International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Application Of Green Human Resource Management in Influencing The Environment Of Modern Organizations

Sudung Simatupang[1], Marto Silalahi[2], Hendrick Sasimtan Putra[3], Debi Eka Putri[4], Marisi Butarbutar[5]

[1,2,3,4,5]Sultan Agung College of Economics

Corresponding author: selitaefraim@gmail.com

Abstract

Green Human Resources Management (GHRM) is a strategic approach to human resource management that integrates sustainability values and environmentally friendly practices within organizations. This study indicates that the implementation of GHRM has a positive and significant impact on the modern organizational environment by improving resource efficiency, reducing negative environmental impacts, and fostering a sustainability-oriented work culture. Furthermore, GHRM contributes to enhancing corporate image, employee loyalty, and organizational competitiveness in an era where social and ecological responsibility are highly demanded. Thus, GHRM can serve as a key pillar in building modern organizations that are adaptive, innovative, and oriented toward long-term sustainability.

Keywords: Green Human Resources Management, Modern Organizations, Sustainability, Resource Efficiency

INTRODUCTION

The dynamics of organizational growth today have undergone significant changes over time, organizational theory has attempted to bring management philosophy personnel to a more realistic understanding of its fundamental role (Hilgert 1964), organizations that used to adhere to traditional ideas have changed to adherents of modern organizational ideas, where traditionally, organizations are seen as intermediaries to achieve goals and objectives (Őnday 2016). Effective organizational management plays an important role in sustainable organizational developmen

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

(Wongmajarapinya, Channuwong, and Pratoomsawat 2024) whereas in modern organizations, that organization is defined as a designed and structured process in which individuals interact to achieve goals (Haque and Rehman 2014). Modern organization theory was first reviewed to emphasize that the means used to achieve organizational control depend on the organization's environment and technology (Sathe 1978), where for the current organizational environment model applies more to the application model of the modern organizational environment.

The modern organizational environment refers to the constantly evolving internal and external context in which organizations currently operate and must adapt quickly. Technological change, globalization, as well as social and environmental demands make the modern organizational environment more dynamic, complex, and uncertain, and this modern organizational environment develops strategies, manages changes and emerging challenges and tries to identify strategies that improve performance while driving sustainability through human potential (Markaki and Chadjipadelis 2023). The adoption of innovative technologies in modern work environments has posed new challenges for human resource management, ranging from talent competition and mobility to instability and complexity (Capotescu, Mălăieș, and Șoim 2020), it helps organizations understand the resource flows, power dynamics, and dependencies that exist between the organization and its environment.(Kiplimo 2023). To measure the success of a modern organizational environment can use measures of the external environment and also the internal environment. Although sometimes it is found that the management of the organization is still unable to change the paradigm of managing the organizational environment from the classical model to the modern organizational model, because modern theory has the view that organizations are open and complex (Sumadi and Ma'ruf 2020)

To overcome this, it is necessary to manage human resources based on environmentally friendly, which is comfortable and shady in the organization, and this can be done by applying the concept of Green Human Resource Management. Green HRM refers to managing human resources with a focus on integrating sustainable and environmentally responsible principles into all functions, such as recruitment, training, performance appraisal, to compensation, and green human resources management is able to describe organizational efforts to address environmental issues (Li et al. 2024).

The concept of green human resources management has been developed and its purpose is to support organizations in achieving environmental goals, energy efficiency, and sustainable work behavior. In order for the concept of green human resources

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

management to run well, it is necessary to apply the measurement methods of Green Human Resources Planning, Green Job Design and Analysis, Green Recruitment, Green Selection, Green Induction, Green Performance Evaluation, Green Reward Management, Green Health and Safety Management, Green Employee Dicipline, and Green Employee Relations (Opatha and Hewapathirana 2019), green human recources management may be more directly beneficial to external stakeholders, while general human recources management practices mainly focus on improving organizational performance or profit (Tang et al. 2018), however, there are times when the application of green human resources management often does not reach the target, because the top management of the organization lacks support so that the organizational culture is always stagnant, then the ability of the available resources is still lacking, because there are still many human resources in the organization that come from old recruitment patterns, so they are less able to adapt to changes in the organizational environment, even though green human resource management primarily emphasizes effective organizational management to encourage employees to adopt environmentally friendly behaviors, which in turn enhances the company's operational performance (Lo et al. 2012).

