

ANALYSIS OF GREEN EMPOWERMENT, CAREER OPPORTUNITIES, EMPLOYEES TEAMWORK AND WORK SATISFACTION TOWARD JOB PERFORMANCE IN PT. ABC GENERAL CONTRACTOR COMPANY IN SIDOARJO

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ABSTRACT

The transition towards sustainable business practices has led to the increasing importance of job performance, which is influenced by various organizational and individual factors. This study analyses the impact of Green Empowerment, Career Opportunities, Employees' Teamwork, and Work Satisfaction on Job Performance. These factors are essential in fostering an environmentally responsible workforce, ensuring that sustainability goals align with organizational and employee objectives. Contractor industry is one of the good examples of how job performance should be applied focusing on green aspect. The performance of general contractor companies plays a crucial role in the success of construction projects and influencing cost efficiency. Using a quantitative approach, data was collected from employees working in environmentally conscious organizations and analyzed using SPSS software statistical tool. This research explores how Green Empowerment, which involves providing employees with autonomy and resources to implement sustainable practices—affects job performance. Additionally, Career Opportunities may serve as motivation for employees to commit to environmental initiatives within their organizations. The study also examines the role of Employees' Teamwork in fostering a shared responsibility for sustainability efforts. Furthermore, Work Satisfaction is considered as a factor that may enhance employees' commitment and job performance. By investigating these relationships, this study aims to contribute to the growing literature on green human resource management and provide insights into strategies that organizations can adopt to enhance Job Performance. The findings of this research can help businesses develop more effective sustainability policies and improve their overall environmental impact.

Keywords: Green Empowerment, Career Opportunities, Employee Teamwork, Work Satisfaction, Job Performance

RESEARCH BACKGROUND

In the increasingly competitive era of modern business, companies are no longer sufficient to focus solely on increasing profits. Currently, the approach to human resource management (HR) and sustainability has become a strategic issue that has received great attention, both among academics and practitioners. The construction sector, as one of the driving forces of national development, is required to manage HR in a more innovative, efficient, and sustainable manner. PT. ABC General Contractor Company located in Sidoarjo is one example of a company that faces these challenges directly. Construction companies have characteristics of labor-intensive work, demanding high efficiency, and often facing high risks and tight deadlines. In this context, project success is greatly influenced by the quality of individual and team performance within the organization. Therefore,

strengthening internal dimensions such as empowerment, motivation, and job satisfaction is very important. One of the strategic approaches that has begun to be applied in HR management is the concept of green empowerment, namely employee empowerment by paying attention to aspects of environmental sustainability in the workplace. Green empowerment not only encourages increased work productivity, but also promotes pro-environmental behavior among employees. Yong et al. (2020) stated that the implementation of green human resource management (GHRM), including green empowerment, can form an organizational culture that is more adaptive, innovative, and oriented towards long-term sustainability. In addition, career development opportunities have a significant influence on employee loyalty and performance. In a dynamic work environment such as in the construction sector, employees who feel they have a clear and open career path tend to be more motivated to make the best contribution. According to Cho & Lee (2019), employees who have a positive perception of career development opportunities will show a higher level of commitment and have less intention to change jobs.

Teamwork (employee teamwork) is also a crucial element in the construction sector. Most construction projects are carried out in the form of cross-functional and departmental teamwork. The effectiveness of teamwork greatly determines the success of project implementation, both in terms of quality, cost, and time. Salas et al. (2015) emphasized that strong teamwork is built through open communication, clear division of roles, and mutual trust between team members. Another aspect that is no less important is job satisfaction. Job satisfaction reflects employees' positive feelings towards their jobs, which directly affect work morale, loyalty, and performance. Robbins & Judge (2019) stated that high job satisfaction will result in increased productivity, reduced absenteeism, and decreased turnover rates. In the construction industry, where work pressure is often high, creating a satisfying work environment is a must.

Till this day, there has been limited research that simultaneously analyzes the influence of these four variables on employee performance, especially in the construction sector in Indonesia. Therefore, this study aims to fill this gap by empirically examining the influence of green empowerment, career opportunities, employee teamwork, and job satisfaction on job performance of employees at PT. ABC General Contractor Company in Sidoarjo.

