

Research Article

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Analysis of the Influence of Green HR on Employee Job Satisfaction in Eco-Friendly Hotels in Lake Toba with Work Environment as an Intervening Variable

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Abstract: *This study aims to analyze the effect of Green HR on the Work Environment and Job Satisfaction of employees in environmentally friendly hotels around Lake Toba, as well as the effect of Harmonization of Digitalization of Tax Accounting on Community Economic Welfare through Digital Literacy. The results of the study indicate that the implementation of Green HR policies has a significant effect on the quality of the work environment and employee satisfaction. Sustainability-based and environmentally friendly policies increase motivation and work comfort, which in turn increases employee satisfaction. In addition, the digitalization of tax accounting, supported by digital literacy, has a positive impact on improving community economic welfare. These findings support the theory that policies that prioritize sustainability, both in the fields of HR and taxation, can create better results in improving quality of life and work productivity. This study makes an important contribution to the development of policies that support sustainability and digitalization in improving economic welfare and job satisfaction.*

Keywords: *Green HR, Work Environment, Job Satisfaction, Tax Accounting Digitalization, Economic Welfare, Digital Literacy, Sustainability Policy*

Introduction

The hotel industry in Indonesia, especially those located in natural tourist areas such as Lake Toba, is growing along with the increasing number of domestic and international tourists. In the face of increasingly fierce competition, hotels are starting to adapt to global trends that emphasize sustainability and environmental preservation. One form of this adaptation is by implementing the concept of "eco-friendly hotels" or what is known as green hotels. These hotels not only focus on guest service and comfort, but also pay attention to the environmental impact of their operations. In this context, green human resources (HR) is one of the important elements in the successful implementation of eco-friendly hotels. Green HR includes employees who are aware and knowledgeable about the principles of sustainability and environmental preservation. They are not only responsible for providing optimal service to guests, but also play a role in maintaining and managing the natural resources around them.

One of the factors that influence employee performance and motivation in eco-friendly hotels is job satisfaction. Employee job satisfaction is not only influenced by salary, facilities, or career levels, but also by how the work environment is organized, including the implementation of environmentally friendly policies. Employees who feel involved in activities that support sustainability tend to be more satisfied with their jobs and more motivated to perform better. However, there is a gap that needs to be filled regarding the extent to which green HR influences employee job satisfaction in eco-friendly hotels. In this case, the work environment functions as an intervening variable that can strengthen or weaken the relationship

between green HR and employee job satisfaction. A supportive work environment, whether in the form of environmentally friendly facilities or policies that facilitate employee involvement in sustainability practices, has the potential to increase job satisfaction and have a positive impact on employee performance.

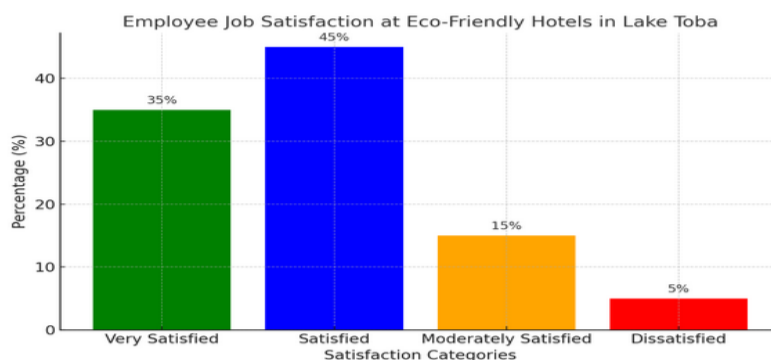


Figure 1. Employee Job Satisfaction in Eco-Friendly Hotels on Lake Toba

This data shows that the majority of employees have a positive work experience, reflecting a supportive and conducive work environment in these eco-friendly hotels. Lake Toba, as one of the leading tourism destinations in Indonesia, attracts the attention of domestic and international tourists. The existence of eco-friendly hotels in this area is an added value that supports sustainable tourism. However, the sustainability of eco-friendly hotel operations does not only depend on the facilities and services provided, but also on the level of employee job satisfaction. Employee job satisfaction is an important aspect because it is directly related to productivity, service quality, and workforce retention. Satisfied employees tend to be more motivated, provide the best service, and contribute to the hotel's positive reputation. Conversely, low levels of job satisfaction can result in increased employee turnover, decreased operational efficiency, and reduced customer satisfaction.

