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Strengthening Employee Mental Health through the Influence of Working Conditions, Workplace Well-Being, and Mediation on Sustainable Green HRM

Kurniawan Prambudi Utomo^{1*}, Ananto Krisna Wardhana², Rachmat Fadly³, Riris Lestiowati⁴, Aprilia Puspasari⁵, Nanang Kohar⁶

^{1,2,3,4,5}Bina Sarana Informatika University, Jakarta, Indonesia,

kurniawan.kpu@bsi.ac.id, ananto.aow@bsi.ac.id, rachmat.rfl@bsi.ac.id, riris.rli@bsi.ac.id, aprilia.alp@bsi.ac.id,
nanang.nkr@bsi.ac.id

*Corresponding Author: kurniawan.kpu@bsi.ac.id

Abstract:

Purpose – This study aims to analyze the influence of work condition harmonization and employee welfare on employee mental health through sustainable Green Human Resource Management (Green HRM) as an intervening variable.

Design/methodology/approach – A quantitative approach was used with survey data from 200 employees across various industries. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS).

Findings – The results show that work condition harmonization and employee welfare positively and significantly affect employee mental health. Sustainable Green HRM also significantly mediates the relationship by strengthening psychological stability and employee engagement.

Research limitations/implications – The study is limited by its cross-sectional design and self-reported data. The findings contribute to sustainable HRM literature by highlighting Green HRM as a psychosocial mechanism affecting mental health.

Practical implications – Organizations are encouraged to integrate sustainable Green HRM practices to improve employee well-being and organizational sustainability.

Originality/value – This study integrates work condition harmonization, employee welfare, mental health, and sustainable Green HRM within a single framework.

Keywords: *Work conditions harmonization; Employee welfare; Mental health; Sustainable Green HRM.*

INTRODUCTION

In the modern era, the balance between working conditions and employee welfare is an important factor in maintaining employee mental health, supported by morality that initially occurred in companies that employed underage workers (child labor), as well as considerations related to welfare as an age-appropriate workforce as a business advantage for the company (Ladkin et al., 2023). Organizations or companies are increasingly aware that good mental health can increase productivity and company sustainability in the future, therefore this is a challenge for a country in meeting the lack of job opportunities, including the lack of skilled workers, and the lack of welfare incentives for workers (Luobari & Masood, 2023). The introduction of the concept of Green Human Resource Management (Green HRM) in maintaining work-life balance in mental health needs to be present as an approach that focuses on work efficiency but also pays attention to environmental sustainability and employee well-being in the future. Current research investigates the effect of green HRM practices on mental health and employee well-being, including new employees, especially in managing human resources which is one of the main drivers of improving sustainable company performance (Ferdousi & Abedin, 2023; Qadri et al., 2022). In addition to price, wage criteria, employee performance, work experience, technical and management skills, other abilities (Yan, 2015). Many companies face challenges in creating a harmonious work environment, where optimal working conditions can meet the expectations of employee well-being. Some employees feel indifferent to 'green' practices viewing this as another routine work task (Filimonau et al., 2023). Tusriyanto et al (2023), explains that understanding and optimizing the relationship between green HR management and technology is an integral strategy in creating a mentally healthy and innovative work environment, namely by investigating HR aspects, we can learn ways to improve the effectiveness and efficiency of sustainable company operations, and at the same time influence certain factors such as recruitment, selection, training, induction, reward management, etc (Weerakoon, 2016). By implementing the principles of Green HRM and sustainable employee mental health, companies can create a healthier, more environmentally friendly work culture and are oriented towards employee mental well-being. This relationship and it is necessary to examine how certain conditions frame the effects of GHRM practices on company performance and are able to maintain sustainable HRM (Carballo-Penela et al., 2023; Aust et al., 2020). In addition, this study also aims to identify strategies that companies can implement to harmonize working conditions with employee well-being in order to achieve a balance that supports productivity and mental health in the long term (Utomo, Winardi, et al., 2026).