LITERATURE REVIEW

Green Empowerment

Green empowerment is a form of employee empowerment that focuses on environmental and sustainability aspects. This concept is part of Green Human Resource Management (GHRM), where companies encourage employees to actively contribute to environmentally friendly organizational activities. Green empowerment includes granting authority, training, and organizational support to increase employee involvement in environmentally friendly practices in the workplace (Renwick et al., 2016; Jabbour & de Sousa Jabbour, 2016). According to Yong et al. (2020), green empowerment not only increases employee environmental awareness but also strengthens their emotional involvement in organizational values. When employees feel valued and given space to make decisions related to sustainability, they tend to exhibit pro-environmental behavior (green behavior) which has a direct impact on operational efficiency and the company's reputation.

Another study by Pham et al. (2019) shows that green empowerment has a positive effect on employee performance by increasing intrinsic motivation. In addition, Tang et al. (2018) stated that green empowerment can foster a culture of innovation because it encourages employees to think creatively in solving work environment problems. Not only does it have an impact on individuals, green empowerment also strengthens collaboration between departments in an effort to achieve the company's sustainability goals. This is shown by the study of Saeed et al. (2019) which found that companies with a strong green empowerment strategy tend to have higher employee retention rates and significant brand image improvements.

Career Opportunities

Career opportunities refer to the perception and opportunities that employees have to grow and advance in their professional path within an organization. This concept includes aspects of training, promotion, job rotation, and clarity of career paths offered by the company to employees (Ng et al., 2019). In the context of human resource management, career opportunities have been shown to be one of the main motivational factors

that can increase employee retention, job satisfaction, and performance. According to Hirschi et al. (2018), the perception of open career opportunities encourages employees to set long-term goals and increase work engagement.

Cho and Lee (2019) found that in sectors with high levels of work stress, such as construction and manufacturing, career opportunities serve as a buffer against burnout and increase organizational commitment. Similarly, research by De Vos and Meganck (2017) highlighted that employees tend to stay longer in organizations that provide clear career paths, employee development programs, and transparent promotion opportunities. Clarke (2013) emphasized the importance of a dual approach between career self-management (personal initiative) and organizational support. Employees with a positive perception of career opportunities are more motivated to improve their skills and develop themselves, which ultimately has a positive impact on the company's overall performance.

Employee Teamwork

Employee teamwork refers to collaboration between individuals in a work group to achieve common goals effectively and efficiently. Teamwork includes aspects of open communication, coordination, trust between members, and shared responsibility in completing tasks (Salas et al., 2015). In a dynamic business environment, especially in project-based sectors such as construction, the ability to work in a team is a key competency that contributes significantly to organizational success. Research by Mathieu et al. (2017) confirms that effective teamwork increases productivity, job satisfaction, and innovation, while reducing interpersonal conflict and work errors.

One of the determining factors of team effectiveness is the quality of communication between members. According to Mesmer-Magnus and DeChurch (2009), teams that have open communication and actively share information tend to be more successful in decision making and problem solving. In addition, teamwork is also closely related to collaborative leadership and adaptability, especially in the face of technological change and external pressures (Tannenbaum et al., 2012). On the other hand, teamwork also has an impact on psychological aspects such as self-confidence, social support, and reduced work stress (Shuffler et al., 2018). In the long run, a healthy teamwork culture will create a positive work environment, increase employee loyalty, and support the overall success of the organization.

Employee Satisfaction

Employee satisfaction is a positive emotional condition that arises as a result of a person's assessment of their work, work environment, relationships with coworkers, and fulfillment of their personal and professional expectations (Robbins & Judge, 2019). Job satisfaction reflects the extent to which an individual feels satisfied, comfortable, and motivated in carrying out their work tasks. In the context of modern organizations, employee satisfaction has been shown to be one of the main determining factors in creating high individual performance and building employee loyalty. According to Judge et al. (2017), employees who are satisfied with their jobs will be more motivated, productive, and have a lower tendency to leave the organization.

A study by Bakotić (2016) showed that job satisfaction has a positive relationship with a supportive work environment, including participatory leadership, open communication, and work-life balance. In addition, Shah et al. (2019) stated that employee satisfaction contributes to increased organizational commitment and reduced levels of work stress. In labor-intensive industries such as construction and manufacturing, creating job satisfaction is a challenge in itself, given the high work pressure and the need for solid teamwork. Therefore, it is important for management to provide career growth opportunities, recognition for achievements, and a fair and inclusive work environment (Alrawahi et al., 2020).

