



Green management: intervention strategy on job burnout and performance improvement in terms of employee tenure

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ABSTRACT

Job burnout is a response to stressful situations, difficult to control, and conditions that affect employee performance. Green Management as a business strategy is shown in the form of respect for the environment and corporate cultural values. So the purpose of this study is to examine the effect of tenure on job output and employee performance that is intervened by the green management strategy. This study selected employees with more than five and more than ten years of service who were indicated to be experiencing job burnout. Job evaluation document data and competency gaps found conditions of job burnout and decreased performance. The data were analyzed in inferential statistics. The results show a significant effect of tenure on job burnout; tenure intervened by the green management strategy has a significant effect on job burnout; tenure intervened by the green management strategy affects employee performance. The green management strategy has a negative effect on job burnout, the green management strategy has a significant effect on employee performance, and job burnout has a negative effect on employee performance. It can be concluded that the implementation of a green management strategy is able to reduce job burnout and improve the performance of employees who have long service tenure.

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INTRODUCTION

Green Management refers to green business construction. That is, if implemented in a company, it will be able to prevent negative impacts on the social and corporate environment while still providing many benefits to the company (Herlina, 2017). The development of a Green Management strategy is familiar to international companies. Several countries have implemented the Green Management strategy as a tactical and long-term program focusing on the environment (Yusoff & Nejati, 2019). For instance, China has implemented a Green Management strategy and established a work plan for up to twenty-five years of commitment to developing social-economic development. Malaysia has also implemented a green growth strategy (a term to describe a path of economic growth that sustainably uses natural resources) as a fundamental development

paradigm. 2020 economy (Nawang Sari & Sutawidjaya, 2019). This green management strategy has an internal impact on the company, namely cultural values and forms a superior attitude to all employees and the social environment (Aboramadan, 2022). This has begun to be implemented in many companies in Indonesia, such as at PT PT Kualita Media Tama (KMT), which is seen as being able to overcome various psychological problems of employees through the formation of learning behavior and corporate culture in an approach to activities that pay attention to the environment or green management. This is according to research by (Kyriakopoulos et al., 2023; Liu et al., 2022), who concluded that green management and a form of environmental respect as part of environmental engineering can overcome employee psychological problems and encourage the growth of meaningful values as a corporate culture.

PT Kualita Media Tama (KMT), as one of the companies engaged in the trade and marketing of school learning media, considers it essential to implement a green management strategy as part of a step that supports the promotion, as well as management principles that are seen as in accordance with corporate cultural values, which Viewing a healthy and sustainable environmental perspective is part of the corporate culture mission. The mission is seen to improve the company's and its employee's performance. As a trading company that continues to grow nationally, PT KMT also experiences problems in HR management, mostly experienced by employees with over 5 years and more than 10 years of service, namely decreased performance and poor attitude and indications of boredom. According to Mc, the symptoms experienced by employees with long working years have indications. Carty & Skogan (Gong et al., 2019), as a symptom of job burnout. Mc. Carty (Ahmed et al., 2019) states that job burnout is caused by employee difficulties in balancing work and responsibilities with life (work-life balance). Other than that, lack of support from leaders and co-workers, fairness of policies from the organization and several personal factors also contribute to employee job burnout rates, including years of service.

This study aims to measure the accuracy of the green management strategy for employee job burnout at PT KMT and employee performance by reviewing their working period status. The importance of this research refers to several studies from (Augusta et al., 2019; Liu et al., 2022; Rožman et al., 2018; Suwiknyo, 2022), which examines work tenure and its impact on job burn out. Then the research by (Bunjak et al., 2021; Dondokambey et al., 2018; Ridwan et al., 2020) analyzing environmental conditions, including job competition and company regulatory issues have an impact on job burnout and employee performance. Another research by (Kyriakopoulos et al., 2023; Yusoff & Nejati, 2019) pays attention to the importance of environment-based management and green strategies to build employees' mental resilience to improve their work performance.

RESEARCH METHOD

The research population was taken at PT Aerofood, which is a service company in the catering service sector for domestic and international flight services, as well as providing services to several offices and hospitals. In this study, the samples taken were from employees at the supervisory or senior staff level, totaling 38 employees. The data were collected using a questionnaire and an attitude scale model that were distributed to all supervisors and senior staff.

