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Green Human Resource Management, Resilience, and Burnout on Employee Performance through Employee Well-Being at PT PLN (Persero) UP3 Samarinda

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Abstract

This study examines the relationships of Green Human Resource Management (GHRM), resilience, and burnout with employee performance through employee well-being at PT PLN (Persero) UP3 Samarinda. A quantitative explanatory, cross-sectional survey collected primary data from 138 employees using a structured five-point Likert questionnaire and saturated sampling. Partial Least Squares Structural Equation Modeling (PLS-SEM), assisted by SmartPLS, was used to assess measurement quality and test direct and indirect relationships. All ten hypotheses were supported. GHRM and resilience positively predicted employee performance, with coefficients of 0.175 and 0.273, and employee well-being, with coefficients of 0.295 and 0.323. Burnout showed negative associations with performance and well-being, with coefficients of minus 0.233 and minus 0.361, respectively. Employee well-being positively predicted performance, with a coefficient of 0.341, and significantly mediated all three antecedent relationships. The model explained 65.2% of employee well-being variance and 74.2% of performance variance. These findings support an integrated resource-based interpretation of occupational performance and indicate the value of combining environmentally oriented HR practices, resilience development, and burnout prevention. Managerial priorities include psychological support, meaningful green participation, equitable workloads, and adequate recovery opportunities, particularly for employees facing demanding electricity distribution service responsibilities. The single-unit, cross-sectional design limits causal interpretation and broader generalisation.

Keywords: *Burnout, Employee Performance, Employee Well-Being, Green Human Resource Management, Resilience.*

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INTRODUCTION

Environmental transition and workforce sustainability have become closely connected organisational priorities as businesses face simultaneous pressures to maintain productivity, introduce new technologies, and protect employee well-being. The International Labour Organization (2024) describes a resilient but uneven global labour market recovery, underscoring the vulnerability of employment conditions to continuing economic and social pressures. Such pressures increase the relevance of examining how employment practices shape individual functioning rather than treating performance exclusively as the outcome of operational targets. In Indonesia, the labour force reached approximately 154.91 million people in February 2026, including 147.67 million employed individuals and an open unemployment rate of 4.68% (Badan Pusat Statistik, 2026). These figures establish the national scale of workforce management challenges without directly measuring employee well-being. The electricity sector adds operational complexity, with installed generation capacity of approximately 100,649 MW and a distribution network of approximately 1,099,731 km reported for 2024 (Kementerian Energi dan Sumber Daya Mineral Republik Indonesia, 2025). PT PLN (Persero) reports sustainability and employee development initiatives as elements of its organisational agenda, connecting environmental transformation with the management of human resources (PT PLN (Persero), 2024). The Job Demands–Resources framework offers a basis for investigating how organisational conditions and personal resources relate to occupational well-being and performance under these demands (Bakker et al., 2023).

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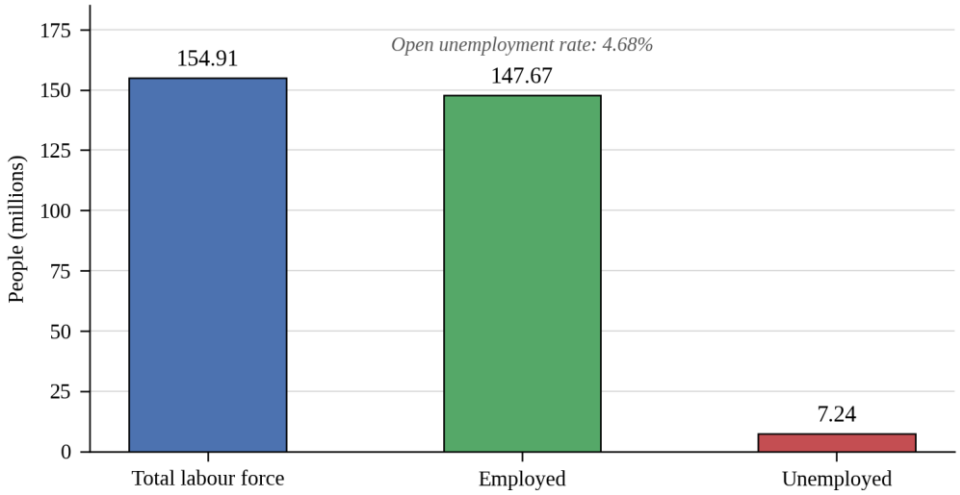

Figure 1: Indonesia's Labour Market Structure, February 2026
Source: Badan Pusat Statistik (2026).

Research on sustainable human resource management has increasingly examined both environmental objectives and employee-level outcomes. Green human resource management has been associated with green employee behaviour and organisational environmental performance, positioning workforce practices as instruments of sustainability implementation (Al-Swidi et al., 2021). Subsequent studies have linked green HRM with employee well-being and sustainable work behaviour, although the explanatory mechanisms have varied across organisational settings (Gyensare et al., 2024). Evidence concerning sustainable HRM further indicates that employee resilience can connect management practices with employee outcomes through psychological and behavioural processes (Lu et al., 2023). Burnout research, in contrast, has emphasised the performance consequences of persistent exhaustion, with meta-analytic evidence documenting a negative association between burnout and job performance (Corbeanu et al., 2023). Work-system studies have also distinguished dimensions of employee well-being when explaining individual performance rather than treating well-being as a single undifferentiated outcome (Shi et al., 2024). Taken together, these findings locate performance at the intersection of organisational practices, personal resources, and psychological strain. They nevertheless examine these relationships through different models, making their combined explanatory structure an empirical question rather than an established conclusion.

An integration gap remains between research focused on environmentally oriented HRM practices and research explaining the consequences of resilience and burnout for individual performance. Studies of green HRM have assessed sustainability mechanisms in educational institutions and other settings without simultaneously examining resilience and burnout as parallel antecedents of performance (Abbas et al., 2022). Evidence from healthcare employees extends green HRM research to well-being and engagement, but its occupational setting differs from the continuous public-service responsibilities of electricity distribution (Ud Din et al., 2025). Research on resilience and well-being has documented connections with organisational outcomes, although some evidence derives from pandemic-related conditions rather than routine utility operations (Charoensap-Kelly et al., 2021). Burnout has also been studied as a mediator between adverse organisational experiences and performance, with differences observed across organisational ownership arrangements (Yu et al., 2022). Longitudinal HRM studies identify psychological well-being as a relevant intervening mechanism but do not establish whether it jointly transmits the associations of green HRM, resilience, and burnout with performance in a state-owned electricity utility (Parent-Lamarche & Dextras-Gauthier, 2024). The unresolved issue is therefore not the absence of evidence on any individual construct, but the limited integrated evidence concerning employee well-being as a shared mediating mechanism. This limitation also creates a contextual gap because findings from other industries cannot be assumed to describe employees at PT PLN (Persero) UP3 Samarinda.