Job Performance

Job performance is a measure of the extent to which an employee is able to complete tasks that are his/her responsibility effectively, efficiently, and in accordance with organizational standards. Job performance includes not only the quantity of work results, but also the quality, timeliness, creativity, and contribution to the team and organizational culture (Campbell & Wiernik, 2015). According to Rotundo and Sackett (2002), job performance

consists of three main dimensions: task performance (core task performance), contextual performance (organizational support behavior), and counterproductive work behavior (behavior that is detrimental to the organization). Understanding these three aspects is important in assessing employee contributions as a whole.

Various factors can influence job performance, including job satisfaction, intrinsic motivation, leadership, organizational culture, and a supportive work environment (Judge et al., 2001; Bakker & Demerouti, 2007). In the context of modern HR management, companies not only assess employee work output quantitatively, but also emphasize collaborative, proactive, and innovative aspects in work performance. Study by Al Halbusi et al. (2020) highlighted the importance of the role of organizational communication and managerial trust in improving employee performance. Meanwhile, Motowidlo and Kell (2012) emphasized that job performance is a reflection of a combination of individual abilities, efforts made, and work environment conditions.

Green Empowerment to Satisfaction and Performance

When companies give employees the authority, training, and trust to be involved in decision-making related to sustainability, they will feel valued and recognized. This contributes positively to job satisfaction. Research by Pham et al. (2020) shows that green empowerment has a significant influence on increasing job satisfaction because employees feel that they have an important role in the company's environmental mission. This satisfaction arises from a sense of ownership of the organization's values and the achievements they contribute.

Furthermore, Yong et al. (2020) found that green empowerment also improves work performance by increasing intrinsic motivation. When employees are empowered to make decisions that support the environment, they feel more responsible and motivated to work better. Singh et al. (2022), confirmed their study that employee involvement in sustainability programs (through green empowerment) directly increases work productivity, collaboration, and loyalty to the company. Green empowerment also creates a positive work culture that encourages innovation and collective work spirit.

H1: Green Empowerment has a positive and significant effect on Employee Satisfaction

H2: Green Empowerment has a positive and significant effect on Job Performance

Career Opportunities to Satisfaction and Performance

Career opportunities or career development opportunities are employee perceptions of the opportunities available within the organization to develop professionally through training, promotion, skill enhancement, or internal mobility. These opportunities play an important role in shaping job satisfaction and driving improved employee performance. According to Alfes et al. (2013), employees who feel they have career opportunities within the organization tend to show higher levels of job satisfaction because they feel valued and prioritized in the company's long-term development plan. This sense of satisfaction arises because expectations for personal growth and organizational recognition have been met.

A study by Nouri and Parker (2013) also found that career opportunities significantly improve work performance because they create intrinsic motivation for employees to show optimal work results. Employees who are confident in their future prospects at work tend to work harder, show higher initiative, and engage in productive work behavior. Meanwhile, Meyer and Allen (2014) within the framework of organizational commitment theory, explain that career advancement opportunities strengthen employees' affective commitment to the organization. This commitment acts as a reinforcement between job satisfaction and performance, which ultimately contributes to the overall success of the organization.

H3: Career Opportunities has a positive and significant effect on Employee Satisfaction

H4: Career Opportunities has a positive and significant effect on Job Performance

Employee Teamwork to Satisfaction and Performance

Employee teamwork is a collaboration between individuals in completing tasks together to achieve organizational goals. In a modern work environment that demands cross-division synergy, teamwork is not only a functional need, but also a source of employee satisfaction and performance improvement. According to Salas et al. (2015), effective teamwork is characterized by open communication, trust, good coordination, and clear

division of roles. Teams that have these characteristics are able to create a supportive work environment, reduce interpersonal conflict, and increase job satisfaction because employees feel appreciated and part of something meaningful.

Furthermore, Mathieu et al. (2017) stated that strong employee teamwork has a direct relationship with increased job performance. In an effective team, there is a rapid exchange of information, better decision making, and a balanced division of workload, all of which contribute to higher work output. A study by Costa et al. (2014) also showed that teamwork increases satisfaction through a sense of social connectedness and emotional support. This has a positive effect on motivation and commitment, which ultimately improves overall employee performance, both individually and as a group.