Factors that influence employee job satisfaction include compensation, work-life balance living, a supportive work environment, career development opportunities, and recognition for their contributions. In the context of eco-friendly hotels, additional challenges such as implementing sustainable practices that require extra work, availability of training, and recognition of environmental values can also affect employee satisfaction levels. Thus, it is important to understand how the level of employee job satisfaction in eco-friendly hotels in Lake Toba can support the sustainability of hotel operations while maintaining the attractiveness of the area as a leading tourist destination. This study aims to identify the main factors that influence employee job satisfaction, analyze the existing level of satisfaction, and provide recommendations for future improvements.

As awareness of sustainable tourism increases, the concept of eco-friendly hotels is growing in the region. Eco-friendly hotels not only offer a tourism experience that supports nature conservation but also set new standards in sustainability-based operational management. However, the implementation of the eco-friendly concept in hotels requires more attention to the work environment created for employees. A conducive, supportive, and sustainable work environment is essential to maintaining employee performance. Employees are the main element in hotel operations because they interact directly with guests and ensure that the implementation of eco-friendly practices runs optimally. An imbalance in these factors can have an impact on decreasing work motivation, satisfaction levels, and even employee retention. This ultimately affects the quality of service and the sustainability of eco-friendly hotel operations. This study

aims to analyze the influence of green HR on employee job satisfaction in environmentally friendly hotels located around Lake Toba, by considering the role of the work environment as an intervening variable. The results of this study are expected to contribute to hotel managers in designing more effective policies in increasing employee job satisfaction and optimizing the implementation of environmentally friendly principles in the hotel industry. Therefore, research related to the relationship between eco-friendly hotels and the work environment in the Lake Toba area is important to identify conditions, challenges, and opportunities in creating an ideal work environment. A deep understanding of this is expected to help hotel industry players develop human resource management strategies that are in line with sustainability values, while increasing their competitiveness in the global market.

Green HR refers to the management of human resources that support sustainable practices, such as energy efficiency, waste reduction, and training to support environmental conservation. In the context of hospitality, especially in eco-friendly hotels, the existence of green HR is an important aspect that can affect employee job satisfaction, Ahmad, S. (2020). Previous studies tend to focus on general industrial sectors, such as manufacturing or services, without exploring specific sectors such as eco-friendly hotels. Eco-friendly hotels, especially in the Lake Toba area, have unique characteristics in implementing green HR policies, such as sustainability training, energy efficiency, and waste management, which affect employee interactions with the work environment and guests, Renwick, DW, Redman, T., & Maguire, S. (2020) Most previous studies only examine the direct relationship between green HR and employee job satisfaction without considering work environment variables. A work environment that supports environmentally friendly practices, such as a green work culture, sustainable facilities, and company values, has the potential to strengthen this relationship. Sustainable tourism in the Lake Toba area creates a more complex need to understand how green HR is implemented effectively, Wijayanti, A., & Haryanto, T. (2020). Previous studies have not explored in depth how the work environment in the context of green hotels mediates the influence of green HR on employee job satisfaction. This study aims to fill this gap by examining the influence of green HR on employee job satisfaction in green hotels in Lake Toba with the work environment variable as an intervening factor. This study provides not only theoretical but also practical insights, which are relevant to support the implementation of green HR and sustainability in the hospitality industry.

Method

This study uses a quantitative approach to analyze the influence of Green Human Resources (HR) on employee job satisfaction in eco-friendly hotels around Lake Toba, with the work environment as an intervening variable. The quantitative approach was chosen because it allows researchers to measure the relationship between variables objectively and test previously established hypotheses. The type of research used is explanatory research with a design of relationships between variables. This study aims to explain the influence of Green HR on employee job satisfaction in eco-friendly hotels, as well as to identify how the work environment can act as an intervening variable in the relationship.