The data collection process from the pre-test to the post-test is one period of employee evaluation at PT Aerofood, which is every 6 months. The human capital-based HR development process is carried out in the form of class meetings and seminars every first week at the beginning of the month, then coaching through video conferences in weekly activities (weekly reporting), as well as work visits at the workplaces of each SPV and staff both in the office of Aerofood and in partner companies. The collected data were examined and analyzed using inferential statistical analysis and one design pre-test (Semester 1) and post-test (Semester 2) analysis via t-test to determine differences in the results of the human capital approach that had been implemented for one semester.

Employees with supervisory positions at PT Aerofood are supervisors who have the duty and authority to issue orders to their subordinate colleagues in every field of work within PT Aerofood ACS. Meanwhile, senior staff at PT Aerofood are employees with years of service who meet the requirements and are appointed as permanent employees, and/or PKWT employees appointed as supervisors or department heads.

RESULTS AND DISCUSSIONS

Research data that measures job burnout is taken from all employees to find differences in job burnout conditions based on years of service, which are grouped into 3 (three) sections. Those sections include employees with years of service between 0 and less than 5 years, between 5 and 9 years, and employees with more than 10 years of service – information and data obtained from the HR Department of PT. KMT is known that almost 90% of employees occupy the same position for many years according to the established competencies and job specifications. The explanation from the HR Department, as shown by the document evidence, also shows that so far, prior to implementing the Green management strategy. Employees worked according to a regular rhythm according to the agreed job description, and activities to overcome fatigue and increase motivation were carried out in outbound activities and family refreshing. The results of these activities are seen as having a low impact, even though in terms of corporate cultural values, these activities have an impact, namely a better communication life, refreshment and fostering togetherness. However, the condition of job burnout was not measured until it was discovered during the Pandemic. When the HR Department caught the existence of job insecurity, it began to measure the condition of job burnout and competency gap analysis to determine employees who could be laid off in the company downsizing program due to the Pandemic. According to Kreitner & Kinicki (1992), job burnout results from prolonged stress and occurs when an employee begins to question his personal values. The condition of this job burnout can be seen in the following table.

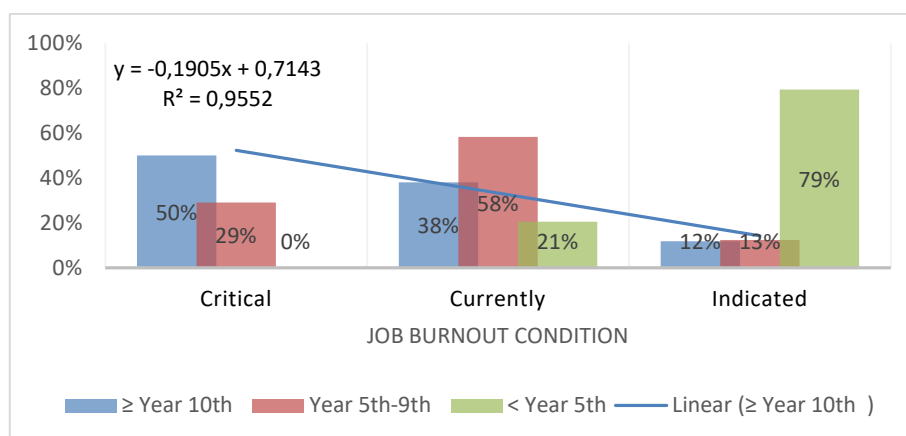


Figure: 1 Cohort Years of Service and Job Burnout Rates

Graph (Figure 1) explains the linearity of the relationship between tenure and job burnout, which has a negative constant value of -0.190, assuming that the employee's job burnout is at zero. If the employee's tenure is longer, the burnout condition increases similarly. In this data, the linearity of the relationship between job burnout and years of service is relatively strong, reaching 71.4%. While the coefficient of determination can explain the higher the employee's tenure, it can be a predictor for measuring employee burnout conditions of up to 95.5%. It can be seen that 50% of employees who experience job burnout classified as high are employees with a working period of more than 10 years. Conversely, 79% of employees with a working period of fewer than 5 years experience a relatively low burnout. The figure shows that the condition of employee job burnout

is classified as moderate, with as many as 58% of employees with a working period of between 5 and 9 years. The working period between 5-9 years at PT KMT is classified as vulnerable to experiencing job burnout.