LITERATURE REVIEW

Green Human Recource Management

Sustainability of environmentally sound companies is not only limited to euphoric incentives for a program/policy, but also increasing the active role of human resources in the community (Esthi and Setiawan 2023), the practice of green human resources management is a program that can improve company performance well because basically this practice brings energy savings with awareness in changing employees who used to work normally to become green employees or want to care about the environment (Zientara and Zamojska 2018). Green HRM is not just a trend, it is a strategic necessity for modern organizations that want to remain competitive, socially responsible and environmentally friendly. It ensures that human resources are aligned with the long-term goals of the organization. Green human resource management can be seen as a comprehensive and integrated HR practice that develops, implements, and maintains systems to ensure employees work effectively while fostering environmentally responsible behavior for the benefit of individuals, society, and the environment (Abdurachman, Arafah, and Kusnad 2022).

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Modern Organizational Environment

The modern organizational environment refers to the dynamic and complex environment in which businesses currently operate. This environment is shaped by rapid technological advances, globalization, environmental challenges, evolving workforce expectations, and social responsibility, in modern organizations, the coexistence of different generations within the same environment is a frequent occurrence (Markaki and Chadjipadelis 2023), for organizations to successfully adapt to emerging challenges, leadership and HR management must first recognize generational differences, integrate them effectively into the workplace, and appreciate the added value of their coexistence (Putre 2013), organisation operating in rapid changing environments also need to utilize the explicit formal models for the intention of satisfying their employee and boosting their productivity (Imonikhe 2024). The modern organizational environment is characterized by a dynamic, adaptive nature, as well as an emphasis on cooperation, agility, and continuous improvement. In an era influenced by technological advancement, globalization, and rapid change, organizations are required to continuously adapt and evolve in order to remain competitive, key features include flatter organizational structures, teams working independently, and data-driven decision-making approaches.

RESEARCH METHODS

The research method carried out with quantitative methods, where the research population is workers in Pematangsiantar City, both those who work in the government and private sectors, to get respondents' answers using google form, with a period of 1 month, namely July 2025. , with a period of 1 month, namely July 2025, and using the accidental sampling method, 64 workers were obtained as research samples. The results of the response answers will be tested for validity and reliability, where the valid test is carried out if the correlation value is ≥ 0.30 (Taherdoost, Sahibuddin, and Jalaliyoon 2014), and for the reliability test is obtained with the condition that the Cronbach's alpha value is ≥ 0.70 (Eisingerich and Rubera 2010). To get the results of the direction coefficient of the variables, use the simple regression test, used with the formula $Y = \beta 0 + \beta 1X + e$ (Bevans. 2020), then in order to know the results of the hypothesis, a partial test is carried out, where the hypothesis is: That Green Human Recouces Management is not able to influence the modern organizational environment or that green human recouces management is able to influence the modern organizational environment.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESULTS AND DISCUSSION

RESULT

Validity Test and Reliability

Table 1: Validity Test

Variables	Validity Test		
	Correlation	**t count**	**Criteria**
Green Human Resource Management	0,30	0,648	Valid
Modern Organizational Environment	0,30	0,687	Valid

The t-value in Table 1 for the Green Human Resource Management variable is 0.648 and for the Modern Organizational Environment variable is 0.687, while the correlation value limit is 0.30. These results indicate that the t-value is greater than the correlation value limit, meaning that the Green Human Resource Management and Modern Organizational Environment variables meet the validity criteria.

