

THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE'S WORK MOTIVATION AT DUTA WACANA CHRISTIAN UNIVERSITY YOGYAKARTA WITH GREEN LIFESTYLE AS A MODERATING VARIABLE

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ABSTRACT

Nowadays, many companies are competing to get involved in environmental greening programs. Awareness of the importance of the environment has also been implemented in several universities in Indonesia. One of the greening methods that currently most implemented by companies and universities in Indonesia is the Green Human Resource Management method. This method is considered to have a positive influence in developing environmentally friendly policies effectively and efficiently which will influence the performance and work motivation of employees at a university, which will influence the sustainability of the business environment. This method works by encourages employees to behave in an environmentally friendly manner in their daily activities at the workplace. This research aims to examine the influence of Green Human Resource Management (GHRM) on employee's work motivation at Duta Wacana Christian University with Motivation as a Moderating Variable. In the context of increasing environmental awareness, Green Human Resource Management is implemented to encourage sustainable behavior in the workplace. The difference in this research is how the implementation of Green Human Resource in the academic environment of private Christian University that maintains Christian values intact. Currently, the practice of green HRM is still very rarely found in the academic environment in Indonesia. The research method used was a quantitative survey with a sample over 200 employees, including lecturers and all of employee in Duta Wacana Christian University. Data is collected through questionnaires that measure Green Human Resource Management dimensions, such as training, environmental-based rewards, and employee work motivation practices. Data analysis was carried out using Statistical Program for Social Science approach. This research showed a positive results, where there is a positive and significant effects between Green Human Resource Management to Employee's Work Motivation in Duta Wacana Christian University. As a conclusion, this research aims to examine whether Green Human Resource Management practices can affect the performance of Duta Wacana Christian University's employees, that moderated by green lifestyle.

Keywords: Green Human Resource Management, Employee Motivation, Green Lifestyle, Moderating Variable, Higher Education, Yogyakarta

INTRODUCTION

Environmental degradation is a critical issue that requires immediate attention, especially in Indonesia, where the problem is severe due to increasing pollution. This deterioration of the environment has adversely affected air quality. Despite the current minimal impact of global warming, certain areas in

Indonesia are already feeling its effects, and the situation could worsen without proactive measures (Fathussalam, et al., 2023). Various entities, including businesses and educational institutions, are actively engaging in environmental preservation through initiatives like planting trees and managing waste. Indonesia is currently recorded as one of the potential and supported countries to implement this concept, because Indonesia is one of the countries with a relatively high level of pollution globally, and is one of the largest contributors to waste in the world. The existence of a new concept in the field of human resources in environmental management known as Green Human Resource Management. In its implementation, Green Human Resource Management is considered to open up significant growth opportunities for the related companies, where there is an opportunity for organizations to create a more environmentally friendly work environment and serve as a platform for organizations to develop the sustainability of the related organization (Purnama & Nawangsari, 2019).

Many organizations are adopting green business practices, including Green Human Resource Management, which aims to create a sustainable workforce that considers environmental impacts. Green Human Resource Management seeks to enhance organizational performance while reducing operational costs and fostering efficiency, contributing to long-term sustainability (Dr. Mondry, 2023). In the academic sector, institutions like Duta Wacana Christian University are beginning to implement Green Human Resource Management principles. Duta Wacana Christian University has initiated a program called "Aku Peduli" promoting environmental awareness and engagement among students and staff through community activities. This research aims to investigate how Green Human Resource Management affects employee performance at Duta Wacana Christian University, particularly focusing on how motivation moderates this relationship. Motivation is one of the aspects that comes from within a person (personal), which will affect that person's performance. The higher the motivation someone has, the better the impact on the performance practiced. Motivation is necessary for all human resources in every organization to possess. This is because motivation is one of the important elements that will influence a person's performance in the organization to achieve its goals, which is for the sustainability of the organization. Motivation is influenced by several factors, one of which is the supportive surrounding environment. This study hopes to provide insights that encourage more sustainable practices in higher education institutions in Indonesia.