There is a relationship between job burnout and PT employees' working period. The KMT is consistent with the research results of (Augusta et al., 2019), which concluded that there are very significant differences in employee burnout in terms of years of service. Based on group data, it is known that a very significant difference in burnout occurs in employees with 0-5 years of service with 6-10 years and 0-5 years with more than 10 years. The research report put forward by (Liu et al., 2022) describe burnout as a condition that reflects the emotional reactions of employees who work in the field of human services and have close relationships with the community. The condition of job burnout itself, according to (Bunjak et al., 2021), is the presence of pressure that can trigger work stress and is threatening in nature, or pressure that is scary or worrying, such as termination of employment if not achieving the expected target, salary deductions, or even not getting a salary if you are unable to reach the set minimum work output, which is a stress trigger from external factors.

Leiter & Maslach (1988) explained that job burnout is a symptom of emotional exhaustion, which is indicated by a less stable emotional state (fatigue); depersonalization, where employees feel they are living in a dream and meaningless; as well as a sense of personal decline, or achievement, experienced by employees who work with work relations at the same capacity and situations that are seen as monotonous. Maslach & Jackson (1986) explained the condition of job burnout as a psychological disorder that can be observed from 3 indicators. Those indicators include emotional exhaustion, depersonalization (negative attitudes and cynical attitudes) and inefficacy or reduced personal accomplishment (the tendency to judge oneself negatively or start to appear feelings of inferiority). These arise due to routine and less varied types of work and take place continuously over a relatively long period.

According to Maslach and Leiter (Lubbadeh, 2020), several factors cause burnout symptoms due to excessive workload, and employees feel they have completed much work. Hence, there needs to be more time to do the tasks needed, and there need to be more resources to complete the task as expected. According to (Rony & Pardosi, 2021), there needs to be a balance or a mismatch between the type of demand and weight of work and the employee's ability to complete the obligations of the task. Maslach and Leiter (Lubbadeh, 2020); (Bunjak et al., 2021) suggest that other factors that can trigger the growth of burnout are low appreciation for employee performance, lack of management appreciation and a work environment that makes employees feel less valuable and the relationships that exist between employees and with superiors lack of harmony can have a burnout effect on employees.

Various methods have been implemented to overcome job burnout among employees, including family gathering activities (recreation involving family) coordinated and organized by the company, outbound activities for employees of game and adventure types as well as activities with a religiosity approach. However, these activities have a relatively short impact and require maintenance with a shorter and continuous intensity of time. From a financing point of view, these activities cost more. So that several strategies considered adequate for preventing burnout involve employees in designing jobs and work environments in accordance with the interests and respect of employees in the work environment, namely green management. This strategy was taken into consideration by data which found that some employees have outstanding attention to environmental issues and management systems which are international issues, namely green management.

A green management strategy has the same meaning as other strategic management concepts (Junita, 2019). The addition of the word "green" provides a differentiator, which provides an overview of conventional procedures in management practices that implement implications such as green operations, green design, green goods products, reverse logistics, and waste management. Green management at PT KMT is an operational, planning and implementation

system as well as monitoring which is summarized in a series of work and production activities. According to (Purnama & Nawangsari, 2019) explains that at the formulation stage, the implementation of green management is oriented towards managing objectives, starting from the identification of relevant objectives and specifications of long-term plans. Green management practices at PT KMT practically apply work operational principles and production results and impacts by integrating environmental, health and safety (EHS) toward sustainable development. In addition, in measuring work processes and production as well as product distribution, PT KMT pays attention to instruments deemed necessary for attention or priority, namely management procedures, including product design, material sourcing and selection, manufacturing processes, delivery of final products to consumers, and end-of-life management of the product after its service life.

In this management process, all PT KMT employees with more than 10 years of service experience receive additional assignments to be involved in green management instruments and receive dispensation from reducing work targets from the main tasks that were previously thoroughly carried out. Employees with a working period between 5 and 9 years also receive additional assignments by reducing some of the work targets that were previously completed assignments. According to this concept, employee involvement in green strategic management is when employees who experience job burnout conditions are classified as high and moderate. Those conditions include employees with a working period of between 5 to 9 years and employees with a working period of more than 10 years from time to time; within one year running can be observed the appraisal value of participation as shown in the following table.