Examining this gap has practical significance for electricity distribution, where employees contribute to service continuity, occupational safety, incident response, and the implementation of sustainability programmes. National electricity-sector reporting documents the scale of power

infrastructure and service requirements, indicating the breadth of organisational coordination needed to maintain reliable operations (Kementerian Energi dan Sumber Daya Mineral Republik Indonesia, 2025). PLN's sustainability reporting also places human resource development alongside environmental and governance commitments, making employee management relevant to the wider transformation agenda (PT PLN (Persero), 2024). An exclusively performance-oriented assessment may overlook psychological conditions that affect employees' capacity to sustain their professional responsibilities. Burnout is recognised as an occupational phenomenon arising from chronic workplace stress that has not been successfully managed, rather than as an independent medical diagnosis (World Health Organization, 2019). Job demands and resources can function differently depending on their implementation and the demands experienced by employees, so green policies should not automatically be treated as beneficial psychological resources (Bakker & Demerouti, 2024). Evidence involving state-owned enterprise employees has also linked employee well-being with job performance, supporting the relevance of examining psychological factors in publicly owned organisations (Mustika & Martdianty, 2023). Without integrated evidence, managers may have difficulty distinguishing whether performance-related problems are associated with institutional practices, individual recovery capacity, occupational exhaustion, or employee well-being.

The present study addresses the identified research gap by integrating green human resource management, resilience, and burnout within a single explanatory model of employee performance. Green HRM is conceptualised as an organisational resource reflected in practices such as environmentally oriented recruitment, training, performance appraisal, rewards, and employee involvement (Tang et al., 2018). Resilience represents a personal resource concerned with an individual's capacity to recover after stress and adversity (Smith et al., 2008). Burnout represents a condition of psychological resource depletion through which persistent occupational pressures may undermine the capacity to sustain effective work behaviour, consistent with Conservation of Resources theory (Hobfoll et al., 2018). Employee well-being is positioned as the shared mediating variable rather than being reduced to the absence of burnout or to a narrow measure of job satisfaction (Pradhan & Hati, 2022). This conceptualisation corresponds to recent attempts to connect job demands–resources and resource-conservation explanations of employee well-being and work design (Demerouti, 2025). The distinctive contribution is the simultaneous assessment of these three antecedents and their direct and well-being-mediated relationships with performance in a state-owned electricity distribution unit. This integration provides a more specific novelty claim than asserting that the individual constructs themselves have not previously been investigated.

This study aims to examine the direct relationships of green human resource management, resilience, and burnout with employee performance at PT PLN (Persero) UP3 Samarinda. It also evaluates the relationships of these three antecedents with employee well-being. A further objective is to determine whether employee well-being is associated with employee performance when the antecedent variables are considered within the same model. The study tests the mediating role of employee well-being in each antecedent–performance relationship. These objectives are operationalised through ten hypotheses covering seven direct relationships and three indirect relationships. The theoretical contribution lies in examining organisational resources, personal resources, and resource depletion within a unified explanation of employee functioning. The empirical contribution lies in providing evidence from a state-owned electricity distribution unit whose responsibilities combine public-service continuity and sustainability-oriented organisational change. The practical contribution is to inform human resource decisions concerning green management practices, employee resilience, the prevention of burnout, and the maintenance of conditions supporting sustainable performance.

RESEARCH METHODS

This study employed a quantitative explanatory research design using a cross-sectional survey to examine the direct and indirect relationships among Green Human Resource Management (GHRM), resilience, burnout, employee well-being, and employee performance at PT PLN (Persero) UP3 Samarinda. The research adopted a deductive approach in which theoretically derived hypotheses were examined through numerical measurement and statistical analysis (Creswell & Creswell, 2022). The study population consisted of 138 employees, and saturated sampling was applied to include all members of the population as the planned research sample. Primary data were collected through a

structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Saunders et al., 2024). The research model comprised three exogenous variables, namely GHRM (X1), resilience (X2), and burnout (X3), with Employee Well-Being (Z) as the mediating variable and Employee Performance (Y) as the endogenous variable. GHRM was operationalised through green recruitment and selection, green training, green performance management, green pay and reward, and green involvement (Tang et al., 2018). Resilience was measured using indicators adapted from the Brief Resilience Scale, which assesses individuals' capacity to recover from stressful experiences and adversity (Smith et al., 2008).

Burnout was operationalised through emotional exhaustion, cynicism, and reduced professional efficacy, reflecting the depletion of psychological resources associated with prolonged occupational stress. Employee Well-Being was measured through psychological, social, subjective, and workplace well-being dimensions to capture employees' multidimensional welfare conditions (Pradhan & Hati, 2022). Employee Performance was operationalised through task performance, contextual performance, and adaptive performance, reflecting the individual job performance measurement framework (Abbasi et al., 2022). Data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS to evaluate the measurement model, structural relationships, and mediating effects (Hair et al., 2021). The measurement model was evaluated through convergent validity using outer loadings of approximately 0.70 and Average Variance Extracted (AVE) values of at least 0.50, discriminant validity using the Fornell–Larcker criterion and Heterotrait–Monotrait Ratio (HTMT), and internal consistency using Cronbach's alpha and composite reliability values of at least 0.70 (Hair et al., 2019). The structural model was assessed through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and estimated path coefficients to evaluate the explanatory characteristics of the proposed relationships. Hypothesis testing employed bootstrapping to examine seven direct effects (H1–H7) and three indirect effects (H8–H10), with Employee Well-Being positioned as the mediating variable.

Hypothesis Development

H1. Green Human Resource Management has a positive and significant influence on Employee Performance

Green Human Resource Management (GHRM) integrates environmental sustainability into recruitment, training, performance appraisal, rewards, and employee involvement, potentially strengthening employees' competencies and organisational commitment (Tang et al., 2018). Previous research indicates that green HRM practices are associated with employee performance through environmentally oriented work behaviour and organisational support mechanisms (Nathania & Sandroto, 2022). Effective implementation of these practices is expected to improve task execution, contextual contributions, and employee adaptability by aligning individual capabilities with organisational sustainability objectives (Al-Swidi et al., 2021).

H2. Resilience has a positive and significant influence on Employee Performance.

Resilience represents an individual's capacity to recover from difficulties, adapt to changing circumstances, and maintain effective functioning under occupational pressure (Smith et al., 2008). Empirical research indicates that employee resilience contributes to favourable work outcomes by supporting adaptability and sustained performance during demanding organisational conditions (Lu et al., 2023). Employees with stronger resilience are expected to demonstrate better task performance and adaptability because they can manage occupational challenges without prolonged disruption to their work responsibilities (Shen et al., 2024).

H3. Burnout has a negative and significant influence on Employee Performance.

Burnout reflects prolonged occupational exhaustion, increasing psychological distance from work, and reduced professional efficacy resulting from unmanaged workplace stress (World Health Organization, 2019). Meta-analytic evidence demonstrates a negative association between burnout and job performance, indicating that persistent exhaustion can undermine employees' capacity to meet occupational expectations (Corbeanu et al., 2023). Employees experiencing higher burnout are consequently expected to demonstrate lower performance because depleted psychological resources interfere with concentration, motivation, and effective task execution (Yu et al., 2022).

H4. Green Human Resource Management has a positive and significant influence on Employee Well-Being.

GHRM practices may function as organisational resources by providing environmental competencies, employee participation opportunities, institutional recognition, and meaningful involvement in sustainability initiatives (Bakker & Demerouti, 2024). Empirical findings associate green HRM practices with employee well-being, indicating that environmentally responsible human resource policies may generate benefits beyond organisational environmental performance (Gyensare et al., 2024). Employees who perceive green management practices as supportive organisational arrangements are expected to experience improved psychological and workplace well-being through greater engagement and perceived institutional support (Rasmussen et al., 2024).

H5. Resilience has a positive and significant influence on Employee Well-Being.

Resilience enables individuals to recover from stressful experiences and maintain psychological functioning despite occupational difficulties (Smith et al., 2008). Research involving employees across different national settings identifies resilience as a positive predictor of psychological well-being and favourable organisational outcomes (Charoensap-Kelly et al., 2021). Employees with greater resilience are expected to maintain higher well-being because their personal coping resources support psychological recovery and adaptation to demanding working conditions (Hanu & Khumalo, 2024).