The research will specifically examine Duta Wacana Christian University's employees, collecting data over two months by a questionnaires that measure over 200 employees inside Duta Wacana Christian University, and will analyze the impacts of Green Human Resource Management on job motivation, satisfaction, engagement, and productivity, while considering green lifestyle as a moderating factor. The findings could contribute to a deeper understanding of environmental sustainability within academic contexts and guide further implementation of Green Human Resource Management practices. The contributions of this research are this study can enhance understanding of the importance of self-awareness regarding environmental sustainability, and how the implementation of Green Human Resource Management affects life in the academic environment, particularly at Duta Wacana Christian University. This research also expected to provide input and encourage the relevant institutions to be aware of their environmental responsibilities and to take steps in preserving the environment, through the effective and efficient implementation of Green Human Resource Management practices. This research hopefully can enhance the understanding of Green Human Resource Management and the importance of applying the concept of Green Human Resource Management in the academic environment in Indonesia.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Green Human Resource Management

Along with the increasing attention from various sectors towards the environment, and the necessity of practices as a tangible manifestation of environmental concern, this has led to more vigorous calls to implement sustainable practices in daily life. Every organization in various sectors of human life today has the same responsibility, namely being accountable for health and environmental preservation. In this regard, every organization is also obliged to balance performance between the economy, society, and the environment. One tangible manifestation of this caring practice is the implementation of the Green Human Resource Management method. Green Human Resources Management, commonly

referred to as Green HRM, was first founded by Wehrmeyer in his book, which means that all activities and practices aimed at improving, developing, implementing, and enhancing the overall organizational system with the goal of developing more environmentally friendly organizational performance and objectives (Wehrmeyer, 1996). Meanwhile, according to (Opatha & Arulajah, 2014), Green Human Resource Management encompasses all activities involving the development, implementation, and maintenance of systems that emphasize employees within the organization based on green or environmentally friendly systems. Green Human Resource Management (Green HRM) has emerged as a critical area of study in the intersection of Human Resource Management (HRM) and Environmental Sustainability. As organizations increasingly recognize the importance of environmental stewardship, Green HRM practices aim to integrate environmental considerations into HR processes. This literary review explores the evolution, significance, and challenges of Green HRM, drawing on various academic sources. Green Human Resource Management aims to create awareness of sustainable environmental practices that provide a competitive advantage through a modern green system, enhance HR's awareness to adopt an environmentally friendly lifestyle, improve the company's reputation in the eyes of the public, and increase the company's operational efficiency (Hosain & Rahman, 2016). In this case, the role of Human Resource Management focuses on transforming employees with a conventional work system into a green-based work system. In general, Green HRM is a series of practices that encourage environmentally friendly behavior, implemented by employees in their workplace, with the aim of creating a healthier work environment.

Motivation

Motivation is a critical driver of human behavior, influencing individuals' choices, persistence, and performance across various contexts (Locke & Latham, 2006). In the workplace, understanding motivation is essential for enhancing employee productivity and satisfaction. The measurement of an individual's motivation can be conducted using various methods, including surveys with questionnaires, individual interviews, and field observations. Common indicators used to assess motivation include employee engagement, job satisfaction, and individual productivity in the workplace. Several factors that influence individual motivation in the work place, including work environmental, appreciation and recognition for performance, and also employee engagement, once the employee feels involved in their organization, they will feel increasingly motivated to work even better. One of the observers and experts in the field of Human Resource, named William Kahn, in his research developed a theory called Job Engagement Theory. This theory claims that work engagement becomes an indicator where individuals can be motivated to work well both physically and emotionally (Kahn & Fellows, 2013). This engagement will then influence each individual's job satisfaction. One of the factors affecting employee work engagement includes a supportive, safe, and positive work environment, which allows space for each individual to develop. In contrast, Herzberg said on his theory that called Herzberg's Two-Factor Theory that organizations should not only focus on the company's fixed policies but also on providing rewards and implementing training programs to enhance employee work motivation (Herzberg, 1966). Herzberg said that motivation are consists of two factors, namely the motivator factor with indicators as enhancers of job satisfaction (achievement, responsibility, recognition, and opportunities for development) and the hygiene factor with indicators to prevent job dissatisfaction such as the absence of salary increases and company policies. On the other side, John Stacey Adams also develop a theory that called as Equity Theory (Adams, 2013). This theory aims that an employee will feel motivated when they feel treated fairly in the work environment. In this theory, the work environment plays a very crucial role in influencing employee motivation. This theory emphasizes that every organization is encouraged to continuously create a positive and comfortable work environment for each of its employees, so that they will reciprocate with high work motivation. So, an employee's motivation may have an impact on their performance. When employees are highly motivated, they will perform well as well. On the other hand, their performance will suffer if they become less motivated.

