

Green Self-Efficacy and Hybrid Work Models' Impact on Organizational Commitment in Sustainable Fashion Stores with the Moderating Role of Employee Satisfaction

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ABSTRACT - This study aims to examine the effect of green self-efficacy and green hybrid work on green organizational commitment, while also analysing the moderating role of green employee satisfaction in these relationships. This study is grounded in Taylor's (1911) theory of organizational behaviour, emphasizing efficiency and structured work processes. The population in this study comprises fashion store employees in Yogyakarta, with 384 respondents selected using a snowball sampling method. Data were collected via online questionnaires and analysed using Structural Equation Modelling (SEM) with SmartPLS 4. The findings reveal that both green self-efficacy and green hybrid work have a positive and significant impact on green organizational commitment. Furthermore, green employee satisfaction significantly moderates the relationship between green hybrid work and green organizational commitment but does not moderate the relationship between green self-efficacy and green organizational commitment, indicating that while hybrid work arrangements can enhance commitment through employee satisfaction, self-efficacy alone may not have the same effect. The theoretical implication highlights the relevance of Taylorism in understanding how dissatisfaction with inefficient work systems reduces employee commitment. Practically, the findings suggest that management must address inefficiencies and employee dissatisfaction to foster a more sustainable and committed workforce within the green fashion retail industry. Additionally, this study contributes to the field of business education by providing empirical insights that can inform the development of sustainability-oriented curricula and training programs, equipping future managers and entrepreneurs with the competencies needed to foster green organizational commitment in evolving retail environments.

INTRODUCTION

The development of fashion in Indonesia is currently progressing very rapidly (Pradana & Wijaya, 2023). Fashion is particularly interesting because it encompasses social, cultural, and economic dynamics that continuously evolve (Kim et al., 2014). As both a creative expression and economic sector, the fashion industry has become a major contributor to economic growth (Irmayanti & Fasa, 2022).

This expansion is driven by increasing public interest, which has led to the emergence of a growing number of fashion retail businesses. In the Province of Yogyakarta, Indonesia, for example, fashion stores have experienced an average growth rate of 125.4% over the past five years, as detailed in Table 1.

Table 1. Fashion stores in Yogyakarta, Indonesia

Year	Number of Stores	Change (Unit)	Change (%)
2020	1.123	-	-
2021	1.149	26	-
2022	1,200	51	196.2
2023	1,250	50	98
2024	1,310	60	83.3
Total	-	187	125.4

Source: (BPS Yogyakarta, 2025)

Fashion stores play a vital role in the retail sector, serving not only as significant contributors to local economic growth but also as major employers that absorb a substantial workforce. As dynamic and trend-driven businesses, fashion retailers operate in highly competitive environments that demand continuous innovation in work strategies and operational practices. However, the wide distribution of employees across various stores creates challenges in developing cohesive work strategies and consistently implementing green self-efficacy.

1.1 Green Self Efficacy

In this context, green self-efficacy, which is known as employees' confidence in their ability to perform environmentally responsible tasks, becomes a critical driver of sustainable workplace behaviour. These efforts are essential to ensure that each employee can contribute optimally to achieving green organizational commitment, which is ultimately expected to enhance green employee satisfaction. Green self-efficacy is defined as an individual's belief in their ability to perform specific behaviours and successfully carry out actions to achieve desired goals (Chen et al., 2014). Employees with higher levels of self-efficacy tend to have greater confidence in their ability to generate and develop ideas (Elrayah & Keong, 2023). However, when employers place excessive demands on self-efficacy, employees may experience a decline in self-confidence, which can negatively affect organizational outcomes (Wang et al., 2021). Furthermore, the effectiveness of green hybrid work depends significantly on the level of employees' self-efficacy (Uru et al., 2022).

1.2 Green Hybrid Work

Reciprocally, green hybrid work is a flexible work model that combines working from home and the office while emphasizing a green work environment and supporting employee well-being (Yeke & Güney Özveren, 2024). This model is not a new phenomenon, as it has historically contributed to the separation of economic activities and the division of labour between home and workplace. The implementation of a hybrid work model within an organization is influenced by several factors, including employee availability at the workplace, interactions among employees, and the use of tools or equipment that are only accessible on-site. Therefore, decisions to adopt this model should consider both employees' needs and organizational requirements (Kohont, 2025). On the other hand, green hybrid work may negatively affect employee well-being by increasing stress and workload, potentially leading to fatigue and impacting both physical and mental health. Nevertheless, it can also offer advantages, particularly in improving work-life balance, especially among female employees (Dara et al., 2025).