Table 1. Assessment of Green Management strategy

Green Management Strategy Instruments	≥ 10 years		5-9 years	
	SM 1	SM 2	SM 1	SM 2
Procurement of goods, including the replacement of environmentally friendly work equipment	64%	70%	74%	82%
Operation of IT devices by considering environmental factors	65%	65%	68%	70%
Selecting suppliers who have a green track record	48%	60%	62%	62%
Recycle/dispose of environmentally friendly work materials.	48%	62%	70%	80%
Application of paperless offices and online services in administrative or marketing activities	60%	65%	65%	70%
Provision of unique parking lots for environmentally friendly transportation	60%	60%	62%	68%

Enrichment of tasks oriented towards a green management strategy, as shown in the performance appraisal table above, illustrates the impact of increased potential and competency during the observation and evaluation period in 2 semesters. There is management support at every stage of green management implementation. The stages consist of distributing policies so that each employee pays attention and connects his passion to work goals (measurably), monitoring its implementation continuously and providing continuous support until positive results are obtained. Then, providing information on all aspects to work with transparency and actions that employees should take in order to complete their work tasks on target and effectively. Total Green Strategic Management consists of several stages (Rahmawati, 2018), namely establishing the model needed in sustainable development activities (Phase 1), employees work by reducing waste and pollution, conserving resources and being able to increase social responsiveness (Phase 2), employees understand the green management agenda as a whole (Phase 3), formulate green management plans (Step 4), Implement Green Management (Step 5), and Monitoring the implementation of green management (Step 6). The application of a green strategy can give companies a competitive advantage (Shen, Dumont, & Deng, 2018).

These five stages were implemented in the first year at PT KMT and used as patterns of decreasing job burnout, which can be observed in the following instruments.

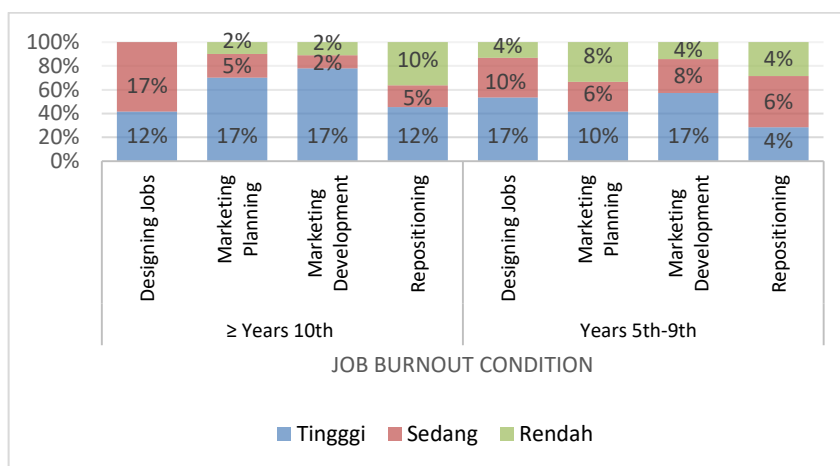


Figure 2. The practical implications of green management with the first year Job Burnout

In the first year's evaluation of the implementation of green management, it was found that there had been a change in work attitude among employees, both those with more than 10 years of service and employees with between 5 and 10 years of service. Then, getting the opportunity to design jobs to reposition in other fields of interest according to the gap analysis competency information submitted by the HR Department. So the response of employees with more than 10 years of service with moderate levels of burnout is 17% enthusiastic about designing work plans, 17% choose marketing development, and 17% of employees with high job burnout focus more on marketing planning. During that 1 year or 2 semesters, the average employee repositions 1-2 times when applying for a change of work field, with a minimum requirement of 4 months. In the group of employees with more than 10 years of service, most of them chose to return to the field of work that was occupied earlier than the new field of work by starting to integrate and integrate the entire work process into the concept of green management. This condition is almost the same as employees with a working period of between 5 and 9 years. However, in this group of employees with this working period, the interest in repositioning is more significant, especially for employees who experience job burnout in the high category. Employees with indications of job burnout in the high category show more concern for planning or designing work and marketing development. These two work units are seen as exciting and not dull because each employee can develop their work creativity, develop strategies, apply work plans directly, and measure the results in sufficient time.