Green Lifestyle

The concept of a green lifestyle, which emphasizes sustainability and environmental consciousness, has become increasingly popular in nowadays topics on global ecological preservation. This way of living promotes resource conservation, ethical consumption patterns, and actions that reduce environmental

harm. Due to this concept, educational institutions are compete to raising community awareness and encouraging sustainable practices. Adopting a green lifestyle also making an intentional attempt to change daily routines and consumption patterns to conform to ecological ideals, claim academics such as (UNESCO, 2017). Understanding both human behavior and the social and structural elements impacting it is necessary for this change. The theory of planned behavior, which has been improved upon in more recent research, continues to serve as a fundamental framework for understanding how people's decisions to adopt sustainable practices are influenced by their intentions, attitudes, and sense of control. For instance, (Kaiser, 2019) discovered that people are more inclined to embrace green practices, including cutting back on trash and using less energy, when they feel empowered and believe that societal norms support environmental responsibility. In addition, promoting a broad adoption of green lifestyles requires institutional reform. Although individual acts are crucial, (Hoffman & Henn, 2019) contend that they also require institutional frameworks and regulations that encourage sustainability. Governments can encourage people to adopt greener habits by, for instance, adopting laws that restrict the use of single-use plastics or offering subsidies for the use of renewable energy. As a conclusion, the green lifestyle is a complex idea formed by a range of theories and studies from experts in environmental psychology, education, and policy. We can better support sustainable practices in communities by understanding how social norms, individual behaviors, and systemic institutions interact.

Hypothesis Development

The implementation of Green Human Resource Management (GHRM) practices involves integrating environmental sustainability into HR processes, such as recruitment, training, and performance management. By promoting eco-friendly behaviors and values within the organization, Green Human Resource Management can foster a culture of environmental awareness among employees. This cultural shift may lead to increased employee engagement and commitment, as employees feel aligned with the organization's sustainability goals. Consequently, when employees perceive their workplace as environmentally responsible, they are likely to exhibit higher job satisfaction, motivation, and performance. Research suggests that organizations employing Green Human Resource Management practices can enhance employee performance through various mechanisms, such as improved job satisfaction and a sense of purpose. In the context of Duta Wacana Christian University, implementing Green Human Resource Management could lead to tangible benefits, such as reduced absenteeism and higher productivity. Based on the description, the following hypothesis can be concluded as

H1: There is a positive and significant influence between the Implementation of Green Human Resource Management and Employee's Work Motivation at Duta Wacana Christian University Yogyakarta.

Green Lifestyle plays a crucial role in determining how employees respond to Green Human Resource Management initiatives and their subsequent performance outcomes. When employees are feels interested to this lifestyle, they are more likely to engage with and support green initiatives implemented by their organization. This suggests that inspired employees may be more receptive to Green Human Resource Management practices, actively participating in environmentally friendly behaviors and initiatives, which can further enhance their performance. Thus, green lifestyle also can act as a catalyst that amplifies the positive effects of Green Human Resource Management on employee performance. At Duta Wacana Christian University, the interplay between Green Human Resource Management and employee motivation may reveal new insights into performance outcomes. For instance, employees with high motivation may take greater initiative in sustainability efforts, resulting in improved performance metrics compared to less motivated peers. Conversely, if motivation levels are low, the impact of Green Human Resource Management on performance might be diminished. This highlights the significance of fostering a motivating work environment alongside Green Human Resource Management practices to maximize employee performance. Based on the description, the following hypothesis can be concluded as

H2: Green Lifestyle can moderate the Implementation of Green Human Resource Management on Employee's Work Motivation at Duta Wacana Christian University Yogyakarta.