Table 2: Reliability Test

Variables	Reliability Test		
	Cronbach's alpha	**t count**	**Criteria**
Green Human Resource Management	0,70	0,956	Reliable
Modern Organizational Environment	0,70	0,941	Reliable

Next, the t-value in Table 2 for Green Human Resource Management is 0.956 and for Modern Organizational Environment is 0.941, while the limit for Cronbach's alpha is 0.70. These results indicate that the t-values for the variables Green Human Resource Management and Modern Organizational Environment > Cronbach's alpha, so it can be concluded that the variables Green Human Resource Management and Modern Organizational Environment meet the reliability criteria.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Simple Regression Equation

Table 3: Simple Regression Equation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	12,755	4,607		2,768	,007
	Green Human Resources Management	0,475	,035	,864	13,497	,000

a. Dependent Variable: Modern Organizational Environment

The discussion of the simple regression equation in Table 3 shows the results of the equation Y = 12.775 + 0.475 X, which means that when the constant value is 12.775 and the value of Green Human Resources Management is 0, then the value of Modern Organizational Environment is 12.755, and the result for the regression coefficient is 0.475. This result indicates that when the value of Green Human Resources Management increases by 1, the value of the Modern Organizational Environment variable increases by 0.475. Furthermore, from the results of the equation, it can be concluded that Green Human Resources Management has a positive directional coefficient toward Modern Organizational Environment, in other words, the stronger the implementation of Green Human Resources Management practices, the more modern, adaptive, and sustainable the organization's environmental management system becomes.

Partial Hypothesis Testing

Table 4: Partial Hypothesis Testing

Model		t	Sig.
	(Constant)	2,768	,007
	Green Human Resources Management	13,497	,000

a. Dependent Variable: Modern Organizational Environment

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

To obtain answers to the existing hypotheses, it is necessary to compare the calculated t-value and significance value in Table 4 with the t-table value and the probability limit α 0.05. The t-table value can be obtained using the formula (df) = (n-2) = 64-2 = 62 = 1.998. Therefore, if we look at the calculated t-value of 13.497 and the t-table value of 1.998, it means that the calculated t-value > t-table value, and the calculated significance of 0.000 < α 0.05. From this analysis, it can be concluded that Green Human Resources Management (GHRM) can positively and significantly influence the modern organizational environment. GHRM is an important strategy in modern organizations because it integrates environmentally friendly practices into recruitment, training, and performance evaluation systems. The implementation of GHRM encourages employees to be more concerned about sustainability, resource efficiency, and reducing negative impacts on the environment. Additionally, GHRM enhances the company's reputation as a socially and ecologically responsible organization. Thus, GHRM has a positive and significant influence on the creation of an organizational culture oriented toward long-term sustainability.

DISCUSSION

Green Human Resource Management is not just a passing trend, but is now a crucial part of today's organizational strategy, and one important aspect of implementing green behavior in companies is environmentally friendly human resource management practices (Kania 2024). By adopting the principles of environmental sustainability in human resource practices, companies can minimize their ecological impact, strengthen the implementation of corporate social responsibility, attract a superior workforce, gain a competitive advantage, and meet applicable legal requirements. The implementation of Green Human Resource Management is a strategic step for organizations that want to emerge as responsible business entities and leaders in sustainability, with transformative power in shaping the modern management environment, as well as an approach that can improve the quality of workers while supporting environmental sustainability (Aryanti et al. 2024). By promoting environmentally conscious behavior and aligning human resources practices with sustainability goals. Green Human Resources Management is a human resource management approach that integrates sustainability and environmentally friendly principles in organizational policies and practices, or in other words, it can be made into human resource practices that focus on environmental sustainability by creating environmentally friendly employees, who can recognize and

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

appreciate the organization's environmental initiatives (Shafaei, Nejati, and Mohd Yusoff 2020).

In the context of modern organizations, Green Human Resource Management has a significant impact on the organizational environment, both internally and externally, where the implementation of Green Human Resource Management in organizations that support environmental performance and look at the dimensions of Green Human Resource Management practices in supporting sustainable business organizations (Kwerawarni and Azmy 2023), where Green Human Resources Management helps shape environmentally conscious corporate values and norms. This encourages employees to think and act ecologically, thereby fostering an environmentally conscious organizational culture. This underscores how Green Human Resource Management integrates environmental concern into human resource practices, benefiting both employees and the company through enhanced job satisfaction, performance, and environmental responsibility, as well as improved corporate reputation and cost efficiency (Alfianto, Firdausi, and Andriyani 2024).