The role of the HR Department of PT KMT during the work process, which is oriented towards a green management strategy as well as an effort to reduce job burnout, is to assist (coach), even once a month evaluation and discussion meetings are held which end with religious activities and social activities. The effect of the entire green management process on employee job burnout can be observed in the results of the evaluation of the HR Department as follows.

Table 2. Evaluation of Employee Job Burn Out conditions

Indicator	2020	2021
Emotional Exhaustion	7.88	3.35
Feeling bored	7.62	3.68
Uncomfortable work atmosphere	7.77	2.74
Dreadful job	8.24	3.64
Reduce Personal Accomplishment	7.94	4.04
Working only to fulfill tasks	7.65	5.44

Obeying the rules to avoid sanctions	7.82	3.86
No-longer-needed creativity	8.36	2.82
Depersonalization	7.15	3.11
Feeling unable to achieve	7.84	3.28
Feeling only at the mercy of the leadership	6.82	3.16
Feeling oneself is not seen by the company	6.78	2.88

The condition of job burnout experienced by employees during the implementation of the green management strategy for one year has shown a decline as expected. Of the three indicators of job burnout, conditions such as emotional exhaustion, often indicated by saturated behavior, and the number of complaints have decreased. Likewise, the personally reduced indicator that usually appears in behavior with the principle of "work as long as it works does not break the rules and receives a salary every month" no longer appears. Employees begin to feel that their work has value and contributes to other people's success, especially educational institutions and school children who enjoy and use the products of the company where they work. Aspects that can also be observed from the decline in job burnout, as shown in the table above, are indicators of depersonalization, namely negative attitudes and low self-attribution. These feelings have been eliminated, and employees are gradually showing passion for work, expected work morale, and the expected achievement-oriented work attitude.

The conclusions from several studies that tested the relationship between the length of service and job burnout were tested in this study by placing green management as an intervention variable with the following results.

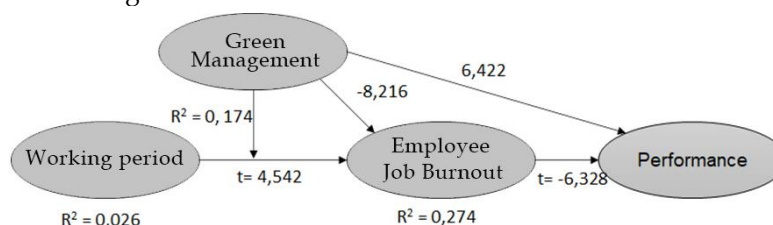


Figure: 3 Hypothesis test results in path analysis

The path analysis scheme explains that the green management strategy intervenes in the length of service as measured by interval data affecting employee job burnout. The green management strategy also directly influences employee job burnout, as well as the impact of employee job burnout on employee work performance at PT KMT. The scheme can be explained in the following summary table.

Table 4. Summary of Hypothesis Testing

	Job Burnout			Performance		
	t	R ²	Sig	t	R ²	Sig
Working period	3.347	0.026	0.000			
ABS_Green manajemen	4.542	0.174	0.000	6.424	0.028	0.002
Green management	-8.216	-0.362	0.002	6.422	0.246	0.000
Job Burnout				-6.328	0.274	0.004

The results of the analysis of the hypothesis test showed that the effect of tenure on job burnout is 3.347 with p=0.000 (p<0.05), which means that there is a positive and significant effect of tenure on employee job burnout; tenure intervened by the green management strategy obtained a t value of 4.542 with p = 0.000 (p <0.05), which indicates that tenure intervened by green management has a significant effect on employee job burnout. Years of service intervened by the

green management strategy obtained a t value of 6.424 with $p = 0.002$ ($p < 0.05$), which means that the years of service intervened by the green management strategy affect employee performance. The green management strategy as an independent variable obtains a t value of -8.216 with $p = 0.002$ ($p < 0.05$), which means that the green management strategy has a negative and significant effect on employee job burnout, meaning that the higher the implications of the green management strategy are implemented, the lower the employee who experience job burnout. The green management strategy obtained a t value of 6.422 with $p=0.000$ ($p<0.05$), proving that the implementation of the green management strategy has a positive and significant effect on employee performance. In contrast, employee job burnout obtains a t value of -6.328 with $p=0.004$ ($p<0.05$), which explains that job burnout has a negative and significant effect on employee performance, which means that a decrease will follow the higher the job burnout in employee performance.