RESEARCH METHOD

The type of research applied in this study is a quantitative research. The aim of this quantitative research is to provide an in-depth understanding of the object being studied. Qualitative research describes a case as it is and in its context. In this study, the emphasis will be on analyzing the process of inference and the dynamics of the relationship between the observed case and its impact, using logic and processed data. The types of data in general are primary data and secondary data. Primary data, which is data directly obtained by the researcher for research purposes. This data will be obtained through observation in the form of interviews or the distribution of questionnaires to the relevant respondents and informants. In this research, the researcher will distribute a questionnaire containing several questions related to the research topic to the relevant respondents in order to obtain supporting primary data. As for secondary data, it is data that has been previously collected and reported by another researcher. In other words, secondary data is data obtained from a second source. Secondary data can be used as a complement to research data, to further increase the amount of information related to the research. Data collection methods are the most crucial step in a research study. The main objective of a research study is to collect as much data as possible for research purposes. The method that the researcher will use in this study is as follows questionnaire (researcher will distribute a questionnaire containing several questions related to the research topic to the relevant respondents to obtain supporting primary data), and with a literature study (a secondary data collection is conducted using various literatures such as books and national as well as international journals related to the research topic). Based on the explanation above, the research design framework will be structured as follows.

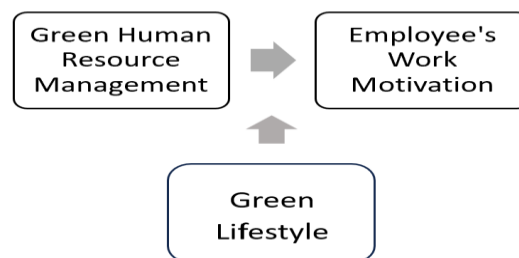


Figure 1.
Research Design Framework

At the stage of testing the research instrument, there will be two types of tests, namely validity test and reliability test. The validity test is used to determine whether the questionnaire is a legitimate research tool or not. To determine the validity of the questionnaire, a data processing tool called the Statistical Program for Social Science (SPSS) will be used, which will show a valid data test result. The criteria for evaluating the validity test are as follows:

1. If $r_{\text{counts}} > r_{\text{tables}}$, then the questionnaire item is valid.
2. If $r_{\text{counts}} < r_{\text{tables}}$, then the questionnaire item is not valid.

Therefore, the reliability test is used to measure the extent to which data or research results are consistent. In the reliability measurement, Cronbach Alpha is used, with the calculation as follows:

1. Result $\alpha > 0.60$ = reliable/consistent
2. Result $\alpha < 0.60$ = not reliable/inconsistent

On the other hand, for the Hypothesis Test. To demonstrate the influence of variable Y on variable X, a test called the Influence Test will be conducted. In its application, the Influence Test can be carried out using several methods, one of which is the Statistical Program for Social Science (SPSS).

RESULTS

Validity Test

The validity test in this study was measured using the calculation between the points of each question with the total points obtained as follows:

Table 1. Validity Test Calculation Results

Variable	Instrument Item	r _{counts}	r _{tables 5%}	Sign	Information
Green Human Resources Management	X1	0.520	0.306	0.000	Valid
	X2	0.449		0.000	Valid
	X3	0.628		0.000	Valid
	X4	0.434		0.000	Valid
Employee's Work Motivation	Y1	0.607	0.306	0.000	Valid
	Y2	0.610		0.000	Valid
	Y3	0.520		0.000	Valid
	Y4	0.520		0.000	Valid
	Y5	0.647		0.000	Valid
Green Lifestyle	Z1	0.587	0.306	0.000	Valid
	Z2	0.610		0.000	Valid
	Z3	0.583		0.000	Valid
	Z4	0.610		0.000	Valid
	Z5	0.556		0.000	Valid
	Z6	0.583		0.000	Valid
	Z7	0.610		0.000	Valid
	Z8	0.614		0.000	Valid
	Z9	0.664		0.000	Valid

Source: (Primary data processed, 2024)

Based on table 1 above, it can be seen that the results of the validity test on the variables Green Human Resource Management, Employee's Work Motivation, and Green Lifestyle show that the results of all questions asked by the researcher are valid. This is indicated by the significance value < 0.000 with the calculated $r_{counts} > r_{tables}$.

Reliability Test

Table 2. Reliability Test Calculation Results

Alpha Cronbach	Criteria
0,932	Reliable

Source: (Primary data processed, 2024)

Based on table 2, the results of the reliability test of all variables can be stated as reliable, because the value of Cronbach's Alpha > 0.06 , so the results of all variables show consistency and are worthy of being tested to the next test.