With the implementation of human resources training and development programs in Green Human Resources management, it will be possible to create a workforce that is aware and competent in sustainability issues, and employees will have the ability to utilize green technology, conserve energy, and consistently recognize the importance of environmental responsibility. This will enable the company to achieve competitive advantage, in other words, the awareness and high commitment of the company to make environmental responsibility one of the key factors in implementing environmentally friendly practices (Jackson and Seo 2010). Organizations will begin to consider sustainability values in the recruitment process, with the aim of finding candidates who care about the environment, which will strengthen the company's green vision. The importance of Green Human Resources Management practices in promoting environmental performance will also be highlighted, as well as how each dimension of green human resource management practices can improve or hinder environmental performance (Asri 2021). Organizations that implement Green Human Resources Management tend to gain more trust from the public and stakeholders. This positive reputation is important in attracting investors, customers, and qualified employees. It is understood that organizations need to implement environmentally friendly corporate strategies, programs, or activities in various organizational units, such as human resources, marketing, finance, research and development, and others (Dimitrov 2021),

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

the important contribution of green human resource management to organizational citizenship behavior for the environment (Pham, Tučková, and Chiappetta Jabbour 2019)

Employees who work in environmentally conscious organizations tend to feel more satisfied and motivated, as a healthy and sustainable work environment contributes to productivity, empowering organizations to not only reduce their environmental footprint but also build resilient and forward-thinking workplaces. Since environmental sustainability is a necessity rather than an option, the adoption of Green Human Resource Management will be a key differentiator for modern organizations seeking long-term success. Green Human Resource Management refers to the application of environmentally friendly practices in the human resource management functions of an organization (Assery, Hassanee, and Sutrisno 2023). Green Human Resource Management directly influences the modern organizational environment by creating greener, more sustainable, and more efficient work systems. It has become an important strategy for companies that want to remain relevant and socially and environmentally responsible in this modern era.

This emphasizes how Green Human Resource Management integrates environmental concerns into human resource practices, benefiting both employees and companies through increased job satisfaction, performance, and environmental responsibility, this is an aspect of Human Resource Management that focuses on transforming ordinary employees into environmentally friendly employees in order to achieve the organization's environmental goals and ultimately make a significant contribution to environmental sustainability (Wiguna et al. 2023), as well as improving the company's reputation and cost efficiency, employees often have a deep understanding of production processes, which makes them well suited to monitor compliance with internal environmental procedures and identify operational activities that are harmful to the environment (Zientara and Zamojska 2018).

.

CONCLUSION

Green Human Resources Management (GHRM) plays a strategic role in exerting a positive and significant influence on the modern organizational environment. Through the implementation of environmentally friendly practices in recruitment, training, development, and reward systems, GHRM promotes energy efficiency, waste management, and increases environmental awareness among employees. This not only enhances operational effectiveness but also fosters an organizational culture focused on sustainability.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

As a result, GHRM strengthens the company's positive image, increases employee loyalty, and creates sustainable competitive advantages. Its implementation not only focuses on resource efficiency but also builds a sustainable work culture that reinforces the organization's reputation..

REFERENCES

Abdurachman, Dudung, Willy Arafah, and Kusnad. 2022. "Effect of Strategic Leadership Style and Green Human Resource Management on the Management Performance of Kodam Jaya." *International Journal of Research -GRANTHAALAYAH* 10(1):219–28. doi:10.29121/granthaalayah.v10.i1.2022.4485.

Alfianto, Rahmad, Emir Rifky Firdausi, and Andriyani. 2024. "Implementation of Green Human Resource Management for MSMEs in Indonesia: A Review." *Research Horizon* 4(3):157–68.