This topic was chosen because of its relevance to the challenges of the modern workplace in the future, where the balance between working conditions and employee well-being is a key factor in maintaining mental health and company productivity. Mental health in the workplace is increasingly being considered, given its significant impact on performance and job satisfaction, influenced by several factors such as previous working conditions, employee financial capabilities, and employee expectations of work experience (Yan, 2015). This study offers a new perspective by integrating work psychology, well-being, and mental health into sustainable Green HRM, and analyzing cultural moderation on the relationship between GHRM and mental health (Carballo-Penela et al., 2023).

The strength of this research lies in its holistic approach that integrates Green HRM, mental well-being, and work productivity to support business sustainability and the development of adaptive HR policies. In the context of sustainable Green HRM, companies are not only required to understand these issues, but also to be able to implement environmentally friendly policies and ensure employee welfare is maintained and have social responsibility in the company, thereby being able to improve the economic goals of employees and the company (Aust et al., 2020) by implementing a harmonious strategy between working conditions and employee welfare expectations.

Also consistent in giving awards to employees who achieve more so as to increase work productivity and human resources of HR staff, and work tasks (Ladkin et al., 2023) by creating a healthier, more comfortable environment and supporting long-term productivity, in addition to the sustainability of the company's business is very dependent on employees who are mentally and physically healthy because when employee welfare is continuously maintained and cared for, loyalty and innovation in work increase, thus providing benefits to the company as a whole and continuously.

However, in-depth studies on the relationship between mental health and Green HRM are still limited and not complementary, this study shows that employees are thought to be able to become committed actors in decreasing or increasing company resources and can determine the fate of work in the future in particular (le Duc & Gammeltoft, 2023).

This study analyzes the role of work-life balance and employee well-being on mental health through sustainable Green HRM policies to reduce negative perceptions and increase green work engagement (Filimonau et al., 2023)

This study explains the relationship between working conditions, well-being, and mental health, analyzes the role and effectiveness of Green HRM, and formulates sustainable strategies for modern corporate business organizations.

Therefore, this study is expected to provide novel value and solutions for companies in creating a balance between working conditions, employee well-being, and business sustainability.

LITERATURE REVIEW

Mental Health at Work

In the context of occupational mental health, theories such as Job Demands–Resources explain that the balance between job demands and resources influences employee stress, mental

health, and performance. Preventing occupational stress requires optimal work management based on validated and standardized stress measures across disciplines (Untarini et al., 2020; Backé et al., 2012). If job demands are too high without adequate resource support, it can lead to work stress, burnout, and mental health disorders. This is in line with the opinion that the promise of social support is considered a treatment for work stress, but work well-being remains a mystery (Beehr et al., 2003). However, sufficient resource capabilities (e.g., a supportive work environment, flexibility, and recognition) can improve mental health such as motivation and well-being and can relieve work stress (Wong Shiet-Ching et al., 2011).

Green HRM (GHRM)

Green HRM is the use of each employee's workplace touchpoints to promote conscious and continuous performance improvement practices on corporate sustainability issues. Green HRM can ensure corporate sustainability by reducing the negative impact of business activities on the environment through environmentally friendly practices in HR management activities such as recruitment, training, performance evaluation, and employee development (Dira et al., 2024; Winardi et al., 2024). Resource-Based View emphasizes that a company's competitive advantage is achieved through competent and environmentally conscious human resources, with Green HRM as a key strategy for building a sustainability-oriented organization (Sobhi & Sabi, 2022).

Working Conditions

Working conditions are all conditions related to the physical and non-physical environment in the workplace that affect employee comfort, safety, and productivity. According to Sedarmayanti, working conditions encompass aspects of work facilities, employee relationships, workload, and a work atmosphere that supports optimal task performance (Jerónimo et al., 2020). Harmonious working conditions can increase job satisfaction, reduce stress, and strengthen employee mental health. From a human resource management perspective, a healthy work environment is a crucial factor in creating psychological balance and organizational sustainability (Song & Wu, 2023).