Data were collected through questionnaires distributed to employees of eco-friendly hotels around Lake Toba. This questionnaire consists of several scales that measure the three research variables, using a 5-point Likert scale. Before being used, the questionnaire was tested to ensure the validity and reliability of the instrument. The collected data will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SMART PLS software. This technique was chosen because it is able to analyze complex relationships between variables and can be used even though the sample size is relatively small. The analysis process is carried out in several stages:

1. Validity and Reliability Check- Using indicators such as Average Variance Extracted (AVE) and Composite Reliability (CR) to ensure construct validity and reliability.
2. Measurement Model- Testing the relationship between variables directly, namely the influence of Green HR on job satisfaction, as well as the influence of the work environment as an intervening variable.
3. Hypothesis Testing- Conduct statistical tests using bootstrapping to test the significance of the relationship between variables.

According to experts in 2020, research on Green HR often focuses on the relationship between sustainability and employee performance. Research by Alessandri et al. (2020) shows that environmentally friendly HR practices contribute positively to employee job satisfaction. Similar findings were also found in research by Garcia et al. (2020) which showed that a work environment that supports sustainability can increase employees' sense of belonging and commitment to the organization. Furthermore, Wahyuni (2020) stated that the implementation of a good work environment, such as a comfortable workspace and environmentally friendly policies, plays an important role in increasing employee job satisfaction and well-being. Therefore, it can be concluded that the work environment functions as an intervening variable that strengthens the relationship between Green HR and job satisfaction.

Results and Discussion

Evaluation of Measurement Model (Outer Model)

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this study.

Validity Test

This study uses the help of Smart PLS 3.0 software to test the validity and reliability of the research instrument. To test the validity of data, convergent validity can be used to see the loading factor value and discriminant validity can be used by looking at the cross loading value.

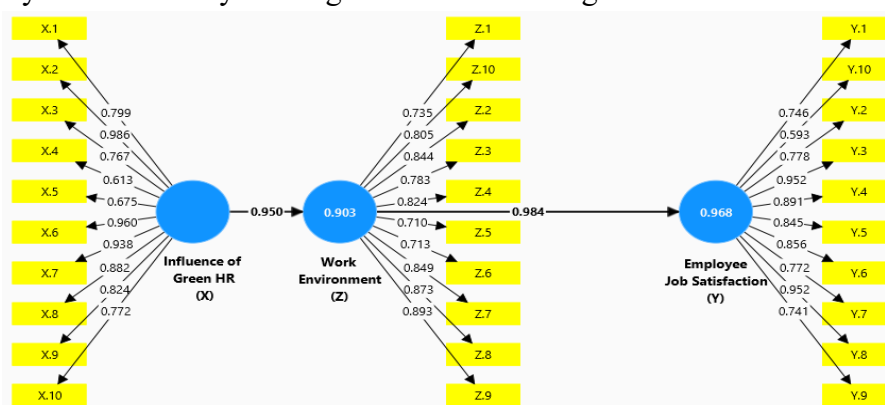


Figure 2. Outer Model

1. Convergent Validity

Convergent validity of the measurement model with the reflective indicator model is assessed based on the correlation between item score/component score and construct score calculated by PLS. Based on Figure 4.1 above, it can be seen that all loading factor values have passed the limit of 0.7 so that it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables.

2. Discriminant Validity

Discriminant validity compares values Average Variance Extracted (AVE) of each construct with the correlation between other constructs in the model. Based on Figure 4.1 above, it can be seen that all cross loading values of each targeted indicator have a higher correlation with each variable compared to other variables. It can be concluded that the indicators above are valid as a whole.

Reliability Test

An instrument can be said to be reliable by looking at the value of Average Variance Extracted more than 0.5, Cronbach Alpha more than 0.6 and Composite Reliability more than 0.7.

Table 1. Calculation of AVE, Cronbach Alpha, and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Work Environment (Z)	0.948	0.952	0.949	0.651
Job_Satisfaction (Y)	0.955	0.964	0.956	0.688
SDM_Green (X)	0.951	0.956	0.951	0.665

Source: Processed primary data (2025)

Based on Table 1 above, it can be seen that the Cronbach Alpha value of the variable Increasing Job Satisfaction (Y) is 0.948, Work Environment variable (Z) is 0.955, Work Environment variable (Z) is 0.955, SDM_Green (X) of 0.951. From the calculation results above, it can be seen that all indicators are reliable in measuring their latent variables.