H5: Employee Teamwork has a positive and significant effect on Employee Satisfaction

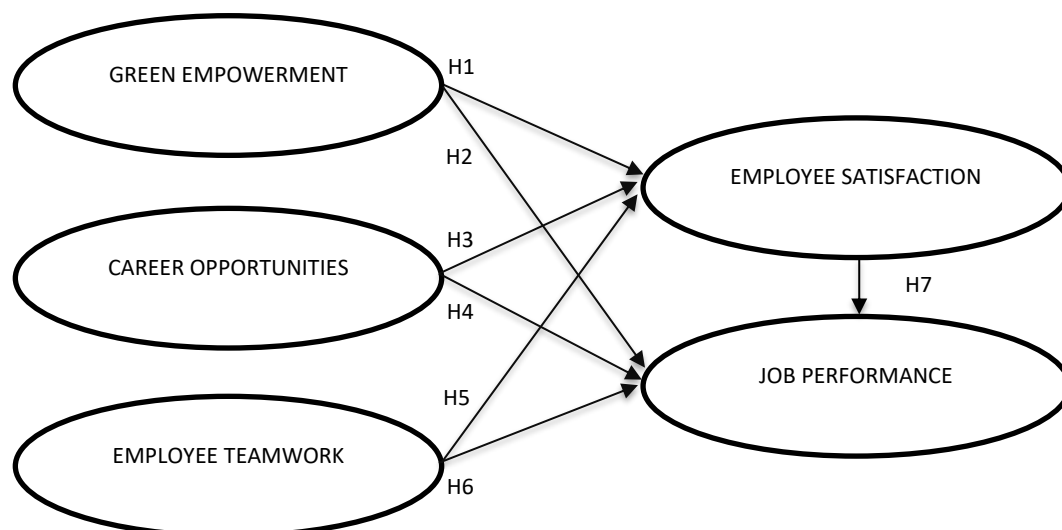
H6: Employee Teamwork has a positive and significant effect on Job Performance

Job satisfaction is a positive emotional state felt by employees towards their work, work environment, and organization. Job satisfaction has been consistently shown to have a significant influence on job performance in various organizational contexts and work cultures. According to Judge et al. (2001), there is a moderate but consistent positive correlation between job satisfaction and job performance. Employees who are satisfied with their jobs tend to have higher motivation, exhibit positive work behavior, and demonstrate better productivity. In the theoretical framework, job satisfaction influences attitudes and commitment to work, which ultimately impacts performance outcomes.

Organ & Ryan (1995) in their meta-analysis also showed that job satisfaction is closely related to positive organizational behaviors such as Organizational Citizenship Behavior (OCB), which supports improved individual and team performance. Satisfied employees are more willing to help coworkers, work more than asked, and demonstrate high responsibility. Furthermore, Ali et al. (2021) in a recent study showed that job satisfaction has a mediating effect on the relationship between human resource management and performance. Satisfied employees will be more emotionally involved, feel a sense of belonging, and be motivated to contribute maximally to achieving organizational goals.

H7: Employee Satisfaction has a positive and significant effect on Job Performance

Research Model



RESEARCH METHOD

This study will provide a better understanding in how organizations should increase and boost job performance through satisfaction, specifically in contractor industries, through Green Empowerment, Career Opportunities, Employee teamwork, the study will dig down the predictor of Employee Satisfaction and Job Performance. Questionnaires distributed and provided the data to be tested. This study uses causal research as the objective. The focus of the study is on contractor industries in Sidoarjo Indonesia. Questionnaires will be compiled based on the chosen measurements and distributed to employees of PT ABC Contractor in Sidoarjo. The collected data will be analyzed and assorted to ensure its eligibility. Likert scale is used to measure the level of agreement and disagreement from the sample. The scale will be labeled as follows. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1). Regression analysis will be used to understand the significance of the independent variables toward the dependent variables. Based on the research model provided, the equation will be as follows,

$$JP: b1.GE + b2.CO + b3.ET + b4.ES$$

$$ES: b5.GE + b6.CO + b7.ET$$

Data Analysis

The data provided information that we can discuss, based on the respondents' result, we can conclude some of the implications, the table shown to provide better understanding.

Table 1. Multiple Regression for Green Empowerment, Career Opportunities, Employee Teamwork toward Employee Satisfaction

Model/ Variable	R	Adj R ²	F _{Sig}	Standardized Coefficient Beta	T _{Sig}	Hypothesis
Green Empowerment	.866 ^a	.750	78.697	.154	.067	Not Supported
Career Opportunities				.435	.000	Supported
Employee Teamwork				.285	.002	Supported

Source: Data Processed (2025)

Based on the table provided, the regression level from Green Empowerment, Career Opportunities, and Employee Teamwork toward Employee Satisfaction is shown with R value of .866, which means that there are strong correlations between the independent variables toward the dependent variables. the adjusted R squared also shown as .750 which means that the independent variables, provide impacts on dependent variables, The regression can be discussed as follows