H6. Burnout has a negative and significant influence on Employee Well-Being.

Burnout develops when persistent occupational pressures contribute to emotional exhaustion, psychological detachment, and diminished professional efficacy (Demerouti, 2024). The Conservation of Resources framework explains that prolonged resource depletion may undermine psychological functioning and reduce employees' capacity to maintain positive occupational experiences (Hobfoll et al., 2018). Higher burnout is therefore expected to reduce employee well-being by weakening psychological vitality, satisfaction with work experiences, and the resources required to sustain positive functioning (Wang et al., 2022).

H7. Employee Well-Being has a positive and significant influence on Employee Performance.

Employee well-being encompasses psychological, social, subjective, and workplace dimensions that contribute to individuals' capacity to function effectively within an organisation (Pradhan & Hati, 2022). Previous research identifies positive associations between employee well-being and job performance, although the strength of these relationships may differ across employee groups and working conditions (Peeters et al., 2021). Higher employee well-being is expected to support task performance, contextual contributions, and adaptability by maintaining psychological energy, motivation, and effective engagement with occupational responsibilities (Siswanti et al., 2024).

H8. Employee Well-Being mediates the positive influence of Green Human Resource Management on Employee Performance.

Green HRM practices may improve employee well-being by strengthening organisational support, participation, environmental responsibility, and the perceived meaningfulness of work (Gyensare et al., 2024). Research examining human resource management practices indicates that psychological well-being can function as an intervening mechanism connecting organisational management arrangements with employee performance (Parent-Lamarche & Dextras-Gauthier, 2024). Employee well-being is consequently proposed to mediate the relationship between GHRM and employee performance because supportive environmental management practices may enhance psychological functioning that subsequently contributes to effective work behaviour.

H9. Employee Well-Being mediates the positive influence of Resilience on Employee Performance.

Resilience functions as a personal resource that supports adaptation, psychological recovery, and the maintenance of effective occupational functioning under demanding circumstances (Lu et al., 2023). Previous research identifies positive relationships among resilience, psychological well-being, and productivity, suggesting that employees' recovery capacity may contribute to performance through

favourable psychological conditions (Charoensap-Kelly et al., 2021). Employee well-being is therefore expected to mediate the relationship between resilience and employee performance because employees who maintain psychological stability may be better equipped to translate their adaptive capacities into productive work behaviour (Janyam, 2024).

H10. Employee Well-Being mediates the negative influence of Burnout on Employee Performance.

Burnout reflects the depletion of occupational psychological resources and is associated with reduced work functioning and employee performance (Corbeanu et al., 2023). The resource-depletion process may also undermine employee well-being by reducing emotional energy, psychological stability, and positive experiences within the workplace (Demerouti, 2024). Employee well-being is consequently proposed to mediate the negative relationship between burnout and employee performance because psychological deterioration may represent an intermediate pathway through which occupational exhaustion is associated with reduced task effectiveness and adaptability.

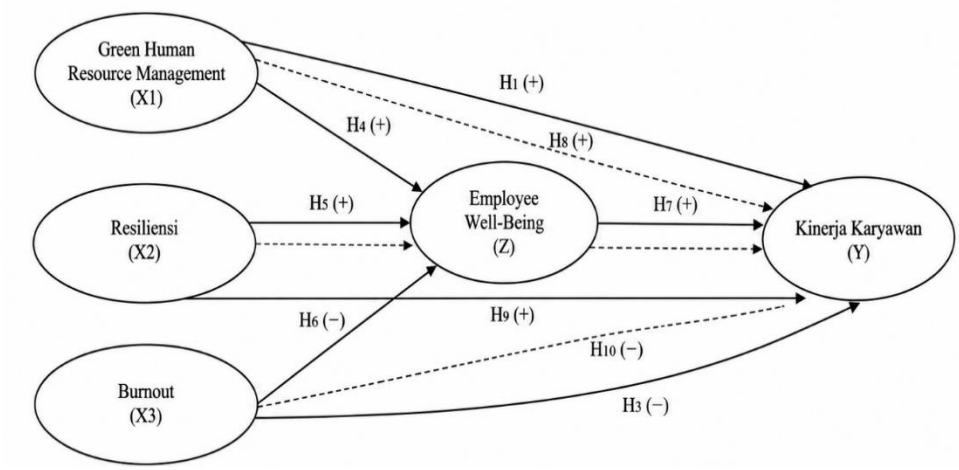

Figure 2: Conceptual Framework

RESULTS AND DISCUSSION

Respondent Characteristics and Measurement Model Evaluation

The study involved 138 employees of PT PLN (Persero) UP3 Samarinda, whose demographic characteristics were examined to establish the composition of the research population. Saturated sampling was employed to include the defined employee population in the quantitative assessment of Green Human Resource Management (GHRM), resilience, burnout, employee well-being, and employee performance. The demographic analysis covered seven characteristics, namely gender, age, working period, educational attainment, employment status, unit or work division, and position or job level. Descriptive demographic analysis provides information about the organisational setting in which research constructs are measured without independently establishing relationships between employee characteristics and the variables under investigation (Creswell & Creswell, 2022). This distinction is particularly relevant because occupational responsibilities and organisational experience may differ across employee groups, while the proposed structural model does not separately estimate demographic effects (Saunders et al., 2024). The distribution of respondents across the seven demographic classifications is presented in Table 1.

Table 1. Respondent Characteristics

Demographics	Characteristics	Number	Percentage
Gender	Male	124	90%
	Female	14	10%
Age	Less than 25 years	2	1%
	25 - 30 years	30	22%

	31 - 35 years	67	49%
	36 - 45 years	25	18%
	More than 45 years	14	10%
Working Period	Less than 1 year	0	0%
	1 - 3 years	9	7%
	More than 3 - 5 years	2	1%
	More than 5 - 10 years	32	23%
	More than 10 years	95	69%
Education	High School (SMA/SMK)	38	28%
	Diploma	23	17%
	Bachelor's Degree (S1)	66	48%
	Postgraduate (S2/S3)	11	8%
Employment Status	Permanent employee	138	100%
	Other employee	0	0%
Unit/Work Division	Engineering	49	36%
	Customer Service	30	22%
	Energy Transaction	20	14%
	HSE and Safety	13	9%
	Administration/Finance	12	9%
	Others	14	10%
Position/Job Level	Managerial	23	17%
	Supervisor/Team Leader	53	38%
	Executive/Staff	56	41%
	Others	6	4%

Source: Data processed by researcher, 2026.

Table 1 indicates that the largest age group comprised employees aged 31–35 years, accounting for 67 respondents or 49% of the research population. Employees aged 25–30 years represented 30 respondents or 22%, followed by those aged 36–45 years with 25 respondents or 18%. The remaining respondents consisted of 14 employees older than 45 years or 10% and two employees younger than 25 years or 1%. Gender distribution was dominated by male employees, comprising 124 respondents or 90%, whereas female employees accounted for 14 respondents or 10%. This distribution describes the composition of the surveyed workforce but does not demonstrate that either gender possesses greater technical competence, resilience, or occupational adaptability. Organisational behaviour research recognises that individual characteristics interact with job requirements and organisational conditions, making demographic frequencies insufficient for determining differences in psychological resources or performance (Robbins & Judge, 2024). The concentration of respondents within the 25–35-year age range provides a relevant demographic background for evaluating employee experiences, although relationships between age and the study constructs would require dedicated statistical testing (Creswell & Creswell, 2022).