Aryanti, Dedi Afandi, Agrina, and Yusni Maulida. 2024. "Implementation OfGreen Human Resource Management in Improving the Quality OfAirport Workers." Pp. 74–80 in *Proceeding ofInternational Conference on Science and Technology*. Singingi: Lembaga Penelitian Pengabdian kepada Masyarakat dan Dakwah Islamiyah, Universitas Islam Kuantan Singingi, Indonesia.

Asri, Cahya Purnama. 2021. "Green Human Resource Management: A Literature Review." *Social Science Studies* 1(2):78–91. doi:10.47153/sss12.1992021.

Assery, Syeh, Narong Hassanee, and Totok Sutrisno. 2023. "Green Human Resource Management (Ghrm) and Green Entrepreneurship (Ge): A Simple Review." Pp. 20–23 in *Prosiding dan Call Paper Widya Wiwaha*. Vol. 2. Yogyakarta: STIE Widya Wiwaha.

Bevans., Rebecca. 2020. "Simple Linear Regression | An Easy Introduction & Examples." https://www.scribbr.com/statistics/simple-linear-regression/#:~:text=What is simple linear regression,Both variables should be quantitative.

Capotescu, Sebastian, Letiția Alexandra Mălăieș, and Horațiu Florin Șoim. 2020. "Generations at Work for a Better Future." Pp. 417–29 in *Conference: SIM 2019: 15th International Symposium in Management Innovation for Sustainable Management and Entrepreneurship*. Romania: Springer Proceedings in Business and Economics.

Dimitrov, K. 2021. "Green Human Resources Management: Linking and Using Green Practices for Sustainable Business Organizations." *Trakia Journal of Sciences* 19(Suppl.1):276–81. doi:10.15547/tjs.2021.s.01.040.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Eisingerich, Andreas B., and Gaia Rubera. 2010. "Drivers of Brand Commitment: A Cross-National Investigation." *Journal of International Marketing* 18(2):64–79. doi:10.1509/jimk.18.2.64.

Esthi, Raniasari Bimanti, and Indra Setiawan. 2023. "Enrichment: Journal of Management Green Human Resources Management of the Small and Micro-Enterprises in Indonesia." *Enrichment: Journal of Management* 12(6):4877–85. https://enrichment.iocspublisher.org/index.php/enrichment/article/view/1018.

Haque, Sirajul, and Naveed Rehman. 2014. "Modern Organization Theory: Analyzing the Complexity of Coordination and Cooperation in the Modern Organizations." *International Journal of Management and Sustainability* 3(5):261–68. doi:10.18488/journal.11/2014.3.5/11.5.261.268.

Hilgert, Raymond L. 1964. "Modern Organization Theory and Business Management Thought." *American Behavioral Scientist* 8(2):25–29. doi:10.1177/000276426400800208.

Imonikhe, Augustine. 2024. "Organizational Environment and the Impact of Cultural, Social and Personal Factors on Employee Job Satisfaction and Performance." *World Journal of Advanced Research and Reviews* 21(1):2871–82. doi:10.30574/wjarr.2024.21.1.0262.

Jackson, Susan E., and Janghoon Seo. 2010. "The Greening Of Strategic Hrm Scholarship." *Organisation Management Journal* 7(4):278–90. doi:10.1057/omj.2010.37.

Kania, Dewi. 2024. "Green Human Resource Management and Green Behavior: Mediating Work Engagement." *International Journal of Applied Finance and Business Studies* 12(1):19–27. doi:10.35335/ijafibs.v12i1.275.

Kiplimo, Joyce J. C. 2023. "Organization's Structure Alignment to the Environment and Objectives Is a Key Determinant of Its Success." *Journal of Human Resource & Leadership* 7(4):50–69.

Kwerawarni, Desy Trihayu, and Ahmad Azmy. 2023. "The Conceptual Model of Green Human Resource Management in Business Organization: A Literature Review." *International Journal of Multicultural and Multireligious Understanding* 10(12):452. doi:10.18415/ijmmu.v10i12.5447.