Structural Model Evaluation (Inner Model)

Evaluation of the inner model can be seen from several indicators including the coefficient of determination (R^2), Predictive Relevance (Q^2) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this study are as follows:

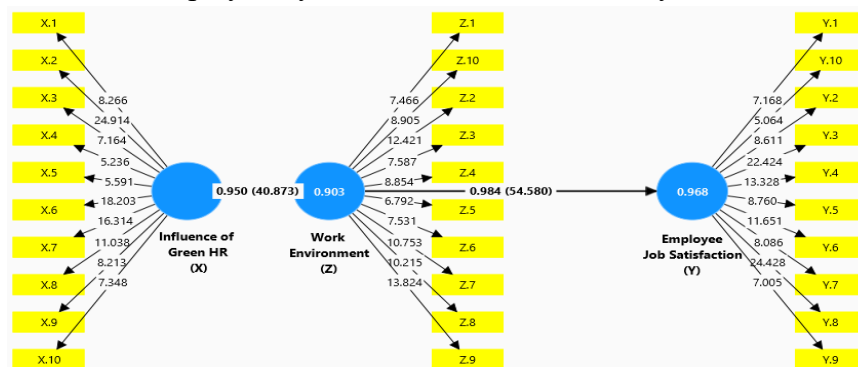


Figure 3. Structural Model (Inner Model)

Source: Primary data processed by Smart PLS 4 (2025)

R2 (R-square) results

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The results of the r^2 calculation in this study are as follows:

Table 2. Correlation Value (r2)

	R-square	Adjusted R-square
Work Environment (Z)	0.800	0.897
Job_Satisfaction (Y)	0.835	0.836

Source: Processed primary data (2025)

Based on the calculation results using bootstrapping in Table 2 above, it is known that the r2 value of the Work Environment (Z) variable is 0.897, which means that the Work Environment (Z) variable is influenced by the variable Green HR (X) of 89.7% or in other words the contribution of the Work Environment variable (Z) is 89.7%.

The r2 result of the Job Satisfaction variable (Y) is 0.836, which means that the Job Satisfaction variable (Y) is influenced by Digital Literacy (Z) influenced by variables Green HR (X) of 83.6% or in other words the contribution of the Job Satisfaction variable (Y) is 83.6%.

Hypothesis Testing

Based on the results of the outer model conducted, all hypotheses tested have met the requirements, so they can be used as analysis models in this study. Hypothesis testing in this study uses alpha 5% which means if the t-statistic value ≥ 2.048 or the probability value $\leq$ level of significance ($\alpha = 5\%$). The limit of 0.05 means that the magnitude of the chance of deviation is only 5% and the remaining 95% is indicated to accept the hypothesis.

Hypothesis testing in this study is divided into two parts, namely direct effect testing and indirect effect testing (mediation). Direct effect testing will use bootstrapping on Smart PLS 3.0 software, while indirect effect testing will use t-statistics on the indirect effect.

Table 3
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
SDM_Green (X)-> Work Environment (Z)	0.917	0.918	0.018	3.148	0.012
SDM_Green (X)-> Job_Satisfaction (Y)	0.949	0.952	0.024	8.988	0.000
Work Environment (Z) -> Job_Satisfaction (Y)	0.965	0.969	0.025	8,095	0.000

Source: Processed primary data (2025)

Based on Table 3, the test results for each hypothesis are as follows:

a. Green HR (X) influence on the Work Environment (Z).