Workplace Welfare

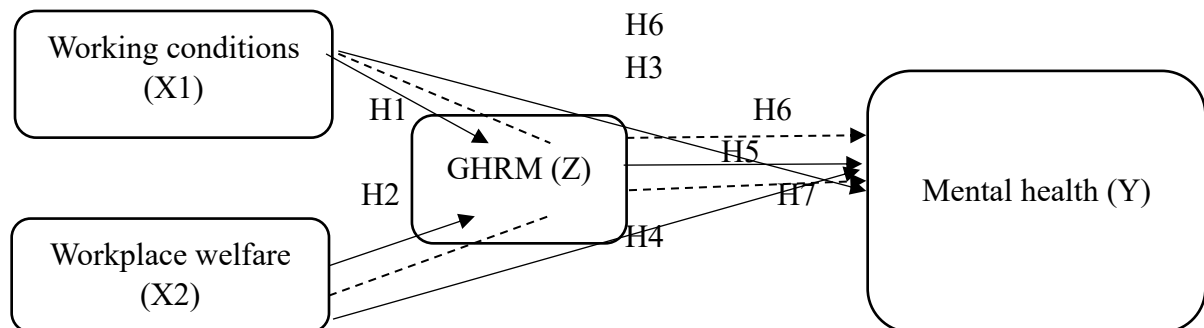
Occupational well-being is the condition where employees' material, social, and psychological needs are met, supporting their quality of life and performance within the organization. Hasibuan explains that occupational well-being includes compensation, health insurance, a sense of security, and organizational support for work-life balance (Chen, 2022), Khan et al. (2022). A good level of work welfare can increase employee motivation, loyalty, and engagement (Ifie et al., 2023). In addition, occupational well-being also plays an important role in maintaining mental health because employees feel valued, safe, and have adequate support in the work environment (Bataineh et al., 2024; Dorta-Afonso et al., 2023).

METHODS

This study uses a quantitative approach to analyze the relationship between work-life balance and employee well-being in the context of sustainable Green Human Resource Management (Green HRM). Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) version 4, which was chosen for its ability to simultaneously test causal relationships between latent variables. Primary data collection was conducted through a questionnaire survey with a Likert scale to measure the level of work-life balance and employee well-being. The study respondents were employees from various industrial sectors that have implemented Green HRM practices. To enrich empirical understanding, this study also complemented in-depth interviews to explore employees' subjective experiences regarding managing work-life balance. In addition, observations were made of Green HRM policies and practices in companies to assess their implications for employee well-being. The study was conducted for six months, from July to December 2025, in manufacturing, service, and technology companies located in and around Jakarta. This approach is expected to provide a comprehensive picture of the effectiveness of Green HRM in supporting organizational well-being and sustainability.

Hypothesis Testing

This study analyzes the influence of working conditions and work well-being on employee mental health, both directly and through the mediating role of Green Human Resource Management (GHRM). The research conceptual framework is based on the perspectives of Sustainable Human Resource Management, Employee Well-being Theory, and organizational psychology, which emphasize the role of the work environment and organizational policies in shaping employee psychological well-being.



Source: processed by the author, 2026

Figure 1. Research Model

Safe and sustainable working conditions and a high level of well-being are seen as key factors driving the effective implementation of GHRM and contributing to improved employee mental health. Furthermore, GHRM serves as a strategic mediation mechanism that integrates sustainability values into HR practices and strengthens the influence of working conditions and

well-being on employee mental health in a sustainable manner. Based on this framework, the following research hypotheses are formulated:

H1:Working conditions (X1) have a positive effect on Green Human Resource Management (GHRM) (Z).

H2:Work welfare (X2) has a positive effect on Green Human Resource Management (GHRM) (Z).

H3:Working conditions (X1) have a positive effect on employee mental health (Y).

H4:Work well-being (X2) has a positive effect on employee mental health (Y).

H5:Green Human Resource Management (GHRM) (Z) has a positive effect on employee mental health (Y).

H6:Green Human Resource Management (GHRM) (Z) mediates the relationship between working conditions (X1) and employee mental health (Y).

H7:Green Human Resource Management (GHRM) (Z) mediates the relationship between work well-being (X2) and employee mental health (Y).

RESULTS AND DISCUSSION

The Outer Model Evaluation or Measurement Model of all indicators had loading factor values > 0.70 , indicating good convergent validity. The Average Variance Extracted (AVE) value for each construct was above 0.50, and the Composite Reliability (CR) value was > 0.80 , indicating that the construct met validity and reliability requirements.