Coefficient of Determination Test (R²)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.637 ^a	.406	.403	1.09054	1.693

a. Predictors: (Constant), Prog

b. Dependent Variable: Kinerja

Figure 2.
Result of Coefficient of Determination Test (R²)

Source: (Primary data processed, 2024)

Based on Figure 2 above, the result of Adjusted R Square is 0.403 which means that 40% of the dependent variable (Employee's Work Motivation) can be explained by the independent variables (Green Human Resource Management) with the moderation variable Green Lifestyle. The remaining 60% is explained by other factors outside the research model.

Partial Test (T-Test)

Model		Unstandardized Coefficients		Coefficients ^a		t	Sig.
		B	Std. Error	Standardized Coefficients Beta			
1	(Constant)	3.836	.792			4.842	.000
	Prog	.146	.012	.637		11.943	.000

a. Dependent Variable: Kinerja

Figure 3.
Result of Partial Test (T-Test).
 Source: (Primary data processed, 2024)

Based on the SPSS output results in Figure 3, it is shown that the t-count of the Green Human Resource Management variable on performance is 11.943. While the t-count calculation with n of 30 is 1.697. This shows that t-count > t table, where 11.943 > 1.697 with a sig value of 0.000 which means > 0.05. Thus, it can be concluded that H1, that means there is a positive and significant influence between the Implementation of Green Human Resource Management and Employee’s Work Motivation at Duta Wacana Christian University Yogyakarta.

Model Test (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.621	1	169.621	142.625	.000 ^b
	Residual	248.559	209	1.189		
	Total	418.180	210			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Prog

Figure 4.
Result of Model Test (F-Test)
 Source: (Primary data processed, 2024)

Based on the SPSS results from the figure 4 above, it is shown that the calculated F value is 142.625, while the table F value is 3.89, with the sig value 0.000 which means > 0.05, that showed there is a positive effect of Green Human Resource Management to Employee’s Work Motivation, with Green Lifestyle as the Moderating Variable.

Moderated Regression Analysis (MRA) Test

1. First Regression Equation

Model		Unstandardized Coefficients		Coefficients ^a		t	Sig.
		B	Std. Error	Standardized Coefficients Beta			
1	(Constant)	3.836	.792			4.842	.000
	Prog	.146	.012	.637		11.943	.000

a. Dependent Variable: Kinerja

Figure 5.
Result of MRA Test
 Source: (Primary data processed, 2024)

Through Figure 5, it is known that the significance value of the Green Human Resource Management variable is 0.000 (< 0.05), which shows that the implementation of Green Human Resource Management has a significant effect on Employee's Work Motivation.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.637 ^a	.406	.403	1.09054	1.693

a. Predictors: (Constant), Prog
b. Dependent Variable: Kinerja

Figure 6.
Result of MRA Test

Source: (Primary data processed, 2024)

The RSquare value in the first regression equation is shown at 0.406, which means that it can be concluded that the Green Human Resource Management variable intervention has an effect of 40.6% on Employee's Work Motivation.

2. Second Regression Equation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.666	.687		12.613	.000
	Prog	-.053	.017	-.234	-3.067	.002
	Mod	.014	.001	1.016	13.317	.000

a. Dependent Variable: Kinerja

Figure 7.
Result of MRA Test

Source: (Primary data processed, 2024)

It is known that the significance value of the Green Human Resource Management variable with Motivation is 0.000 (< 0.05) which indicates that the Green Lifestyle variable is capable enough to moderate the influence of the Green Human Resource Management variable on Employee's Work Motivation.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.824 ^a	.679	.676	.80315	1.989

a. Predictors: (Constant), Mod, Prog
b. Dependent Variable: Kinerja

Figure 8.
Result of MRA Test

Source: (Primary data processed, 2024)

The RSquare value in the second regression is shown at 0.679 which means that the intervention of the Green Human Resource Management variable on the Employee's Work Motivation variable after being moderated by the Green Lifestyle variable is 67.9%. Thus, it can be concluded that Hypothesis (H2) can be accepted as well because the Green Lifestyle moderation variable is able to increase the influence of the Green Human Resource Management variable on the Employee's Work Motivation variable of employees at Duta Wacana Christian University Yogyakarta.