The distribution of working periods indicates that 95 employees or 69% had served for more than ten years, making this the largest employment-tenure category. Another 32 respondents or 23% had worked for more than five to ten years, while nine employees or 7% had served for one to three years and two employees or 1% for more than three to five years. No respondents reported a working period shorter than one year, indicating that every participant had some experience within the organisation. Educational attainment was dominated by bachelor's degree holders, comprising 66 respondents or 48%, followed by 38 high school graduates or 28%, 23 diploma holders or 17%, and 11 postgraduate degree holders or 8%. Extensive employment experience may provide opportunities to develop occupational knowledge and familiarity with organisational procedures, although years of service alone cannot establish employees' capacity to recover from workplace difficulties (Smith et al., 2008). Research concerning personal resources suggests that resilience and performance should be examined through their respective psychological and behavioural constructs rather than inferred directly from educational qualifications or employment tenure (Lu et al., 2023).

Employment status was homogeneous, with all 138 respondents classified as permanent employees and no participants belonging to other employment categories. The Engineering division

contributed the largest proportion of respondents, comprising 49 employees or 36%, followed by Customer Service with 30 employees or 22%. Energy Transaction accounted for 20 respondents or 14%, HSE and Safety for 13 respondents or 9%, Administration/Finance for 12 respondents or 9%, and other divisions for 14 respondents or 10%. Regarding organisational positions, 56 respondents or 41% were executives or staff, 53 respondents or 38% were supervisors or team leaders, 23 respondents or 17% occupied managerial positions, and six respondents or 4% held other positions. The representation of operational, supervisory, and managerial employees provides descriptive coverage of different organisational responsibilities but does not establish whether working conditions differ significantly across these groups. The Job Demands–Resources framework explains that employees' psychological functioning depends on the demands and resources associated with their work, indicating that job classifications should not automatically be treated as direct indicators of well-being (Bakker et al., 2023). Following the demographic assessment, the measurement model was evaluated through indicator loadings, Average Variance Extracted (AVE), Cronbach's alpha, and composite reliability to determine whether the research constructs satisfied the specified measurement criteria (Hair et al., 2021).

Table 2: Validity and Reliability

Variable/Item	Outer Loading	Cronbach's Alpha	Composite Reliability
Green Human Resource Management (X1)		**0.947**	**0.955**
X1.1 The organization presents itself to prospective employees as a company that cares about the environment	0.792		
X1.2 Concern for the environment is one consideration in the employee selection process	0.820		
X1.3 Employees are given training to increase awareness of the importance of environmental protection	0.786		
X1.4 The organization provides knowledge that helps employees apply environmentally friendly work practices	0.823		
X1.5 Environmental aspects are used as an indicator in performance assessment	0.836		
X1.6 The organization sets rules that employees must comply with to support environmental objectives	0.803		
X1.7 The organization provides adequate incentives for achieving environmental objectives	0.844		
X1.8 The organization gives recognition to employee contributions to environmental management	0.910		
X1.9 Employees are involved in solving problems related to the environment	0.837		
X1.10 The organization gives employees the opportunity to participate in environmental management activities	0.789		
Resilience (X2)		**0.919**	**0.937**
X2.1 I am able to bounce back quickly after experiencing a difficult work situation	0.801		
X2.2 I am able to cope with work situations that are full of pressure	0.836		
X2.3 I do not need a long time to recover after experiencing a work situation that is full of pressure	0.909		
X2.4 I do not need a long time to bounce back after experiencing difficulties in my work	0.848		
X2.5 I can get through difficult periods in my work without prolonged difficulty	0.801		
X2.6 I do not need a long time to recover after experiencing a setback in my work	0.866		
Burnout (X3)		**0.925**	**0.941**
X3.1 I feel depleted of energy after carrying out my work	0.834		

X3.2 I feel emotionally drained by my work	0.855		
X3.3 I increasingly keep an emotional distance from my work	0.859		
X3.4 My enthusiasm for my work keeps declining	0.852		
X3.5 I feel unable to complete my work well	0.885		
X3.6 I feel unsure of my ability to complete my work properly	0.829		
Employee Well-Being (Z)		**0.927**	**0.940**
Z1 I experience positive psychological conditions while doing my work	0.821		
Z2 The work I do gives me the opportunity to develop as an individual	0.825		
Z3 I have good relationships with my colleagues	0.784		
Z4 I feel accepted as part of my work environment	0.798		
Z5 I feel happy when doing my work	0.851		
Z6 I experience more positive experiences in my work	0.815		
Z7 I feel comfortable in the environment where I work	0.820		
Z8 My work environment supports my well-being as an employee	0.796		
Employee Performance (Y)		**0.902**	**0.925**
Y1 I am able to complete my work according to the established quality standards	0.772		
Y2 I am able to achieve work results in line with the established targets	0.799		
Y3 I am willing to help my colleagues when they need assistance	0.842		
Y4 I strive to create a work environment that supports cooperation with colleagues	0.832		
Y5 I am able to adapt myself when changes occur in my work	0.833		
Y6 I am able to learn new ways of working when facing change	0.841		

Source: Data processed by researcher, 2026.

The measurement results presented in Table 2 indicate that the reported outer loading values ranged from 0.772 for the first Employee Performance indicator (Y1) to 0.910 for the eighth GHRM indicator (X1.8). Every indicator exceeded the specified minimum loading of 0.70, supporting acceptable indicator reliability and convergent validity under the adopted PLS-SEM evaluation criteria (Hair et al., 2019). The AVE values were 0.680 for GHRM, 0.713 for resilience, 0.727 for burnout, 0.662 for Employee Well-Being, and 0.673 for Employee Performance. These values exceeded the 0.50 criterion, indicating that the latent constructs explained more than half of the variance in their corresponding indicators (Hair et al., 2021). Cronbach's alpha values ranged from 0.902 to 0.947, while composite reliability values ranged from 0.925 to 0.955, demonstrating satisfactory internal consistency across the five constructs. The highest GHRM indicator loading concerned organisational recognition of employee contributions to environmental management, but this loading should not be interpreted as evidence that recognition has the strongest causal influence on performance because outer loadings represent measurement relationships rather than structural effects (Tang et al., 2018).

Discriminant validity was subsequently evaluated using the Fornell–Larcker criterion to determine whether the five latent constructs demonstrated sufficient empirical separation. This criterion compares the square root of each construct's AVE with its correlations with the other constructs, requiring the diagonal value to exceed the corresponding interconstruct correlations in absolute terms (Hair et al., 2019). The results produced diagonal values of 0.825 for GHRM, 0.844 for resilience, 0.852 for burnout, 0.820 for Employee Performance, and 0.814 for Employee Well-Being. The highest reported interconstruct correlation was 0.794 between Employee Performance and Employee Well-Being, followed by a correlation of 0.709 between resilience and Employee Performance. Although

Employee Performance and Employee Well-Being exhibited a relatively strong positive correlation, their respective diagonal values remained higher than the correlation between them. The close relationship between psychological well-being and work performance is consistent with research identifying employee well-being as a relevant factor associated with favourable occupational outcomes (Peeters et al., 2021). Table 3 presents the Fornell–Larcker matrix and supports discriminant validity under the specified criterion, while recognising that additional measurement assessments remain relevant to interpreting construct distinctiveness (Hair et al., 2021).