Li, Mengwei, Javier Martínez-del-Río, Pingshu Li, and James P. Guthrie. 2024. "Exploring The Antecedents Of Green Human Resource Management: A Path Dependence Perspective." *Journal of Business Research* 181(May):114743. doi:10.1016/j.jbusres.2024.114743.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Lo, Siu Hing, Gjalt-Jorn Y, Peters, and Gerjo Kok. 2012. "A Review of Determinants of and Interventions for Proenvironmental Behaviors in Organizations." *Journal of Applied Social Psychology* 42(12):2933–2967. doi:10.1111/j.1559-1816.2012.00969.x.

Markaki, Evangelia, and Theodore Chadjipadelis. 2023. "The Modern Organizational Environment: Communication, Networking and New Technologies as Driving Forces for Sustainability, Progress & Strategic Alignment." *International Conference on Business and Economics - Hellenic Open University* 1(1). doi:10.12681/icbe-hou.5316.

Őnday, Őzgür. 2016. "Classical to Moder Organization Theory." *International Journal of Business and Management Review* 4(2):15–59. https://www.eajournals.org/wp-content/uploads/Classical-to-Modern-Organization-Theory1.pdf.

Opatha, Henarath H. D. N. P., and Ravindra Athula Hewapathirana. 2019. "Defining Green and Green Human Resource Management : A Conceptual Study." *International Journal of Arts and Commerce* 8(5):1–10.

Pham, Nhat Tan, Zuzana Tučková, and Charbel José Chiappetta Jabbour. 2019. "Greening the Hospitality Industry: How Do Green Human Resource Management Practices Influence Organizational Citizenship Behavior in Hotels? A Mixed-Methods Study." *Tourism Management* 72(December 2018):386–99. doi:10.1016/j.tourman.2018.12.008.

Putre, Laura. 2013. "Generations in the Workplace." *Hosp Health Netw* 87(1):26–31.

Sathe, Vijay. 1978. "The Relevance of Modern Organization Theory for Managerial Accounting." *Accounting, Organizations and Society* 3(1):89–92. doi:10.1016/0361-3682(78)90009-0.

Shafaei, Azadeh, Mehran Nejati, and Yusmani Mohd Yusoff. 2020. "Green Human Resource Management: A Two-Study Investigation of Antecedents and Outcomes." *International Journal of Manpower* 41(7):1041–60. doi:10.1108/IJM-08-2019-0406.

Sumadi, Sumadi, and M. Hasan Ma'ruf. 2020. "Implementation of the Concept and Theory of Management Functions in Efforts To Improve Quality." *International Journal of Economics, Business and Accounting Research (IJEBAR)* 4(02):353–60. doi:10.29040/ijebar.v4i02.1114.

Taherdoost, Hamed, Shamsul Sahibuddin, and Neda Jalaliyoon. 2014. "Exploratory Factor Analysis ; Concepts and Theory." Pp. 375–82 in *Advances in Applied and Pure Mathematics*, edited by Jerzy Balicky. Gdanks, Poland.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Tang, Guiyao, Yang Chen, Yuan Jiang, Pascal Paillé, and Jin Jia. 2018. "Green Human Resource Management Practices: Scale Development and Validity." *Asia Pacific Journal of Human Resources* 56(1):31–55. doi:10.1111/1744-7941.12147.

Wiguna, Wahyu, Ujo Sujoto, Martinus Tukiran, and Syaefunnur Maszah. 2023. "Green Human Resource Management: A Review." *International Journal of Economy, Education, and Entrepreneurship* 3(2):566–76. doi:10.58532/v3bgma20p9ch5.

Wongmajarapinya, Kulpornpath, Sukhumpong Channuwong, and Tanachat Pratoomsawat. 2024. "The Model of Modern Management Influencing Sustainable Organization Development of Thai Smile Bus Company Limited." *Migration Letters* 21(S2):385–99. www.migrationletters.com.

Zientara, Piotr, and Anna Zamojska. 2018. "Green Organizational Climates And Employee Pro-Environmental Behaviour In The Hotel Industry." *Journal of Sustainable Tourism* 26(7):1142–59. doi:10.1080/09669582.2016.1206554.

.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.