DISCUSSION

One of the main issue of this research is how the role of Green Human Resource Management in promoting environmentally responsible behaviors among employees. Moreover, this research also underscores the importance of motivation as a moderating variable. Motivation, both intrinsic and extrinsic, plays a crucial role in determining how effectively employees engage with Green Human Resource Management initiatives. Employees who are motivated are more likely to embrace green practices and incorporate them into their daily work routines. This finding suggests that organizations should not only focus on implementing Green Human Resource Management practices but also invest in fostering a motivating work environment that inspires employees to commit to sustainability. Employees who adopt green practices may experience increased job satisfaction, reduced stress, and a stronger connection to their organizational values, all of which can enhance overall productivity. The positive relationship observed between green lifestyle practices and employee performance in this study supports the assertion that environmentally friendly behaviors can enhance job satisfaction and organizational commitment. Furthermore, the moderating role of motivation reinforces the idea that motivated employees are more likely to engage in sustainable practices, as highlighted by (Cheung, Wong, & Wu, 2020), who found that intrinsic motivation significantly influences employee participation in environmental initiatives. This research's results also suggest that organizations should not only implement Green Human Resource Management practices but also cultivate an environment that enhances employee motivation, thereby maximizing the impact of sustainability efforts on performance outcomes.

The concept of a green lifestyle is increasingly new nowadays, particularly as organizations aim to enhance sustainability and employee performance through Green Human Resource Management. A green lifestyle shows a range of environmentally friendly practices, such as recycling, energy conservation, and sustainable activity, which contribute to ecological balance and promote a green culture that will support sustainability within organizations (Geng, Mansouri, & Duflou, 2019). This research explores the significance of adopting a green lifestyle and its impact on employee performance at Universitas Kristen Duta Wacana Yogyakarta, emphasizing the role of motivation as a moderating variable. Adopting a green lifestyle in the workplace are somehow important for several reasons. First, it aligns with global efforts to combat climate change and environmental degradation. As an educational institutions that commit to sustainability, they need to create an opportunities for employees to engage in eco-friendly practices that resonate with their personal values. Research shows that when employees actively participate in green programs, they have a higher levels of job satisfaction and commitment to their organization (Wright & Nyberg, 2017). This shows a connection between personal and organizational values fosters a sense of belonging and purpose, which can significantly enhance overall employee performance. In the context of Green Human Resource Management, integrating green lifestyle practices into organizational policies and culture can have a profound impact. By promoting sustainability through training programs, performance evaluations, and recognition schemes, organizations can cultivate an environment where eco-friendly behaviors are not only encouraged but expected. According to (Liu, Li, & Li, 2021), intrinsic motivation founded plays a key role in driving employees to adopt sustainable behaviors. When employees feel motivated to engage in green practices, they are more likely to integrate these behaviors into their daily routines, which can lead to improved performance outcomes. Moreover, motivation acts as a critical moderating variable in the relationship between Green Human Resource Management and employee performance. As identified in this research, motivated employees who embrace green lifestyles are more likely to contribute positively to their organization. When employees are engaged in sustainable practices, they often inspire their friends to adopt the similar behaviors, and will impacting on make a collective commitment to environmental sustainability in the related organizations.

Employee performance is an important concern in a company. The better the employee's performance, the better the company's image in growing and developing a good work environment system. When the work environment implements a positive system or policy, of course it will also have a positive effect on the performance of the company's employees. The same is true for the academic environment. When a university implements an environmentally friendly policy, it is hoped that the policy will also affect the lifestyle of the university's internal staff. The implementation of Green Human Resource Management in a university environment can be realized in the form of implementing a Green

Lifestyle. The form of Green Lifestyle implemented by Duta Wacana Christian University consists of two types of programs, namely the Aku Peduli and Eco-Friendly Tap Water programs. The Aku Peduli program is a new program introduced in the Duta Wacana Christian University environment. This program carries the concept of caring for the surrounding environment. In other words, this program has a focus and goal to foster a caring attitude among employees towards the surrounding environment. To realize the objectives of the program, activities were created that support the realization of the objectives of the program, including community service to clean the campus environment, fundraising for sick fellow employees, joint healthy exercise, free health checks for employees on a regular basis, and regular healthy walking programs. With this program, it is hoped that all employees of Duta Wacana Christian University, both lecturers and academic staff, can work together better in terms of concern and good performance in the work environment. Similar to the Aku Peduli program, the Eco-Friendly Tap Water program is also implemented with the aim of encouraging Duta Wacana Christian University employees to adopt a more environmentally friendly lifestyle. With the presence of Eco-Friendly Tap Water, it is hoped that it can encourage employees to bring their own drinking bottles and reduce the consumption of drinks with non-recyclable packaging. Since the implementation of Eco-Friendly Tap Water, all employees at Duta Wacana Christian University are encouraged to no longer use bottled drinking water, both in daily activities and when attending meetings. This is not only aimed at reducing plastic waste, consuming packaged drinks for a long period of time is also not good for the health of the body. So with the presence of these two programs, it is expected to be able to make employees at Duta Wacana Christian University healthier, and also to preserve the environment around the campus.