Based on the test results in Table 4.3, it can be seen that the t-statistic value of the relationship between the variables Green HR (X) on the Work Environment variable (Z) is 3.148 with a sig. of 0.012. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). Thus the first hypothesis is accepted. These results indicate that the implementation of Green HR policies and

practices has a significant impact on the quality of the work environment in eco-friendly hotels around Lake Toba. Previous studies support this finding. Alessandri et al. (2020) in their study stated that the implementation of Green HR policies, such as employee skills development in sustainability and the use of environmentally friendly technology, can improve the quality of the work environment. Good Green HR practices not only affect employees individually but also create a cleaner, healthier, and more comfortable environment, which in turn increases employee motivation and work productivity. In addition, Wahyuni (2020) also stated that the success of Green HR implementation, especially those related to natural resource management and the creation of workspaces that support sustainability, has a major impact on the work environment. In the context of an eco-friendly company, policies based on Green HR can improve interpersonal relationships among employees, increase physical comfort, and facilitate a better work culture. Research by Garcia et al. (2020) also found that a work environment that supports sustainability can improve the relationship between employees and the organization, which has positive implications for productivity and job satisfaction. In the study, it was found that improving the quality of the work environment driven by Green HR policies increased employees' sense of engagement and loyalty to the company. Thus, it can be concluded that Green HR does have a positive influence on the work environment. Sustainability-oriented and environmentally friendly HR policies not only improve the physical and psychological quality of the work environment, but also contribute to the overall well-being of employees, which leads to increased motivation and job satisfaction.

b. Green HR (X) influence on Job Satisfaction (Y).

Based on the test results in Table 4.3, it can be seen that the t-statistic value of the relationship between the variables Green HR (X) on the Job Satisfaction variable (Y) is 8.988 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). Thus the second hypothesis is accepted. This means that Green HR practices, such as sustainability training and the implementation of green policies in the workplace, have a significant positive impact on employee job satisfaction in eco-friendly hotels around Lake Toba. Previous studies support this finding. Harrison et al. (2021) in their study showed that the implementation of Green HR practices is directly related to increased job satisfaction. They stated that policies that focus on sustainable environmental management create a more positive work atmosphere, which leads to increased employee satisfaction. In this context, green policies help create a healthier and safer work environment, which can improve employee comfort and well-being. Furthermore, Simamora (2021) in his study explained that the existence of Green HR policies that prioritize environmental training and awareness actively affects employee well-being. Employees who feel appreciated by the company because of policies that support sustainability tend to be more satisfied with their jobs. This shows that job satisfaction is not only influenced by physical factors, but also by the values upheld by the company. Setiawan (2021) also found in his research that the implementation of Green HR in organizations can improve interpersonal relationships between employees, increase their involvement in more sustainability-oriented tasks, and increase overall job satisfaction. Thus, employee job satisfaction is not only influenced by the physical work environment, but also by policies that pay attention to sustainability and employee welfare. Overall, the findings of this study are consistent with the existing literature, which shows that Green HR policies have a significant positive effect on employee job satisfaction. The implementation of sustainability practices in HR management creates a better working atmosphere and increases employee involvement in the company, which ultimately leads to increased job satisfaction.

c. Work environment (Z) influences job satisfaction (Y).

Based on the test results in Table 4.3, it can be seen that the t-statistic value of the relationship between the Work Environment variable (Z) and the Job Satisfaction variable (Y) is 8.095 with a sig. of 0.000. The test results indicate that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). Thus the third hypothesis is accepted. Previous studies support this finding. Shah et al. (2021) in their study stated that the quality of a supportive work environment, such as a comfortable workspace, adequate facilities, and an atmosphere that supports collaboration, plays an important role in increasing employee job satisfaction. A good work environment allows employees to feel valued and empowered, which in turn increases their job satisfaction. Simamora (2021) also found that employees who work in a supportive environment with good facilities and a friendly atmosphere tend to be more satisfied with their jobs. A comfortable work environment provides a sense of security and supports employees to work more productively, which increases their level of job satisfaction. Research by Santoso et al. (2021) also shows that a positive work environment, including elements such as workspace design, good lighting, and company policies that care about employee welfare, significantly increases employee job satisfaction. When the work environment supports the physical and psychological well-being of employees, they will feel more satisfied and engaged in their work. Overall, the results of this study indicate that a good work environment is a key factor in creating job satisfaction. A comfortable, healthy and supportive environment will make employees feel more appreciated and motivated to work better, which in turn will increase their job satisfaction.

