect the theoretical concept so that the sample scores can be reliably represented by the population. Construct validity testing is generally conducted through factor analysis by examining factor loading values. An indicator is considered valid if it has a significant factor loading, with a standardized value

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of at least 0.50 and ideally ≥ 0.70 . The higher the factor loading value, the stronger the indicator is in explaining the latent variable. The results of the validity and reliability testing in this study are presented in Table 3 below:

Table 3 Results of Construct Validity and Reliability Tests

Variables	Construct Reliability (C.R)		Variance Extracted (V.E)		Description
	C.R	Cut Off	VE	Cut Off	
GHRM	0,828	> 0,70	0,548	> 0,50	Reliable
EEC	0.806	> 0,70	0.512	> 0,50	Reliable
OCBE	0.857	> 0,70	0.546	> 0,50	Reliable
CEP	0.811	> 0,70	0.521	> 0,50	Reliable

Source: Research Results (2025)

The data in table 3 explains that all variables used in this study have a C.R value greater than 0.70. The VE value is greater than 0.50. So it can be concluded that the data used in this study are valid and reliable.

4.4 Hypothesis Test Results

To explain the results of the hypothesis testing in this study, a comprehensive analysis of the research model and regression weight data was conducted. The results of the research model analysis and regression weight values are described in Figure 2 and Table 4 below:

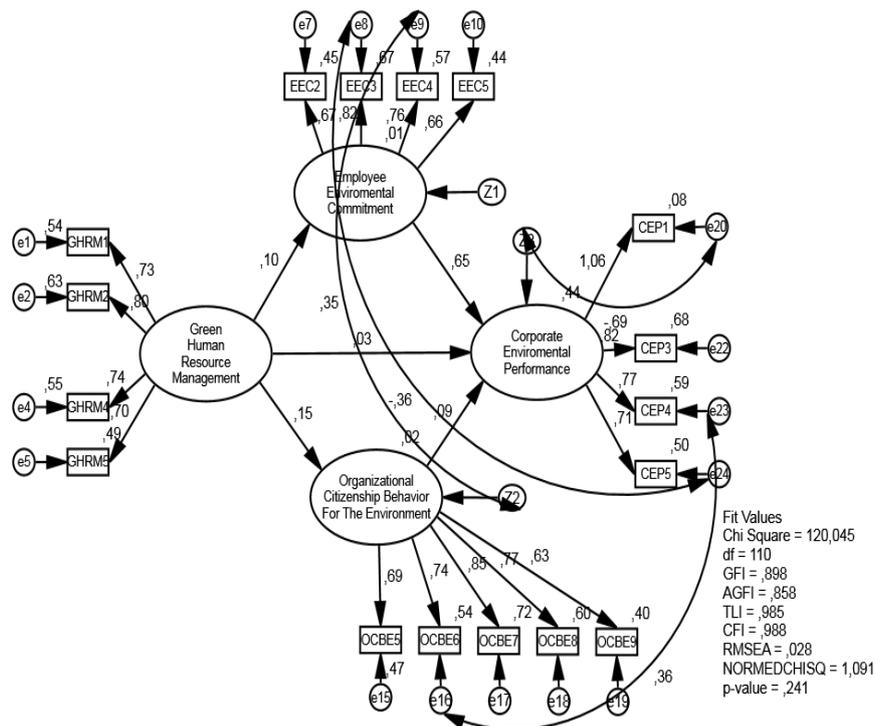


Figure 2 Results of Research Hypothesis Testing

Source: Research Results (2025)

Next, to see the fit value in the research model after modification, it can be seen in the following Table 4:

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Table 4 Goodness of Fit Model After Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
X ² -Chi-square	Expected Small	120.045	Good
Probability	≥ 0.05	0.241	Good
GFI	≥ 0.90	0.898	Good
AGFI	≥ 0.90	0.858	Good
CFI	≥ 0.95	0.988	Good
TLI	≥ 0.95	0.985	Good
CMIND/DF	≤ 2	1.091	Good
RMSEA	≤ 0.08	0.028	Good

Source: Research Results (2025)

Based on the table above, it can be explained that the structural model is generally statistically fit, and this value is greater than the value before modification, so this research model is generally considered fit. Next, the influence of exogenous variables on endogenous variables will be interpreted to explain the proof of the research hypothesis. The results of the proof of the research hypothesis are presented in Table 5 below:

Table 5 Hypothesis Test Results

			Estimate	S.E.	C.R.	P
GHRM	--->	EEC	0,098	0,120	0,881	0,378
GHRM	--->	CEP	0,034	0,080	0,509	0,611
GHRM	--->	OCE	0,152	0,100	1,438	0,150
EEC	--->	CEP	0,649	0,140	5,224	0,0001
OCBE	--->	CEP	0,090	0,080	1,332	0,183

Source: Research Results (2025)

Based on the table above, it can be explained as follows:

1. The Influence of Green Human Resource Management on Work Motivation

Based on the test results using SEM through the Amos program, it is proven that Green Human Resource Management has a positive influence on Employee Environmental Commitment. The results of the analysis prove that the probability value generated from the model is 0.378 (>0.05) so that it can be stated that there is no significant influence of Green Human Resource Management on Employee Environmental Commitment. This means that the better Green Human Resource Management will not increase Employee Environmental Commitment at Perumda Tirta Pase North Aceh. This means that the direct influence of Green Human Resource Management on Employee Environmental Commitment is weak so that to increase Employee Environmental Commitment at Perumda Tirta Pase North Aceh more effectively through Green Human Resource Management is not effective.