Table 3. Fornell-Larcker Criterion

Variable	X1	X2	X3	Y
Green Human Resources (X1)	0.825			
Resilience (X2)	0.553	0.844		
Burnout (X3)	-0.524	-0.488	0.852	
Employee Performance (Y)	0.674	0.709	-0.687	0.820
Employee Well-Being (Z)	0.663	0.662	-0.673	0.794

Source: Data processed by researcher, 2026.

The Fornell–Larcker results demonstrate that each construct satisfied the reported discriminant validity criterion, including Employee Performance and Employee Well-Being, which exhibited the strongest correlation in the measurement model. The negative correlations between burnout and the other constructs were consistent with its conceptualisation as an adverse occupational condition associated with resource depletion and reduced psychological functioning (Demerouti, 2024). Additional discriminant validity assessment was conducted using indicator cross-loadings to examine whether each measurement item was more strongly associated with its intended construct than with alternative constructs. Cross-loading analysis provides complementary information about indicator distinctiveness, particularly when several constructs are conceptually related or exhibit substantial interconstruct correlations (Hair et al., 2021). The reported matrix shows that the primary loading of each indicator exceeded its corresponding cross-loadings on the other latent constructs. Table 4 presents the complete cross-loading matrix for GHRM, resilience, burnout, Employee Performance, and Employee Well-Being, retaining the original indicator values and construct ordering.

Table 4. Crossloading

Indicator	Green Human Resource Management (X1)	Resilience (X2)	Burnout (X3)	Employee Performance (Y)	Employee Well-Being (Z)
X1.1	0.792	0.406	-0.396	0.496	0.548
X1.2	0.820	0.476	-0.410	0.528	0.541
X1.3	0.786	0.452	-0.442	0.598	0.550
X1.4	0.823	0.516	-0.515	0.647	0.535
X1.5	0.836	0.497	-0.472	0.525	0.584
X1.6	0.803	0.356	-0.296	0.475	0.515
X1.7	0.844	0.497	-0.484	0.600	0.572
X1.8	0.910	0.495	-0.509	0.613	0.563
X1.9	0.837	0.335	-0.378	0.489	0.492
X1.10	0.789	0.491	-0.379	0.551	0.554
X2.1	0.459	0.836	-0.514	0.601	0.658
X2.2	0.521	0.801	-0.371	0.623	0.559
X2.3	0.420	0.909	-0.384	0.581	0.496
X2.4	0.504	0.848	-0.528	0.682	0.625
X2.5	0.477	0.801	-0.338	0.534	0.487
X2.6	0.401	0.866	-0.285	0.539	0.489

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X3.1	-0.461	-0.313	0.834	-0.557	-0.574
X3.2	-0.486	-0.533	0.855	-0.609	-0.634
X3.3	-0.452	-0.339	0.859	-0.630	-0.548
X3.4	-0.429	-0.352	0.852	-0.586	-0.480
X3.5	-0.458	-0.429	0.885	-0.556	-0.607
X3.6	-0.388	-0.515	0.829	-0.572	-0.587
Y1	0.532	0.616	-0.555	0.772	0.609
Y2	0.519	0.539	-0.553	0.799	0.577
Y3	0.584	0.579	-0.616	0.842	0.699
Y4	0.524	0.576	-0.511	0.832	0.659
Y5	0.542	0.635	-0.473	0.833	0.616
Y6	0.607	0.547	-0.659	0.841	0.734
Z1	0.468	0.426	-0.527	0.637	0.821
Z2	0.597	0.589	-0.540	0.667	0.825
Z3	0.485	0.569	-0.413	0.591	0.784
Z4	0.579	0.626	-0.564	0.687	0.798
Z5	0.555	0.509	-0.593	0.679	0.851
Z6	0.549	0.596	-0.677	0.709	0.815
Z7	0.572	0.492	-0.500	0.604	0.820
Z8	0.491	0.482	-0.534	0.574	0.796

Source: Data processed by researcher, 2026.

The cross-loading results in Table 4 indicate that the indicators were more strongly associated with their intended latent constructs than with the alternative constructs in the research model. The additional Heterotrait–Monotrait Ratio (HTMT) assessment produced values ranging from 0.515 between resilience and burnout to 0.861 between Employee Well-Being and Employee Performance. Every reported HTMT value remained below the adopted threshold of 0.90, supporting discriminant validity according to this additional evaluation criterion (Hair et al., 2019). Internal consistency was also supported by Cronbach's alpha values between 0.902 and 0.947 and composite reliability values between 0.925 and 0.955, indicating that the specified reliability requirements were satisfied. The combination of convergent validity, discriminant validity, and reliability assessments provides an empirical basis for retaining the five latent constructs in the proposed structural model (Hair et al., 2021). The measurement properties of GHRM, resilience, burnout, Employee Well-Being, and Employee Performance support their use as distinct constructs, although satisfactory measurement results do not independently establish the significance or causal interpretation of the proposed relationships. The subsequent structural model assessment consequently examines the direction, magnitude, and statistical significance of the seven direct relationships specified in H1–H7, followed by the mediating relationships involving Employee Well-Being (Hair et al., 2019).

Structural Model Assessment and Direct Hypothesis Testing

The structural model was evaluated after the measurement model demonstrated acceptable convergent validity, discriminant validity, and internal consistency reliability across the five research constructs. The analysis examined the direct relationships of Green Human Resource Management (GHRM), resilience, and burnout with Employee Performance and Employee Well-Being, together with the relationship between Employee Well-Being and Employee Performance. Hypothesis testing was conducted using the bootstrapping procedure in Partial Least Squares Structural Equation Modeling (PLS-SEM) to estimate path coefficients and evaluate their statistical significance (Hair et al., 2021). The specified decision criterion required a t-statistic exceeding 1.96 and a p-value below 0.05 at the 5% significance level (Hair et al., 2019). The findings indicated that all seven direct hypotheses were statistically supported, with positive coefficients for GHRM and resilience and negative coefficients for burnout across their respective outcome variables. Table 5 presents the original structural path coefficients, p-values, and hypothesis decisions, providing the empirical basis for examining the relative contribution of organisational resources, personal resources, and psychological exhaustion to employee outcomes.

Table 5: Structural Model Path Coefficient Significance Test Results

Hypothesis	Path Coefficient	P value	Description
H1: Green Human Resource Management (X1) → Employee Performance (Y)	0.175	0.001	Supported
H2: Resilience (X2) → Employee Performance (Y)	0.273	0.000	Supported
H3: Burnout (X3) → Employee Performance (Y)	-0.233	0.000	Supported
H4: Green Human Resource Management (X1) → Employee Well-Being (Z)	0.295	0.000	Supported
H5: Resilience (X2) → Employee Well-Being (Z)	0.323	0.000	Supported
H6: Burnout (X3) → Employee Well-Being (Z)	-0.361	0.000	Supported
H7: Employee Well-Being (Z) → Employee Performance (Y)	0.341	0.000	Supported
H8: Green Human Resource Management (X1) → Employee Well-Being (Z) → Employee Performance (Y)	0.101	0.004	Supported
H9: Resilience (X2) → Employee Well-Being (Z) → Employee Performance (Y)	0.110	0.001	Supported
H10: Burnout (X3) → Employee Well-Being (Z) → Employee Performance (Y)	-0.123	0.000	Supported

Source: Data processed by researcher, 2026.