Table 1. Outer Loading Factor

	GHRM	Mental Health	Workplace Welfare	Working Conditions
GHRM1.23	0.773			
GHRM1.24	0.872			
GHRM1.25	0.746			
GHRM1.26	0.846			
GHRM1.27	0.779			
KK1.1				0.837
KK1.2				0.803
KK1.5				0.783
KK1.6				0.787
KK1.8				0.764
KM1.17		0.882		
KM1.18		0.882		
KM1.20		0.920		
KM1.21		0.918		
KS1.10			0.907	
KS1.12			0.918	
KS1.13			0.885	

KS1.15	0.907
KS1.16	0.921

Source: Processed data (2026)

Based on Table 2, the results of the outer loading test indicate that the results of the measurement model evaluation indicate that all indicators have met the convergent validity criteria. The GHRM construct has a factor loading value ranging from 0.746 to 0.872, all exceeding the minimum limit of 0.70, thus reflecting adequate indicator reliability. For the Working Conditions construct, loading values ranged from 0.764 to 0.837, indicating that each indicator adequately represented the latent variable. The Mental Health construct exhibited very strong loading values, ranging from 0.882 to 0.920, indicating high internal consistency. Similarly, the Occupational Well-being construct had loading values ranging from 0.885 to 0.921, confirming the strong contribution of the indicators to the construct being measured. Overall, all constructs in this study have met the requirements for convergent validity, so that the measurement model is declared suitable to proceed to the structural model evaluation stage.

Table 2. Validity-Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
GHRM	0.863	0.872	0.902	0.648
Mental Health	0.922	0.930	0.945	0.811
Workplace Welfare	0.946	0.949	0.959	0.824
Working Conditions	0.854	0.857	0.896	0.632

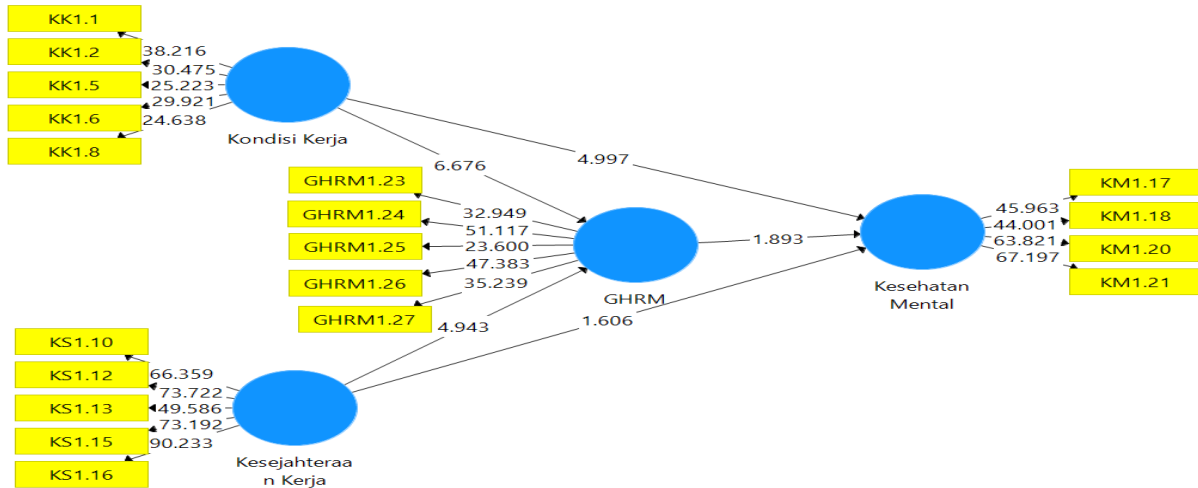
Source: Processed data (2026)

Reliability Test and Convergent Validity

The results of reliability and convergent validity testing indicate that all constructs in this study have met the recommended criteria. The Cronbach's Alpha value for each construct is above the minimum limit of 0.70, with a range of values between 0.854 and 0.946, indicating good internal consistency. Furthermore, the rho_A and Composite Reliability (CR) values for all constructs also show adequate results, each above the threshold of 0.70. The GHRM construct has a CR value of 0.902, Mental Health of 0.945, Workplace Well-being of 0.959, and Working Conditions of 0.896, confirming a high level of construct reliability. In terms of convergent validity, the Average Variance Extracted (AVE) value for all constructs is above 0.50, with AVE values ranging from 0.632 to 0.824. This shows that each construct is able to explain more than 50% of the variance of the indicators that form it. Overall, these results confirm that the measurement model in this study has good reliability and convergent validity, so it is suitable for further analysis on the structural model.