Based on the test results in Figure 3 (Partial Test results), it can be concluded that Green Human Resource Management in the form of Green Lifestyle is able to influence Environmental Performance by 11.943 with a significance level of 0.000. This shows a positive and significant influence. Through the test results, a conclusion was obtained that the implementation of the Green Human Resource Management system through Green Lifestyle practices can encourage employees to improve their performance in the work environment. In addition, the implementation of Green Lifestyle practices also shows that Duta Wacana Christian University employees care about environmental sustainability issues. So, with these practices, it becomes a forum and means for them to show their concern for the surrounding environment. So it can be concluded that H1 can be accepted, because the implementation of the Green Human Resource Management system through Green Lifestyle practices at Duta Wacana Christian University Yogyakarta, makes employees increasingly care about the surrounding environment, and improve their performance every day when they feel the benefits of a cleaner and healthier environment, through programs offered by the university. The results of the H2 test can be seen in Figure 3 (MRA Test Results), indicating that the influence of Green Human Resource Management on Employee's Work Motivation mediated by Green Lifestyle shows a significance value of 0.000 where the appropriate significance value should be < 0.05 . Through these results, it can be concluded that the Green Lifestyle variable is able enough to moderate the influence of the Green Human Resource Management variable on Employee's Work Motivation.

CONCLUSION, LIMITATION, SUGGESTION

Conclusion

The research entitled "The Influence of Green Human Resource Management through Green Lifestyle Practices on Employee Performance at Universitas Kristen Duta Wacana Yogyakarta with Motivation as a Moderating Variable" shows a number of important results. It demonstrates how the implementation of green lifestyle by employees are greatly impacted by the use of Green Human Resource Management (GHRM), which in turn improves Employee's Work Motivation. Furthermore, the findings show that Green Lifestyle is the key moderator in this connection, enhancing to embrace the benefits of Green Human Resource Management for performance outcomes and lifestyle behaviors. According to these findings, Green Human Resource Management's programs should be given top priority by universities (especially in Indonesia) in order to encourage employees to adopt eco-friendly practices in their daily lifestyle. Institutions can also enhance employee engagement and performance by incorporating motivational techniques into Green Human Resource Management procedures. Overall, this research underscores the importance of a holistic approach to sustainability in human

resource management, which not only benefits organizational performance but also contributes to a more sustainable future.

Limitation

It is important to recognize the various limitations of this study on the impact of green living practices and Green Human Resource Management (GHRM) on employee performance at Universitas Kristen Duta Wacana Yogyakarta, using motivation as a moderating variable. The sample size comes first. Because of the small sample size used in the study, it might not accurately reflect the entire workforce. Results from a larger and more varied sample might be more broadly applicable. This might happen because of the necessity of greater involvement and better focus from the leaders of every team, unit, and faculty at Universitas Kristen Duta Wacana when they need to inform and ask their members to complete research questionnaires. For a more thorough understanding, future research should take these extra factors into account. Future studies that address these constraints may yield more profound understandings of the relationships between green living habits, employee performance, and Green Human Resource Management dynamics.

Suggestion

Several recommendations can be made in order of the studies finding regarding the impact of green lifestyle practices and green human resource management (GHRM) on employee performance at Universitas Kristen Duta Wacana Yogyakarta. The first suggestion is to improve Green Human Resource Management initiatives. The programs that support sustainable practices should be implemented and improved by organizations. To encourage staff members to embrace green practices, this could involve training initiatives, awareness campaigns, and recognition programs. The second is to incorporate motivational techniques. Creating motivational techniques that complement Green Human Resource Management procedures is essential. This can entail establishing specific sustainability objectives, offering rewards, and creating a welcoming atmosphere that motivates staff members to adopt eco-friendly lifestyle choices. The last one, promote community engagement. By encouraging employees to engage in community-based environmental initiatives, it can strengthen their commitment to green practices and improve overall organizational performance.

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