The first hypothesis demonstrated that GHRM had a positive and statistically significant influence on Employee Performance, with a path coefficient of 0.175, a t-statistic of 3.202, and a p-value of 0.001. This finding indicates that more favourable perceptions of environmentally oriented human resource management practices were associated with higher employee performance after accounting for the other predictors included in the structural model. Green recruitment, environmental training, sustainability-based performance assessment, organisational recognition, and employee participation may provide competencies and incentives that support more effective occupational behaviour (Tang et al., 2018). Previous research has established that GHRM contributes to environmentally responsible employee behaviour and organisational environmental performance, supporting the relevance of sustainability-oriented personnel practices to organisational functioning (Al-Swidi et al., 2021). Evidence concerning GHRM and employee performance also suggests that organisational support and environmentally responsible employee practices can contribute to favourable performance outcomes (Nathania & Sandroto, 2022). The relatively smaller coefficient of GHRM compared with resilience and Employee Well-Being indicates that environmental management practices were not the dominant direct predictor of performance in the present model. The positive relationship nevertheless supports the argument that sustainability-oriented human resource management can contribute to individual performance beyond its immediate environmental objectives, consistent with research linking green HRM practices to broader organisational outcomes (Abbas et al., 2022).

The second hypothesis confirmed that resilience had a positive and significant relationship with Employee Performance, producing a path coefficient of 0.273, a t-statistic of 3.654, and a p-value below 0.001. This coefficient exceeded the direct coefficient of GHRM, indicating that resilience demonstrated a stronger positive direct association with performance among the two resource-related antecedents. Resilience reflects employees' ability to recover from setbacks, maintain psychological functioning under pressure, and adapt to changes in occupational requirements, making it particularly relevant to operationally demanding environments (Smith et al., 2008). Previous research indicates that sustainable human resource management can strengthen employee resilience and contribute to favourable work-related outcomes through individual and organisational mechanisms (Lu et al., 2023). Evidence involving clinical nurses similarly identifies psychological resilience as a factor associated with work performance, with positive occupational experiences contributing to the relationship (Shen et al., 2024). The result suggests that employees at PT PLN (Persero) UP3 Samarinda who report stronger recovery and adaptation capabilities also tend to demonstrate more favourable performance, although the cross-sectional design does not establish the causal direction of this association.

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The third hypothesis established that burnout had a negative and statistically significant influence on Employee Performance, with a path coefficient of -0.233, a t-statistic of 4.678, and a p-value below 0.001. This negative coefficient indicates that employees experiencing greater occupational exhaustion, psychological detachment, and diminished professional efficacy tended to report lower levels of work performance. The finding is consistent with meta-analytic evidence identifying negative relationships between burnout and job performance across occupational populations (Corbeanu et al., 2023). Research examining psychological contract breaches similarly demonstrates that burnout can contribute to unfavourable performance outcomes and represent an important mechanism connecting workplace experiences with employee behaviour (Yu et al., 2022). The Conservation of Resources theory offers an explanatory basis for this relationship by proposing that the depletion of valued psychological resources reduces individuals' capacity to sustain effective functioning under continued demands (Hobfoll et al., 2018). Occupational exhaustion may consequently interfere with task completion, cooperation, and adaptation, particularly where responsibilities require sustained attention and compliance with operational procedures. The negative coefficient reinforces the relevance of burnout as a performance-related psychological condition, while previous research cautions against treating burnout solely as ordinary fatigue rather than a multidimensional occupational phenomenon (Demerouti, 2024).

The fourth hypothesis demonstrated that GHRM had a positive and statistically significant influence on Employee Well-Being, with a path coefficient of 0.295, a t-statistic of 4.393, and a p-value below 0.001. The magnitude of this relationship exceeded the direct coefficient linking GHRM to Employee Performance, indicating a stronger estimated association with the psychological and workplace welfare construct. GHRM may function as an organisational resource when environmental policies provide opportunities for competence development, meaningful participation, institutional recognition, and supportive working arrangements (Bakker & Demerouti, 2024). Previous research has identified positive relationships between green HRM practices and employee well-being, indicating that environmentally oriented management can be associated with benefits extending beyond ecological performance (Gyensare et al., 2024). Research examining green HRM in Indonesian organisations similarly connects sustainability-oriented personnel practices with employee welfare and broader organisational outcomes (Faeni et al., 2025). The positive association observed at PT PLN (Persero) UP3 Samarinda supports further consideration of GHRM as a potential organisational resource, although the study does not establish whether each individual green HRM practice contributes equally to employee well-being.

The fifth hypothesis confirmed that resilience had a positive and statistically significant influence on Employee Well-Being, with a path coefficient of 0.323, a t-statistic of 4.990, and a p-value below 0.001. Resilience demonstrated a larger positive coefficient than GHRM in the Employee Well-Being equation, indicating that personal recovery capacity was more strongly associated with favourable employee welfare among the two resource-related antecedents. Research involving employees from different national settings has identified resilience as a positive predictor of psychological well-being and other favourable organisational outcomes (Charoensap-Kelly et al., 2021). The relationship can be interpreted through the JD-R framework, which recognises personal resources as factors that may help employees manage occupational demands and maintain effective psychological functioning (Bakker et al., 2023). Empirical evidence also indicates that resilience contributes to employee well-being during organisational disruption, reinforcing its relevance to maintaining psychological resources when occupational circumstances become demanding (Hanu & Khumalo, 2024). Employees with stronger resilience may be better able to restore psychological stability after difficulties and maintain positive relationships and experiences within the workplace. The findings correspond with research identifying positive associations among resilience, workplace well-being, and employee performance, although differences in occupational settings should be considered before generalising the results (Janyam, 2024).

The sixth hypothesis demonstrated that burnout had a negative and significant influence on Employee Well-Being, with a path coefficient of -0.361, a t-statistic of 5.671, and a p-value below 0.001. Its absolute coefficient was the largest among the three antecedent relationships with Employee Well-Being, exceeding those of resilience at 0.323 and GHRM at 0.295. This finding indicates that occupational exhaustion and diminished professional efficacy were strongly associated with less favourable psychological, social, subjective, and workplace welfare conditions. Burnout has been

conceptualised as a process of occupational resource depletion in which persistent stress undermines employees' capacity to maintain positive psychological functioning (Demerouti, 2024). The negative relationship is also consistent with the Conservation of Resources framework, which emphasises the consequences of losing valued energetic and psychological resources (Hobfoll et al., 2018). The magnitude and significance of the coefficient suggest that managing burnout deserves particular attention in employee welfare policies at PT PLN (Persero) UP3 Samarinda, although its causal influence cannot be established independently from the present cross-sectional evidence.

The seventh hypothesis confirmed that Employee Well-Being had a positive and statistically significant influence on Employee Performance, with a path coefficient of 0.341, a t-statistic of 4.607, and a p-value below 0.001. The coefficient was the largest positive direct coefficient in the Employee Performance equation, exceeding the corresponding coefficients of resilience at 0.273 and GHRM at 0.175. Employee Well-Being was therefore associated with favourable work performance after accounting for the direct relationships of the three exogenous variables included in the structural model. Previous research has identified distinct employee profiles combining well-being and performance, demonstrating that psychological functioning represents an important but not necessarily uniform component of occupational effectiveness (Peeters et al., 2021). Evidence examining employees' subjective well-being also identifies relationships with job performance and highlights the relevance of individual and organisational factors in explaining these outcomes (Lee et al., 2021). Research concerning workplace well-being similarly demonstrates its association with task performance through employee engagement, reinforcing the importance of positive psychological and organisational experiences for occupational functioning (Siswanti et al., 2024). The significant relationships identified for H1–H7 establish a statistical foundation for examining whether Employee Well-Being also mediates the associations of GHRM, resilience, and burnout with Employee Performance, consistent with research positioning well-being as an intervening mechanism between human resource practices and employee outcomes (Parent-Lamarche & Dextras-Gauthier, 2024).