Structural Model Evaluation (Inner Model)

The evaluation of the structural model aims to assess the strength of the relationship between variables and the model's ability to explain endogenous variables, based on the path coefficient, R^2 value, and the results of the significance test (bootstrapping), the following are the results of the Inner Model:



Source: Processed data (2026)

Figure 2. Diagram of structural equation model

Based on Figure 2 it shows that Meanwhile, the model test in the image shows that The structural model shows that GHRM is able to explain 32.0% of the variation in Mental Health ($R^2 = 0.320$), which is included in the moderate category. In addition, the variables Working Conditions and Job Well-being contribute to GHRM with path coefficients of 0.420 and 0.301, respectively, while the direct influence on Mental Health is recorded at 0.377 and 0.130. This finding indicates that the relationship between variables in the model has a positive direction and a meaningful contribution in explaining endogenous variables, so that the structural model is declared suitable for further hypothesis testing.

Discriminant Validity Test

Discriminant validity is used to test whether the constructs used in a model are truly empirically distinct. One commonly used method is the Fornell-Larcker criterion, which states that the square root of the AVE (diagonal value) must be greater than the correlation between the other constructs (off-diagonal values) in a row and column.

Table 3. Discriminant Validity

	GHRM	Mental Health	Workplace Welfare	Working Conditions
GHRM1.23	0.773	0.341	0.410	0.467
GHRM1.24	0.872	0.399	0.478	0.510

GHRM1.25	0.746	0.300	0.295	0.423
GHRM1.26	0.846	0.404	0.449	0.481
GHRM1.27	0.779	0.303	0.434	0.429
KK1.1	0.489	0.477	0.481	0.837
KK1.2	0.412	0.422	0.365	0.803
KK1.5	0.467	0.357	0.387	0.783
KK1.6	0.454	0.470	0.432	0.787
KK1.8	0.464	0.379	0.380	0.764
KM1.17	0.344	0.882	0.302	0.464
KM1.18	0.388	0.882	0.309	0.419
KM1.20	0.419	0.920	0.427	0.495
KM1.21	0.420	0.918	0.403	0.529
KS1.10	0.463	0.346	0.907	0.470
KS1.12	0.490	0.435	0.918	0.530
KS1.13	0.418	0.344	0.885	0.417
KS1.15	0.503	0.324	0.907	0.473
KS1.16	0.473	0.378	0.921	0.448

Source: Processed data (2026)

Based on Table 3, the results of the discriminant validity test show that the cross-loading results indicate that all indicators have the highest loading values on their original constructs. The GHRM constructs (0.746–0.872), Working Conditions (0.764–0.837), Mental Health (0.882–0.920), and Occupational Well-being (0.885–0.921) are each higher than the cross-loading values on other constructs which are in the range of 0.295–0.530. This finding confirms that the model has met the criteria for discriminant validity.

R-Square Test

R Square Test is the coefficient of determination that measures how much of the variation in the dependent variable can be explained by the independent variables in the regression model.

Table 4. R-square test

	R Square	R Square Adjusted
GHRM	0.398	0.392
Mental Health	0.320	0.310

Source: Processed data (2026)

The inner model evaluation results show that the R^2 value for the GHRM construct is 0.398 (adjusted $R^2 = 0.392$), which indicates that exogenous variables are able to explain 39.8% of the variation in GHRM. Meanwhile, the Mental Health construct has an R^2 value of 0.320 (adjusted $R^2 = 0.310$), which means that 32.0% of its variation can be explained by the predictor constructs in the model. The R^2 value indicates that the model's explanatory power is in the moderate category, so the structural model has adequate explanatory power.