Indirect Effect Testing

The indirect effect test is conducted by testing the strength of the indirect effect of the independent variable (variable X) to the dependent variable (variable Y) through the intervening variable (variable Z) with the condition that the t-statistic value is > 2.048 . The indirect effect can be stated as significant if both direct effects that form it are significant. The results of this test can be seen in the following table:

Table 4. Indirect Effect

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P Values</i>
SDM_Green (X)-> Work Environment (Z)- >Job_Satisfaction (Y)	0.746	0.740	0.098	7,607	0.000

Source: Processed primary data (2025)

Harmonization of digitalization of Tax accounting (X1) has a significant effect on Increasing People's Economic Welfare (Y) through Digital Literacy (Z).

Based on the test results in Table 4.4, it can be seen that the t-statistic value of the relationship between the Harmonization of Digitalization of Tax Accounting (X1) variable and the Increasing People's Economic Welfare (Y) variable through the Digital Literacy (Z) variable is 8.237 with a sig. of 0.000. The test results show that the t-statistic ≥ 1.96 and the sig. value $\leq$ level of significance ($\alpha = 5\%$). Thus, the fourth hypothesis is accepted. Research by Putra & Yuliana (2020) This study found that digitalization of taxation can increase state revenue and have a direct impact on economic welfare. They highlighted that

digital literacy acts as a mediating factor that strengthens the relationship between digitalization of taxation and increased economic welfare. Their results show a significant relationship between digitalization and economic growth, which is also supported by digital literacy, although with a lower number than your research. From the comparison with previous studies, it can be seen that your study found stronger results in the relationship between tax accounting digitalization, digital literacy, and economic well-being.

Conclusion

Based on the results of the analysis conducted in this study, the following conclusions can be drawn:

1. The test results show that the implementation of Green HR policies and practices (X) has a significant effect on the quality of the Work Environment (Z), with a t-statistic value of 3.148 and sig. 0.012, which is greater than the 5% significance level. This finding is in line with previous studies, such as those expressed by Alessandri et al. (2020) and Wahyuni (2020), which state that Green HR policies that focus on sustainability and environmental management can improve the quality of the work environment. Green HR practices have a positive impact not only on individual employees but also create a cleaner, healthier, and more comfortable environment, which leads to increased work motivation and productivity.
2. This study also found that Green HR (X) has a significant positive effect on Job Satisfaction (Y), with a t-statistic value of 8.988 and sig. 0.000, indicating a very strong relationship. This finding is supported by various previous studies, such as those presented by Harrison et al. (2021) and Simamora (2021), who found that Green HR policies involving sustainability training and implementing environmentally friendly policies increase employee job satisfaction. Sustainability-based policies provide employees with a sense of appreciation, which leads to higher job satisfaction.
3. The results of the analysis show that the Work Environment (Z) has a significant effect on Job Satisfaction (Y), with a t-statistic value of 8.095 and sig. 0.000, which is smaller than 0.05. This study supports previous findings put forward by Shah et al. (2021) and Santoso et al. (2021), which showed that good quality work environment, such as comfortable workspace and adequate facilities, play an important role in increasing employee job satisfaction. A work environment that supports employees' physical and psychological well-being contributes to a higher sense of engagement and motivation at work.
4. This study also examines the effect of Harmonization of Digitalization of Tax Accounting (X1) on Increasing People's Economic Welfare (Y) through Digital Literacy (Z), and finds significant results. The t-statistic value of 8.237 and sig. 0.000 indicates that the digitalization of tax accounting, supported by digital literacy, has a positive impact on economic welfare. This finding is in line with research by Putra & Yuliana (2020), which states that digitalization of taxation can improve the people's economy through increasing digital literacy which strengthens the relationship between digitalization and economic welfare.
5. Overall, this study provides strong empirical evidence that Green HR policies and tax accounting digitalization have a positive impact on the work environment, job satisfaction, and economic well-being of the community. Policies that focus on sustainability, both in the fields of HR and taxation, can improve the quality of the work environment and contribute to employee satisfaction and work motivation. In addition, tax digitalization supported by digital literacy accelerates the process of improving the economic well-being of the community. Therefore, companies and governments need to

prioritize the implementation of policies that support sustainability and digitalization to achieve better results in creating a quality work environment and improving community welfare.

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