Mediating Effects, Structural Model Explanatory Power, and Managerial Implications

The eighth hypothesis confirmed that Employee Well-Being significantly mediated the relationship between Green Human Resource Management (GHRM) and Employee Performance at PT PLN (Persero) UP3 Samarinda. The indirect effect was positive and statistically significant, with a path coefficient of 0.101, a t-statistic of 2.903, and a p-value of 0.004, supporting H8. This finding indicates that environmentally oriented human resource management practices were positively associated with employee performance partly through their relationship with employees' psychological, social, subjective, and workplace well-being. The significant direct effect of GHRM on Employee Performance ($\beta = 0.175$) and its indirect effect through Employee Well-Being indicate a pattern consistent with partial mediation under the estimated structural model (Hair et al., 2019). Previous research has associated green human resource management with employee well-being and sustainable work behaviour, supporting the relevance of psychological outcomes in evaluating environmentally oriented personnel practices (Gyensare et al., 2024). The mediation result extends this interpretation by indicating that employee well-being may represent an important pathway through which sustainability-oriented human resource practices are associated with individual performance, consistent with studies examining psychological well-being as an intermediary between human resource management and employee outcomes (Parent-Lamarche & Dextras-Gauthier, 2024).

The ninth hypothesis demonstrated that Employee Well-Being significantly mediated the relationship between resilience and Employee Performance, producing a positive indirect coefficient of 0.110, a t-statistic of 3.428, and a p-value of 0.001. The positive indirect effect indicates that employees with greater psychological recovery and adaptation capabilities tended to report more favourable well-being, which was subsequently associated with higher performance. Resilience also retained a significant direct coefficient of 0.273, indicating that the estimated relationship was consistent with partial rather than complete mediation. This finding corresponds with research demonstrating that sustainable human resource management practices can support resilience and favourable employee outcomes through psychological and organisational mechanisms (Lu et al., 2023). Evidence from employees in different national settings similarly identifies positive relationships among resilience, psychological well-being, and productivity, supporting the theoretical relevance of the proposed pathway (Charoensap-Kelly et al., 2021). The indirect coefficient for resilience was slightly greater than

the corresponding GHRM coefficient of 0.101, suggesting that personal recovery capacity demonstrated a comparatively stronger mediated association with performance within the estimated model. Previous research examining workplace resilience and employee outcomes also supports the importance of personal resources for maintaining psychological functioning and occupational effectiveness under demanding conditions (Hanu & Khumalo, 2024).

The tenth hypothesis established that Employee Well-Being significantly mediated the negative relationship between burnout and Employee Performance, with an indirect coefficient of -0.123, a t-statistic of 3.716, and a p-value below 0.001. The negative relationship between burnout and Employee Well-Being (β = -0.361), combined with the positive relationship between Employee Well-Being and Employee Performance (β = 0.341), explains the negative direction of the estimated indirect effect. The direct relationship between burnout and Employee Performance remained statistically significant at -0.233, indicating a pattern consistent with partial mediation rather than the complete transmission of the association through Employee Well-Being. This finding is consistent with the Conservation of Resources framework, which explains how the depletion of valued psychological resources can undermine employees' capacity to sustain effective occupational functioning (Hobfoll et al., 2018). Previous meta-analytic research also identifies a negative association between burnout and job performance, supporting the interpretation of occupational exhaustion as a relevant performance-related condition (Corbeanu et al., 2023). The absolute indirect coefficient for burnout exceeded those of resilience and GHRM, indicating that reduced Employee Well-Being represented the largest estimated indirect association with performance among the three antecedents, consistent with research examining the psychological consequences of chronic occupational exhaustion (Demerouti, 2024).

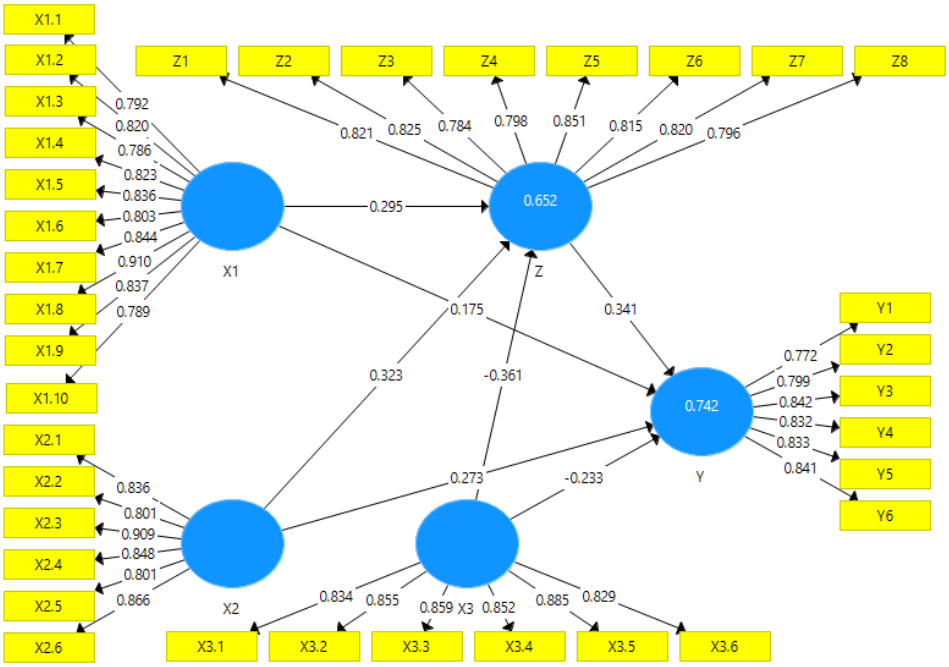

Figure 3. PLS Analysis Results
Source: Output SmartPLS 2026.

The three mediation results demonstrate that Employee Well-Being was significantly associated with the transmission of organisational resources, personal resources, and psychological exhaustion to Employee Performance. GHRM and resilience produced positive indirect coefficients of 0.101 and 0.110, respectively, whereas burnout demonstrated a negative indirect coefficient of -0.123. The simultaneous significance of direct and indirect pathways indicates partial mediation patterns, although the cross-sectional survey design does not independently establish temporal ordering or definitive causal mechanisms (Creswell & Creswell, 2022). The structural relationships represented in Figure 3 are compatible with Job Demands–Resources theory, which distinguishes the potential benefits of organisational and personal resources from the adverse consequences of persistent occupational demands (Bakker et al., 2023). Conservation of Resources theory further suggests that the protection or

depletion of valued resources may shape psychological functioning and work-related outcomes, providing a complementary interpretation of the estimated mediation patterns (Hobfoll et al., 2018). The existence of statistically significant mediation does not indicate that Employee Well-Being accounts for every performance-related mechanism, because the direct relationships of GHRM, resilience, and burnout remained significant. Evaluation of the structural model's explanatory capacity is consequently necessary to determine how much variation in Employee Well-Being and Employee Performance is accounted for by the specified predictors, as presented in Table 6 (Hair et al., 2019).

Table 6: Coefficient of Determination or R Square (R^2) Values

Endogenous Variable	R^2 Value
Employee Well-Being (Z)	0.652
Employee Performance (Y)	0.742

Source: Data processed by researcher, 2026.