Bootstrapping Direct Effect Test

The Direct Effect Test with bootstrapping is used to test the significance of the direct relationship between variables in the model. Significance is tested using the t-statistic and p-value, which are usually compared at a significance level of 0.05, as shown in the results of the direct effect test.

Table 5. Bootstrapping Inner Model Test of the Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
GHRM -> Mental Health	0.153	0.153	0.072	2,137	0.034
Workplace Welfare -> GHRM	0.301	0.305	0.067	4,499	0,000
Workplace Wellbeing - > Mental Health	0.130	0.123	0.080	1,614	0.108
Working Conditions -> GHRM	0.420	0.418	0.066	6,387	0,000
Working Conditions -> Mental Health	0.377	0.382	0.072	5,239	0,000

Source: Processed data (2026)

Based on Table 5, the results of the bootstrapping test show that Based on the results of the direct influence significance test, it can be explained that the acceptance and rejection of the research hypothesis can be explained. Working conditions have a positive and significant effect on GHRM with a t-statistic of 6.387 and a p-value of 0.000 (<0.05). This finding indicates that the better the working conditions perceived by employees, the greater the implementation of Green Human Resource Management practices in the organization. Thus, hypothesis **H1 is accepted**. The results of the analysis show that work well-being has a positive and significant effect on GHRM, as indicated by a t-statistic of 4.499 and a p-value of 0.000 (<0.05). This indicates that improving employee work well-being can encourage organizations to implement GHRM practices more optimally. Therefore, hypothesis H2 is accepted. Based on the test results, working conditions are proven to have a positive and significant effect on employee mental health with a t-statistic of 5.239 and a p-value of 0.000 (<0.05). These results indicate that a good working environment and conditions can help improve employee mental health. Thus, hypothesis **H3 is accepted**. The analysis results show that work well-being does not have a significant effect on employee mental health, with a t-statistic of 1.614 and a p-value of 0.108 (>0.05). This finding indicates that work well-being has not been able to provide a direct influence on employee mental health. Therefore, hypothesis **H4 is rejected**. The test results show that GHRM has a positive and significant effect on employee mental health with a t-statistic of 2.137 and a p-value of 0.034 (<0.05). This indicates

that the implementation of GHRM practices can contribute to creating a work environment that supports employee mental health. Thus, hypothesis H5 is accepted.

Indirect Effect Test

Next, a bootstrapping test was carried out on the inner model test of the indirect effect, which showed that:

Table 6. Bootstrapping Inner Model Test of the Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workplace Wellbeing -> GHRM -> Mental Health	0.046	0.046	0.023	1,997	0.047
Working Conditions -> GHRM -> Mental Health	0.064	0.065	0.033	1,931	0.055

Source: Processed data (2026)

The results of the bootstrapping test in Table 6 show that the results of the indirect effect test indicate that the path of working conditions on employee mental health through GHRM has a t-statistic value of 1.931 with a p-value of 0.055 (> 0.05). This result indicates that the indirect effect is not statistically significant. Thus, GHRM does not mediate the relationship between working conditions and employee mental health, so that hypothesis **H6 is rejected**. The test results show that the path of work well-being on employee mental health through GHRM has a t-statistic value of 1.997 with a p-value of 0.047 (< 0.05). This indicates a significant indirect effect. Thus, GHRM mediates the relationship between work well-being and employee mental health, so that hypothesis **H7 is accepted**.

f test

The results of the effect size (f^2) test in Table 7 show clear differences in the level of influence between variables in the research model.

Table 7. f test

	GHRM	Mental Health	Workplace Welfare	Working Conditions
GHRM		0.021		
Mental Health				
Workplace Welfare	0.111	0.016		
Working Conditions	0.214	0.126		

Source: Processed data (2026)

Based on Table 7, the test results show that the F-test results indicate a significant relationship between several variables in the model. GHRM has a significant effect on Mental Health ($p = 0.021$). In addition, Work Well-Being also has a significant effect on Mental Health ($p = 0.016$).

Meanwhile, Working Conditions show a relationship with GHRM ($p = 0.214$) and Mental Health ($p = 0.126$), although with a weaker level of significance. Overall, these results indicate that the model has adequate ability to explain the relationship between the variables studied.