1.3 Green Employee Satisfaction

Green employee satisfaction, defined as the level of employee satisfaction with sustainability-focused and environmentally friendly practices, strengthens employees' self-confidence in contributing to green initiatives (Aziza et al., 2023). This increased confidence positively impacts green organizational commitment, as employees with higher green satisfaction feel more emotionally connected to the organization.

Moreover, green employee satisfaction moderates the relationship between green hybrid work and green organizational commitment, since employees' satisfaction with flexible and environmentally friendly work policies significantly determines the extent of their organizational commitment.

Green employee satisfaction also plays a critical role in encouraging green work behaviour within organizations. When employees are satisfied with their environmental values and goals, they are more likely to engage in sustainable practices (Laksana et al., 2024). This satisfaction further promotes the generation of unique ideas, products, services, or methods that contribute to achieving green organizational commitment in the workplace (Ruiz-Palomino et al., 2021). Satisfied employees tend to be more productive and creative, whereas dissatisfaction can increase turnover intentions, thereby undermining organizational commitment (Oktaysoy et al., 2025). As a moderating variable, green employee satisfaction enhances the influence of green self-efficacy on various aspects of environmentally oriented work behavior. Consequently, fostering green employee satisfaction is essential for maximizing the effectiveness of both green self-efficacy and green hybrid work in promoting organizational sustainability goal.

Given this context, it is essential to examine how employee satisfaction may influence green organizational commitment, particularly among fashion store employees with green self-efficacy and adopt the hybrid work.

LITERATURE REVIEW

This study is grounded in the foundational theory of organizational behaviour (Taylor, 1911), which examines how individual actions within social structures affect overall organizational performance. A key aspect of organizational behaviour is employee commitment, defined as the level of interest and attachment employees have toward their organization (Meyer et al., 1991). One factor influencing green organizational commitment is green self-efficacy, or an individual's belief in their ability to perform environmentally responsible behaviours in the workplace (Bandura, 1997). Employees with high green self-efficacy are more likely to adopt sustainability values and demonstrate strong commitment to organizational green goals aligned with their personal values (Chen et al., 2014).

Another contributing factor is green hybrid work, a flexible work model that supports environmental efficiency by reducing commuting, digitizing work processes, and promoting employee well-being (Tao et al., 2024). Hybrid work practices enhance employees' positive perceptions of the organization due to its environmental responsibility, thereby strengthening green organizational commitment (Vidya et al., 2024). Importantly, the impact of both green self-efficacy and green hybrid work is influenced by green employee satisfaction, which serves as a moderating factor. Green employee satisfaction reflects employees' positive feelings arising from work experiences and organizational practices that prioritize sustainability (Renwick et al., 2013). When employees are satisfied with the organization's environmental policies, the contributions of green self-efficacy and green hybrid work to organizational commitment are amplified.

2.1 The Influence of Green Self-efficacy on Green Organizational Commitment

Green self-efficacy plays a direct role in enhancing organizational commitment within the framework of sustainable human resource practices (Musaddiq et al., 2024). Specifically, when employees are confident in their ability to implement and develop green initiatives, they are more likely to perform effectively, reduce operational costs, optimize resource utilization, and minimize negative environmental impacts (Alshebami, 2023). High self-efficacy also enables employees to actively engage in problem-solving and generate innovative solutions in the workplace, thereby aligning their contributions with the organization's green objectives and reinforcing overall organizational commitment (Muhammad A. Alnujaidi et al., 2023).

H1: Green self-efficacy has a positive and significant effect on green organizational commitment

2.2 The Influence of Green Hybrid work on Green Organizational Commitment

Green hybrid work is defined as flexible work both on-site and remotely, guided by a green environmental approach (Vartiainen et al., 2024). Many companies and organizations face challenges with this work model because employees often feel more comfortable and productive working from home, particularly when their tasks require high concentration and individual focus (Appel et al., 2022). From a psychological and organizational perspective, green hybrid work can enhance green organizational commitment, which reflects employees' emotional, cognitive, and normative attachment to the organization. Employees who perceive that their workplace supports flexibility while actively promoting environmental initiatives tend to be more loyal, proud, and committed to the organization (Rahmadani et al., 2025). This is largely due to the alignment of values between employees and the organization, especially regarding sustainability (Glavas, 2016b).