2. The Influence of Green Human Resource Management on Corporate Environmental Performance

Based on the test results using SEM through the Amos program, it is proven that Green Human Resource Management has a positive influence on Corporate Environmental Performance. The analysis results prove that the probability value generated from the model is 0.611 (>0.05) so it can be stated that there is no significant influence of Green Human Resource Management on Corporate Environmental Performance. This means that the better Green Human Resource Management will not improve Corporate Environmental Performance at Perumda Tirta Pase North Aceh.

3. The Influence of Green Human Resource Management on Organizational Citizenship Behavior for the Environment

Based on the test results using SEM through the Amos program, it is proven that Green Human Resource Management has an influence on Organizational Citizenship Behavior for the Environment. The results of the analysis prove that the probability value generated from the model is 0.150 (>0.05) so that it can be stated that there is no significant influence of Green Human Resource Management on Organizational Citizenship Behavior for the Environment. This means that the better Green Human Resource Management will not increase Organizational Citizenship Behavior for the Environment at Perumda Tirta Pase North Aceh. This means that the direct influence

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of Green Human Resource Management on Employee Environmental Commitment is weak so that increasing Organizational Citizenship Behavior for the Environment at Perumda Tirta Pase North Aceh is not effective through Green Human Resource Management.

4. The Influence of Employee Environmental Commitment on Corporate Environmental Performance

Based on the test results using SEM through the Amos program, it is proven that Employee Environmental Commitment has an influence on Corporate Environmental Performance. The results of the analysis prove that the probability value generated from the model is 0.0001 (<0.05) so that it can be stated that there is a significant influence of Organizational Citizenship Behavior for the Environment on Corporate Environmental Performance. This means that the better the Employee Environmental Commitment, the better the Corporate Environmental Performance at Perumda Tirta Pase North Aceh.

5. The Influence of Organizational Citizenship Behavior for the Environment on Corporate Environmental Performance

Based on the results of testing using SEM through the Amos program, it is proven that Organizational Citizenship Behavior for the Environment has an influence on Corporate Environmental Performance. The analysis results prove that the probability value generated from the model is 0.183 (>0.05), so it can be stated that there is no significant influence of Organizational Citizenship Behavior for the Environment on Corporate Environmental Performance. This means that improving Organizational Citizenship Behavior for the Environment will not improve Corporate Environmental Performance.

6. Mediation Effect Analysis (*Intervening*)

The mediation model was first introduced by Baron and Kenny (1986). Baron and Kenny explained the procedure for analyzing mediator variables simply through regression. Essentially, according to Baron and Kenny (1986), a variable can be said to be a mediator if the results are: (1) Path-c: significant (2) Path-a: significant (3) Path-b: significant (4) Path-c': not significant. To be declared a mediator, the relationship between X and Y in equation 3 must be insignificant (zero), or called complete mediation. However, if equations 1-3 are met, but equation 4 is not, then it is called partial mediation.

5. CONCLUSION

Based on the objectives and results of the research and the discussion outlined in the previous chapter, the following conclusions can be put forward:

1. The implementation of Green Human Resource Management (GHRM) has shown a positive, but statistically insignificant, effect on Employee Environmental Commitment. This indicates that the increase in GHRM practices at Perumda Tirta Pase, North Aceh, has not been substantially correlated with an increase in environmental commitment among its employees.
2. GHRM had an insignificant positive effect on Corporate Environmental Performance. This result implies that the current GHRM initiative at Perumda Tirta Pase, North Aceh, has not been able to directly improve overall Corporate Environmental Performance.
3. GHRM was also found to have an insignificant positive effect on Organizational Citizenship Behavior for the Environment. This finding suggests that employee empowerment efforts through GHRM have not effectively encouraged increased pro-environmental behavior outside of their formal duties at Perumda Tirta Pase, North Aceh.
4. The Influence of Employee Environmental Commitment on Corporate Environmental Performance: In contrast to previous findings, Employee Environmental Commitment shows a positive and significant influence on Corporate Environmental Performance. This confirms that the level of employee commitment to environmental issues is a crucial factor that can directly improve the Environmental Performance of Perumda Tirta Pase, North Aceh.
5. Organizational Citizenship Behavior for the Environment (OCBE) showed a positive, but insignificant, influence on Corporate Environmental Performance. Despite the positive trend, OCBE's contribution to improving the environmental performance of Perumda Tirta Pase, North Aceh, has not yet reached statistical significance.
6. Employee Environmental Commitment also did not play any mediating role in the relationship between Green Human Resource Management and Corporate Environmental Performance at Perumda Tirta Pase, North Aceh.

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This means that the impact of GHRM on environmental performance is not fully explained or mediated by Employee Environmental Commitment.

7. Organizational Citizenship Behavior for the Environment (OCBE) also did not demonstrate any mediation role in the relationship between Green Human Resource Management and Corporate Environmental Performance at Perumda Tirta Pase, North Aceh. This indicates that OCBE does not act as an effective bridge in transmitting the influence of GHRM on Corporate Environmental Performance.

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