Table 6 indicates that GHRM, resilience, and burnout jointly explained 65.2% of the variance in Employee Well-Being, leaving 34.8% unexplained by the specified predictors. Employee Performance demonstrated an R^2 value of 0.742, indicating that GHRM, resilience, burnout, and Employee Well-Being collectively explained 74.2% of its variance, while 25.8% remained unexplained. Based on the conventional R^2 reference values of 0.25, 0.50, and 0.75 for weak, moderate, and substantial explanatory power, both constructs demonstrated moderate explanatory capacity, with Employee Performance approaching the substantial threshold (Hair et al., 2019). The adjusted R^2 value of 0.645 for Employee Well-Being further indicates that the estimated explanatory proportion remained relatively stable after adjustment for the number of predictors. The Stone–Geisser Q^2 values were 0.422 for Employee Well-Being and 0.487 for Employee Performance, with both positive values indicating predictive relevance according to the assessment reported in the study (Hair et al., 2021). These findings indicate that the proposed relationships account for considerable variation in employee psychological functioning and performance, although substantial explained variance does not independently establish causality or guarantee equivalent predictive accuracy in other organisational populations (Creswell & Creswell, 2022).

The effect size assessment examined the incremental contribution of individual predictors by evaluating changes in the coefficient of determination when a specified exogenous construct was excluded from the structural model. The f^2 statistic complements R^2 by distinguishing each predictor's relative explanatory contribution rather than evaluating only the combined explanatory capacity of the model (Hair et al., 2019). For Employee Well-Being, the f^2 values were 0.153 for GHRM, 0.193 for resilience, and 0.251 for burnout. These values indicate that burnout made the largest incremental contribution to explaining Employee Well-Being, followed by resilience and GHRM. For Employee Performance, Employee Well-Being produced an f^2 value of 0.157, resilience 0.155, burnout 0.112, and GHRM 0.063. Based on the conventional reference values of 0.02, 0.15, and 0.35 for small, medium, and large effects, burnout, resilience, and GHRM demonstrated medium effects on Employee Well-Being, whereas Employee Well-Being and resilience demonstrated medium effects on Employee Performance (Hair et al., 2021). The remaining performance predictors, burnout and GHRM, demonstrated small incremental effects, highlighting the importance of distinguishing statistical significance from substantive effect magnitude in PLS-SEM interpretation (Hair et al., 2019).

Table 7: f^2 Effect Size Analysis Results

Variable	Z	Y
Green Human Resource Management (X1)	0.153	0.063
Resilience (X2)	0.193	0.155
Burnout (X3)	0.251	0.112
Employee Well-Being (Z)		0.157

Source: Data processed by researcher, 2026.

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The results presented in Table 7 demonstrate that burnout had the largest f^2 effect on Employee Well-Being, while Employee Well-Being and resilience made the largest incremental contributions to explaining Employee Performance. Burnout's f^2 value of 0.251 indicates a greater contribution to the explained variance of well-being than GHRM at 0.153 or resilience at 0.193, reinforcing the relevance of occupational exhaustion to employees' psychological functioning. The relatively strong burnout–well-being relationship is consistent with research describing burnout as a consequence of persistent resource depletion that can adversely affect employees' occupational experiences (Demerouti, 2024). Employee Well-Being and resilience exhibited nearly identical effect sizes for Employee Performance, at 0.157 and 0.155, suggesting that psychological welfare and individual recovery capacity contributed comparably to the incremental explanation of performance. Previous research identifies employee well-being as an important factor associated with work performance, although the strength of this relationship can vary across employee profiles and organisational circumstances (Peeters et al., 2021). The smaller direct effect size of GHRM on performance does not negate its statistically significant association, particularly because the positive indirect relationship through Employee Well-Being indicates another pathway connecting sustainability-oriented management practices with occupational effectiveness (Martínez-Falcó et al., 2024).

The findings have practical implications for human resource management at PT PLN (Persero) UP3 Samarinda, particularly concerning the integration of sustainability-oriented personnel practices, resilience development, and burnout prevention. Green HRM initiatives should emphasise practical environmental training, employee participation, transparent performance assessment, and recognition of contributions to sustainability objectives rather than introducing additional administrative demands without adequate support (Kamboj & Anthonysamy, 2024). The positive direct and indirect relationships of resilience with performance support consideration of structured mentoring, psychological recovery opportunities, peer support, and employee development initiatives aimed at strengthening adaptation to occupational challenges (Zhai et al., 2023). Burnout prevention deserves comparable attention through regular workload evaluation, equitable distribution of demanding assignments, appropriate recovery arrangements, and accessible employee welfare support, consistent with the resource-management principles of Job Demands–Resources theory (Bakker & Demerouti, 2024). Employee Well-Being should be considered an organisational performance concern because its direct relationship with Employee Performance was statistically significant and its mediating relationships were supported across all three antecedents. Previous research involving state-owned enterprise employees supports the relevance of integrating employee welfare considerations with organisational performance management, although the effectiveness of specific interventions must be evaluated separately (Mustika & Martdianty, 2023). The study contributes empirical evidence regarding the simultaneous associations of organisational resources, personal resources, and occupational exhaustion with employee performance through Employee Well-Being, while its single-unit, cross-sectional, self-reported design limits causal interpretation and generalisation beyond the studied population.

CONCLUSION

The study supported all ten hypotheses, demonstrating statistically significant direct and indirect relationships among Green Human Resource Management (GHRM), resilience, burnout, employee well-being, and employee performance at PT PLN (Persero) UP3 Samarinda. GHRM was positively associated with employee performance ($\beta = 0.175$) and well-being ($\beta = 0.295$), indicating that environmentally oriented human resource practices were relevant to both outcomes. Resilience exhibited positive relationships with performance ($\beta = 0.273$) and well-being ($\beta = 0.323$), highlighting the contribution of employees' capacity to recover from occupational difficulties. Burnout demonstrated negative relationships with performance ($\beta = -0.233$) and well-being ($\beta = -0.361$), with the latter representing the strongest absolute antecedent coefficient for well-being. Employee well-being positively predicted performance ($\beta = 0.341$) and significantly mediated the relationships involving GHRM ($\beta = 0.101$), resilience ($\beta = 0.110$), and burnout ($\beta = -0.123$). The structural model explained 65.2% of the variance in employee well-being and 74.2% of the variance in employee performance, indicating considerable explanatory power within the surveyed unit. These findings are consistent with the Job Demands–Resources and Conservation of Resources frameworks and extend their application through an integrated model without establishing causal effects.

For PT PLN (Persero) UP3 Samarinda, GHRM should be developed as a source of employee support and capability rather than treated solely as an environmental compliance requirement. Green recruitment, training, performance appraisal, rewards, and employee involvement should provide meaningful opportunities for learning, participation, and recognition. Resilience development may be supported through mentoring, relevant professional development, and resources that help employees recover from demanding assignments. Burnout prevention should include attention to workload distribution, rest arrangements, supervisory support, and the psychological demands associated with operational responsibilities. The study contributes an empirical test of employee well-being as a shared mediating mechanism linking organisational resources, personal resources, and occupational strain with performance, rather than proposing a new theory. Its cross-sectional design, self-reported measures, and concentration on 138 employees from a single organisational unit limit causal interpretation and generalisability. Future research should examine other PLN units and sectors, use longitudinal or mixed-method designs, and investigate potential moderating roles of tenure, job position, and operational assignment.

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