- Green Empowerment has significant effect on Employee Satisfaction. It is not supported with significance level of 0.67. while beta value showed .154 toward Employee Satisfaction
- Career Opportunities has significant effect on Employee Satisfaction. It is supported with significance level of 0.00. while beta value showed .435 toward Employee Satisfaction
- Employee Teamwork has significant effect on Employee Satisfaction. It is supported with significance level of 0.02. while beta value showed .285 toward Employee Satisfaction

Table 2. Multiple Regression for Green Empowerment, Career Opportunities, Employee Teamwork, Employee Satisfaction toward Job Performance

Model/ Variable	R	Adj R ²	F _{Sig}	Standardized Coefficient Beta	T _{Sig}	Hypothesis
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Green Empowerment	.782 ^a	.612	55.746	.174	.040	Supported
Career Opportunities				.082	.012	Supported
Employee Teamwork				.307	.323	Not Supported
Employee Satisfaction				.422	.000	Supported

Source: Data Processed (2025)

Based on the table provided, the regression level from Green Empowerment, Career Opportunities, Employee Teamwork, Employee Satisfaction toward Job Performance is shown with R value of .782, which means that there are strong correlations between the independent variables toward the dependent variables. The adjusted R squared also shown as .612 which means that the independent variables, provide impacts on dependent variables, The regression can be discussed as follows

- Green Empowerment has significant effect on Employee Satisfaction. It is not supported with significance level of 0.40. while beta value showed .174 toward Job Performance
- Career Opportunities has significant effect on Employee Satisfaction. It is supported with significance level of 0.012 while beta value showed .082 toward Job Performance
- Employee Teamwork has significant effect on Employee Satisfaction. It is not supported with significance level of 0.323 while beta value showed .307 toward Job Performance
- Employee Satisfaction has significant effect on Employee Satisfaction. It is supported with significance level of 0.00. while beta value showed .422 toward Job Performance

RESULTS AND DISCUSSION

This study was conducted to examine the influence of Green Empowerment, Career Opportunities, and Employee Teamwork on Employee Satisfaction and Job Performance at PT ABC General Contractor Company in Sidoarjo. The results of the multiple regression analyses provide meaningful insights into how these internal organizational factors shape employee outcomes within the context of the construction industry. The first regression model investigated the impact of the three independent variables—Green Empowerment (GE), Career Opportunities (CO), and Employee Teamwork (ET)—on the dependent variable, Employee Satisfaction (ES). The regression yielded a high R value of 0.866 and an Adjusted R² of 0.750, which suggests that approximately 75% of the variance in Employee Satisfaction can be explained by the three predictors combined. This confirms that internal organizational dynamics have a substantial role in shaping how satisfied employees feel at work.

The variable Career Opportunities demonstrated the strongest and most statistically significant influence on Employee Satisfaction, with a standardized beta value of 0.435 and p-value of 0.000. This finding supports previous research that career development is a powerful motivator, especially in sectors like construction where upward mobility and skill growth are highly valued. Employees who perceive real opportunities to grow within the organization tend to develop stronger emotional engagement, leading to greater satisfaction and commitment. Employee Teamwork was also found to have a significant impact on satisfaction ($\beta = 0.285$, $p = 0.002$), indicating that collaborative environments that foster trust and cooperation contribute positively to employee morale and workplace experience. When employees work in synergy, they are more likely to feel supported, included, and valued by their peers.

Green Empowerment, while positively correlated ($\beta = 0.154$), did not have a statistically significant influence on Employee Satisfaction ($p = 0.067$). This suggests that while sustainability initiatives and environmentally focused empowerment may be viewed positively, they might not yet be deeply embedded into the organizational culture or fully appreciated by employees in this particular setting. Future efforts to raise awareness and increase involvement in environmental initiatives could enhance the impact of Green Empowerment on satisfaction.