DISCUSSION

This study makes an empirical contribution by positioning the harmonization of working conditions and well-being as the primary determinants of employee mental health, and examining sustainable Green Human Resource Management (Green HRM) as a strategic mediating mechanism. The results indicate that the relationship between organizational factors and mental health is not a simple linear one, but rather structured through a management system that internalizes sustainability values. These findings broaden the perspective of human resource management by emphasizing that sustainability is not merely an environmental orientation but also the psychosocial architecture of the organization. Substantively, the harmonization of working conditions has been shown to be a structural foundation in shaping employee psychological stability. Harmonization is not only interpreted as comfortable working conditions, but also as the integration of job demands, individual control, social support, and role clarity (Utomo, Wardhana, et al., 2026). When this balance is achieved, work pressure does not develop into psychological distress. In this context, mental health emerges as a consequence of adaptive and humane work design. These findings emphasize that organizations that fail to manage workload imbalance and role ambiguity have the potential to create systemic psychological risks. Employee well-being also shows a strong influence on mental health. However, well-being in this study is not limited to financial compensation, but also includes a sense of security, recognition, development opportunities, and organizational justice. These dimensions shape perceptions of organizational support, which directly influence employees' emotional regulation and psychological resilience. Thus, well-being serves as a protective mechanism against burnout, anxiety, and emotional exhaustion. These results strengthen the argument that investing in well-being is not an operational expense, but rather a long-term psychosocial risk mitigation strategy.

The most significant finding of this study is the role of sustainable Green HRM as an intervening variable. Sustainable Green HRM has been shown to not only strengthen the influence of harmonized working conditions and well-being on mental health but also transform this relationship into a framework of meaningful work. When HR management practices are integrated with sustainability values, employees work not simply to meet organizational demands but feel part of a larger purpose. This sense of contribution to environmental and social sustainability enhances a sense of purpose, which in turn strengthens psychological well-being. Theoretically, these results indicate that sustainable Green HRM functions as a psychological catalyst that bridges the structural aspects of the organization with individual outcomes. Without internalizing sustainability values within the HRM system, harmonizing working conditions and well-being may only produce partial effects on mental health. However, when sustainability values are systematically integrated through recruitment, training, performance evaluation, and organizational culture, these effects become stronger and more sustainable. This suggests the

existence of a transformational, rather than merely administrative, mediation mechanism(Wardhana et al., 2024).

From a managerial perspective, these findings confirm that employee mental health management cannot be separated from an organization's sustainability strategy. Organizations that adopt Green HRM symbolically without real integration into their work systems are likely to fail to create significant psychological impact. Conversely, consistent and integrated implementation can create synergy between environmental performance, employee well-being, and overall organizational sustainability(Fadly et al., 2022).

Overall, this study positions mental health as a strategic outcome of a sustainable management system. Harmonizing working conditions and well-being is a structural prerequisite, while sustainable Green HRM serves as an integrative mechanism that strengthens and maintains these positive impacts. Thus, organizational sustainability is reflected not only in environmental and economic indicators but also in the quality of the mental health of its human resources.

CONCLUSION

This study concludes that harmonizing working conditions and well-being is a strategic determinant in improving employee mental health. Harmonized working conditions, characterized by a balanced workload, social support, role clarity, and a conducive work environment, have been shown to create psychological stability and reduce the risk of work stress. Meanwhile, well-being, encompassing both financial and non-financial aspects, serves as a protective foundation that strengthens employees' mental resilience in facing organizational demands. Furthermore, sustainable Green Human Resource Management (Green HRM) has been shown to play a significant role as an intervening variable, strengthening the relationship between harmonized working conditions and well-being and mental health. The implementation of Green HRM not only impacts environmental sustainability but also transforms the human resource management system to become more meaningful, participatory, and long-term oriented. The integration of sustainability values into HRM practices can enhance employees' sense of purpose, emotional engagement, and psychological well-being. Thus, this study confirms that employee mental health is a strategic outcome of an integrated management system that integrates work harmonization, well-being, and sustainability. Organizations that are able to manage these three aspects simultaneously not only improve the quality of work life but also strengthen the organization's competitiveness and long-term sustainability.

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