Additionally, this work model is associated with increased productivity and time efficiency, as employees save time without the burden of long commutes (Setiyono et al., 2024). Green hybrid work can also support work-life balance, reduce stress, and promote mental well-being, which fosters positive perceptions of the work environment, enhances innovation, and lowers employee turnover (Wahyutomo et al., 2025). By enabling employees to work in conditions that better suit their needs, it encourages the development of long-term, mutually beneficial relationships between employees and the organization (Rofcanin et al., 2021).

H2: Green hybrid work has a positive and significant effect on green organizational commitment

2.3 The Influence of Green Self Efficacy on Green Organizational Commitment with Green Employee Satisfaction as a Moderator

Green self-efficacy is defined as employees' confidence in their ability to perform, design, and implement actions that support environmental sustainability in the workplace (Norton et al., 2015). The level of employee self-confidence strongly influences employee satisfaction, as it can generate motivation and ultimately enhance organizational commitment (Li et al., 2025). Therefore, green employee satisfaction is needed to moderate the relationship between green self-efficacy and green organizational commitment. Employees with high confidence in their abilities are likely to be more satisfied when the organization provides a work environment that supports these values, such as emission reduction and waste management policies. This satisfaction arises from the alignment between personal and organizational values (Glavas, 2016a). Employees who perceive that the organization encourages green practices are more likely to experience increased green self-efficacy (AINaqbi et al., 2024).

When both self-efficacy and satisfaction are high, organizational commitment is strengthened, as employees feel they are an integral part of the company's environmental mission (Khan et al., 2022). Consequently, the impact of green self-efficacy on organizational commitment is enhanced when supported by high levels of green employee satisfaction. Employees who are satisfied with the organization's sustainability efforts are more motivated to apply their green capabilities to the fullest, which ultimately contributes to greater commitment to the green organization (Shafaei et al., 2020).

H3: Green employee satisfaction significantly moderates the influence of green self-efficacy on green organizational commitment.

2.4 The influence of green hybrid work on green organizational commitment with green employee satisfaction as a moderator variable

Green hybrid work is currently an effective work model across various industries, as it provides employees with flexibility based on each organization's policies (Aprilina et al., 2023). In this model, employees can better manage their time, which increases focus and productivity, particularly when environmental conditions are free from distractions. This, in turn, enhances both job satisfaction and organizational commitment (Krajčik et al., 2023). When green hybrid work is supported by employees' satisfaction with the organization's environmental initiatives, green employee satisfaction strengthens the relationship between hybrid work and green organizational commitment (Li et al., 2025). In this context, green employee satisfaction acts as a moderating factor by amplifying the positive impact of green hybrid work on organizational commitment (Shaikh et al., 2024).

Employees who are satisfied with the organization's green policies are more motivated to continue contributing and demonstrate higher loyalty (Parinsi et al., 2024). The flexibility offered by this work model also promotes a better balance between productivity and well-being, although challenges such as communication difficulties and social isolation may arise (Solihah et al., 2025). When levels of green employee satisfaction are high, the effect of green hybrid work on green organizational commitment is further strengthened, as employees not only enjoy flexible work arrangements but also feel aligned with the organization's environmental mission (Tjanturi et al., 2024).

H4: Green employee satisfaction significantly moderates the influence of green hybrid work on green organizational commitment.

2.5 Conceptual Framework

The conceptual framework for this study, examining the influence of green self-efficacy and green hybrid work on green organizational commitment, with green employee satisfaction as a moderating variable among fashion store employees in Yogyakarta, is illustrated in the following figure.