The summary table also shows the coefficient of determination, which explains that tenure contributes to the level of employee job burnout of 2.6%; length of service intervened by the green management strategy was able to contribute to job burnout by 17.4%; and years of service intervened by the green management strategy were able to contribute to employee performance by 2.8%. Furthermore, it is known that green management is able to contribute to reducing job burnout by 36.2%, and the green management strategy is able to contribute to employee performance by 24.6%. In comparison, job burnout contributes to the rise and fall of employee performance by up to 27.4%.

It is proven that the hypothesis testing results follow the description of the data and the descriptive analysis presented, as well as several studies. This result is in accordance with the research report by (Augusta et al., 2019), which explains that tenure is a period or the length of time an employee devotes himself to a company or organization. The working period is a time used by employees to carry out productive activities with energy and mental processes for the benefit of the company so that they can produce quality products. In this study, it is also known that PT KMT has employees who are in a sufficient span of working time, the same as employees who have a good experience, so tenure can be used as an object of study as well as a predictor for analyzing various employee obstacles in improving their performance at a particular time. Tenure provides work experience, knowledge and work skills for employees, and at the same time, psychological problems that hinder company performance when HR management is less sensitive to issues related to employee backgrounds and years of service (Dondokambey et al., 2018).

Some researchers also respond similarly to this research study, that employee tenure has a positive effect on employee performance, which means that the longer the employee's tenure, the more experienced and skilled they are in carrying out their duties. On the contrary, it has a negative effect if the longer the tenure will arise health problems for employees and the possibility of burnout due to monotonous types of work (Ridwan et al., 2020), and years of service are one of the factors causing employee burnout. Several studies on burnout and years of service have been conducted before on nurses, physiotherapists, community service employees and academics by (Rony & Yulisahyanti, 2022), which shows a significant difference between burnout syndrome and years of service in nurses. The research conducted by (Soto-Rubio et al., 2020) showed a relationship between the length of service and burnout in nurses. The results show that tenure of 1 - 10 years and tenure of 11 - 20 years have a relationship between tenure and burnout in nurses. Research (Suwiknyo, 2022) explains that burnout is different during working years. The occurrence of burnout during the middle of the working period is caused by employees entering work feeling too excited and placing high expectations for their work which then these expectations are not obtained. Then other research conducted by (Rožman et al., 2018) showed that tenure has a significant relationship with burnout dimensions such as emotional exhaustion and depersonalization. When academic tenure increases, burnout levels decrease and vice versa. Another study conducted by (Bakker & de Vries, 2020) found that there is a difference between

burnout and years of service for physiotherapists working in healthcare centers and increases with age and greater financial satisfaction.

CONCLUSION

The working period of employees at PT KMT, most of whom are employees in the field of marketing and production, are permanent employees, most of whom have worked for more than 5 years or even more than 10 years. Even though the company has made various efforts for activities outside of work, such as recreation, family gathering and outbound activities and motivational training, it cannot prevent job burnout from occurring. PT KMT's efforts follow international trends according to its business products, namely green management as an operational strategy and HR management, and the first step in building corporate cultural values. The results of the analysis of hypothesis testing prove that there is an effect of tenure on job burnout and that tenure contributes to the level of employee job burnout of 2.6%; length of service intervened by the green management strategy has a significant effect on employee job burnout and years of service intervened by the green management strategy is able to make an effective contribution to reducing job burnout by 17.4%; tenure intervened by the green management strategy has an effect on employee performance and is able to contribute to employee performance by 2.8%; The green management strategy as an independent variable has a negative and significant effect on employee job burnout, meaning that the higher the implication of the green management strategy is implemented, the lower the employee will experience job burnout, and it is known that green management is able to contribute to a decrease in job burnout by 36.2% and the green management strategy is able to contribute to employee performance by 24.6%, while employee job burnout has a negative and significant effect on employee performance, which means that the higher the job burnout will be followed by a decrease in employee performance, and contributes to the rise and fall of employee performance up to 27.4%. It can be concluded that the application of green management is able to reduce employee job burnout due to long-term routines, namely employees with more than ten years of service. Green management is a value that directly affects employee performance, while at the same time reducing job burn out in groups of employees with more than ten years of service to maintain their work performance.

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