The second regression model tested the influence of GE, CO, ET, and ES on Job Performance (JP). The model showed a strong correlation ($R = 0.782$) and a respectable Adjusted R² of 0.612, indicating that 61.2% of the

variation in job performance can be explained by these variables. The most significant predictor of Job Performance was Employee Satisfaction, with a beta coefficient of 0.422 and a p-value of 0.000. This aligns with numerous studies in organizational psychology suggesting that satisfied employees are more motivated, productive, and willing to exert discretionary effort. When individuals are content with their roles, they are more likely to deliver high performance. Green Empowerment also showed a statistically significant effect on Job Performance ($\beta = 0.174$, $p = 0.040$), suggesting that although it might not strongly affect satisfaction yet, it does have a direct influence on how employees perform, possibly by increasing their sense of responsibility and contribution. Career Opportunities had a marginal but significant impact ($\beta = 0.082$, $p = 0.012$), reinforcing the idea that employees who see future growth will be more driven to perform. Meanwhile, Employee Teamwork, though positively associated ($\beta = 0.307$), was not statistically significant ($p = 0.323$), implying that teamwork alone may not be a strong predictor of individual performance outcomes unless accompanied by other motivating factors. Overall, the findings affirm that Career Opportunities and Employee Satisfaction are the most influential variables in enhancing job performance, while Green Empowerment holds potential but may require stronger integration within organizational strategies

CONCLUSION

In conclusion, this study highlights the significant role that internal organizational factors such as Green Empowerment, Career Opportunities, and Employee Teamwork play in influencing Employee Satisfaction and Job Performance at PT ABC General Contractor Company. The findings reveal that Career Opportunities is the most influential factor in determining Employee Satisfaction, with employees valuing opportunities for growth and development. This aligns with prior research, emphasizing the importance of career advancement, especially in industries like construction where skill enhancement and upward mobility are highly regarded. Employee Teamwork also contributes positively to satisfaction, fostering a collaborative environment that enhances morale and strengthens employee engagement. However, while Green Empowerment showed a positive relationship with Employee Satisfaction, its impact was not statistically significant, suggesting that sustainability initiatives might not yet be deeply embedded in the company's culture or fully recognized by employees. This indicates a potential area for improvement, where greater involvement in environmental initiatives could strengthen the relationship between Green Empowerment and employee satisfaction.

When examining Job Performance, the study confirms that Employee Satisfaction is the most significant predictor of high performance. Satisfied employees are more likely to be motivated and productive, consistently delivering strong performance outcomes. Green Empowerment also has a notable effect on Job Performance, suggesting that employees who feel empowered and responsible for sustainability efforts may be more engaged in their tasks. Career Opportunities, while less influential on performance than on satisfaction, still contributes positively, indicating that future growth prospects remain a motivating factor for employees. In summary, this study emphasizes the importance of fostering career development and employee satisfaction as key drivers of job performance. Additionally, while Green Empowerment and Teamwork show promise, more effort is needed to integrate these elements into the organizational culture to fully realize their potential impact on employee outcomes.

Limitation and Future Research

Despite the contributions of this research in understanding the factors influencing job performance, this study has several limitations that should be acknowledged for future improvements. The study was conducted in PT. ABC General Contractor Company in Sidoarjo. While this provided a focused and in-depth analysis, it also limits the ability of the findings to be generalized. The organizational culture, leadership style, and working environment of this company may differ significantly from other companies in the construction sector, particularly those located in different regions or operating at different scales. The research relied solely on quantitative methods through self-reported questionnaires, which are subject to response bias, such as social desirability bias. Respondents may have answered questions in ways that they believed were expected or favorable, rather than reflecting their actual experiences or perceptions. Lastly while the study included key internal factors, it did not consider external variables, such as economic conditions, project complexity, or client demands, which may also affect employee performance in the construction industry. Future research should expand the sample to multiple companies, include qualitative insights, and consider longitudinal approaches to validate and enrich the findings.

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Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.782 ^a	.612	.601	.31904

a. Predictors: (Constant), ET, GG, CO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.023	3	5.674	55.746	.000 ^b
	Residual	10.789	106	.102		
	Total	27.812	109			

a. Dependent Variable: ES

b. Predictors: (Constant), ET, GG, CO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.443	.304		1.456	.148
	GG	.164	.089	.154	1.849	.067
	CO	.449	.096	.435	4.669	.000
	ET	.274	.086	.285	3.176	.002

a. Dependent Variable: ES

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.866 ^a	.750	.740	.29262

a. Predictors: (Constant), ES, GG, ET, CO

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.953	4	6.738	78.697	.000 ^b

Residual	8.990	105	.086		
Total	35.944	109			

a. Dependent Variable: JP

b. Predictors: (Constant), ES, GG, ET, CO

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.586	.282		-2.081	.040
	GG	.211	.083	.174	2.547	.012
	CO	.096	.097	.082	.993	.323
	ET	.336	.083	.307	4.057	.000
	ES	.480	.089	.422	5.390	.000

a. Dependent Variable: JP