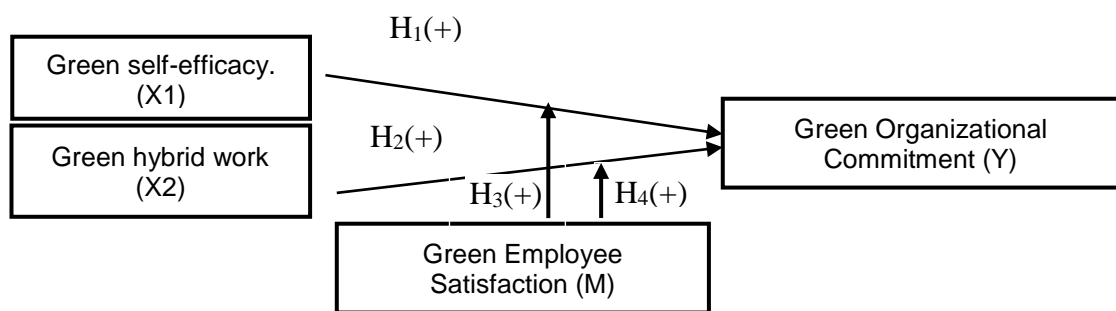


Figure 1. Conceptual Framework

METHODS AND MATERIALS

This study employs a quantitative approach, which focuses on collecting numerical data to measure variables objectively and test the hypotheses formulated in the research (Ali et al., 2022). Both primary and secondary data were utilized. The study adopted measurement scales for green self-efficacy from Mourato et al. (2023), green hybrid work from Yosunkaya (2023), green organizational commitment from Purba and Tikurura (2022), and green employee satisfaction from Angsiriwattana and Tulwatana (2019).

3.1 Population and Sampling

The population of this study consists of employees working at fashion stores in Yogyakarta, Indonesia. Since the exact population size is unknown, a sample was selected to represent the broader population (Amin et al., 2023). The study employed a non-random sampling method, specifically the snowball sampling technique, which is a non-probability approach commonly used to reach hidden or hard-to-access populations (Dusek et al., 2015). The sample size was determined using the Slovin/Lameshow formula (Paul et al., 2013) as follows:

$$n = \frac{z^2 p(1-p)}{d^2}$$

$$n = \frac{1,96^2 \cdot 0,5(1-0,5)}{0,05^2}$$

$$n = 384.16$$

Information:

- n : Required sample size
- z : Standard value at 95% confidence level = 1.96
- p : Maximum estimate of population proportion = 0.5
- d : margin of error = 0.05

Therefore, the sample size *s* for this study was 385, and the data were collection using Google Forms.

3.2 Data Analysis

Structural Equation Modelling (SEM) was used to analyse complex relationships between observed and latent variables in this study. The measurement (outer) model was assessed for convergent validity, with constructs considered valid when different measures of the same construct show high correlation (Gordon W. et al., 2024). Average Variance Extracted (AVE) values above 0.5 and Composite Reliability (CR) above 0.7 indicated good construct validity and internal consistency (Cheung et al., 2024). Discriminant validity was evaluated using the Fornell–Larcker criterion, ensuring constructs are empirically distinct (Fornell & Larcker, 1981). The structural (inner) model examined path coefficients, where higher values indicate stronger relationships between variables (Jenatabadi, 2015). R² values were interpreted as strong (0.75), moderate (0.50), and weak (0.25). Predictive relevance (Q² > 0) indicated adequate model predictive ability. Model fit was evaluated using Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR) (Schermelleh-Engel et al., 2003), with thresholds of CFI and TLI > 0.95, and RMSEA and SRMR ≤ 0.06, demonstrating good overall model fit.

FINDINGS AND DISCUSSIONS

4.1 Respondent Profile

The study included 385 respondents, and Table 2 presents a detailed overview of their demographic characteristics. Most respondents were female (217; 56.36%) and in the 18–25-year age group (207; 53.77%). Regarding educational background, a majority had completed high school or vocational school (201; 52.21%). In terms of work experience, most respondents reported a length of service between 1 and 3 years (149; 38.70%). These demographics suggest that the sample primarily consists of young, early-career employees, providing relevant insights into the workforce of fashion stores in Yogyakarta.

Table 2. Demographic Characteristics of Respondents

Category	Frequency	Percentage (%)
Gender		
Man	168	43.64
Woman	217	56.36
Age		
18 – 25 years	207	53.77
25 – 35 years	124	32.21
>35 years	54	14.03
Education		
High School/Vocational School	201	52.21
D3	42	10.91
S1	108	28.05
S2/S3	34	8.83
Length of work		
1 year	66	17.14
13 years	149	38.70
3- 5 years	64	16.62
>5 years	106	27.53
Total	385	100

Based on Table 3, the results of the factor loading analysis demonstrate that all measurement indicators meet the recommended threshold of 0.70, thereby confirming their adequacy and indicator reliability (Hair et al., 2021). Furthermore, convergent validity and construct reliability were rigorously evaluated using Average Variance Extracted (AVE), Cronbach’s Alpha, and Composite Reliability (CR). These statistical measures collectively provide robust evidence regarding the internal consistency and the extent to which the indicators accurately represent their respective latent constructs, ensuring the

overall reliability and validity of the measurement model. The complete results of the validity and reliability tests are presented in Tables 3 and 4.

Table 3. Summary of Averages and Loadings

Research Variables	Questionnaire Questions	Mean	Loading
Green self-efficacy (X1)	X1.1: I am confident that I can apply environmentally friendly principles in my daily work.	3.68	0.864
	X1.2: I feel able to make decisions that support environmental sustainability in the workplace.	3.78**	0.766
	X1.3: I can complete tasks related to the environment efficiently.	3.64*	0.789
	X1.4: I am able to overcome obstacles in implementing environmentally friendly practices the workplace.	3.69	0.842
Green Hybrid work (X2)	X2.1: Hybrid work systems provide the flexibility to adapt work to personal needs.	3.64	0.784
	X2.2: I feel encouraged to learn new skills when working in a hybrid system.	3.99**	0.876
	X2.3: By working from home, I can contribute to reducing air pollution.	3.56*	0.839
	X2.4: I feel like I have more quality time with my family because of the hybrid work system	3.84	0.840
Green Organizational Commitment (Y)	Y1.1: I feel proud to be part of an organization that is committed to environmental conservation.	3.81**	0.846
	Y1.2: I will continue to support the organization's environmental programs despite the many challenges.	3.51	0.839
	Y1.3: I feel I have a moral obligation to support any organization's efforts to protect the environment.	3.68	0.900
	Y1.4: I actively participate in environmental activities organized by the organization.	3.50*	0.824
	Y1.5: I fully support the organization's policies regarding environmental protection and preservation.	3.68	0.905
Green Employee Satisfaction (Z)	Z1.1: I am satisfied with my job because it suits my abilities.	3.87**	0.799
	Z1.2: I am satisfied with working conditions that support environmental sustainability.	3.80*	0.820
	Z1.3: I feel comfortable working in a clean and healthy environment.	3.83	0.785

*Lowest average

**Highest average

Table 4 demonstrates that all constructs in this study satisfy the established criteria for validity and reliability. Specifically, the Average Variance Extracted (AVE) values exceed the recommended threshold of 0.50, thereby confirming adequate convergent validity (Fornell & Larcker, 1981). In addition, Cronbach's Alpha values surpass 0.60 and Composite Reliability (CR) values exceed 0.70, indicating satisfactory levels of internal consistency and construct reliability (Hair et al., 2021).

Table 4. Average Variance Extracted (AVE) Test and Cronbach's Alpha Test and Composite Reliability Test

	Average variance extracted (AVE)	Cronbach's alpha	Composite reliability	Description
Green self-efficacy (X1)	0,667	0,836	0,889	Valid/ Reliable
Green hybrid work (X2)	0,698	0,858	0,902	Valid/ Reliable
Green Organizational commitment (Y)	0,745	0,915	0,936	Valid/ Reliable
Green employee satisfaction (Z)	0.643	0.723	0.844	Valid/ Reliable

Furthermore, discriminant validity was evaluated using the Heterotrait–Monotrait ratio (HTMT) criterion. This approach assesses the degree to which each construct is empirically distinct from other constructs within the model. The results reveal that all HTMT values fall below the conservative threshold of 0.90, thereby providing strong evidence of adequate discriminant validity (Henseler et al., 2015). Collectively, these findings confirm that the measurement model exhibits robust psychometric properties.

The Fornell–Larcker criterion was also applied to confirm the uniqueness of each construct's measurement, as presented in Table 5. By referring to Table 5, it is clearly shown that the correlation value between variables is below 0.9 (Henseler et al., 2015) and the results of the Fornell Larcker criterion test show that the square root value of AVEL of each construct is higher than the correlation with other constructs. So that discriminant validity has been met.

Table 5. Discriminant Validity Test

Variable	Green self-efficacy (X1)	Green hybrid work (X2)	Green Organizational commitment (Y)	Green employee satisfaction (Z)
Uji Heterotrait-Monotrait Ratio (HTMT)				
Green self-efficacy (X1)				
Green hybrid work (X2)	0,774			
Green Organizational commitment (Y)	0,676	0,639		
Green employee satisfaction (Z)	0,716	0,774	0,588	
Uji Fornell-Larcker Criterion				
Green self-efficacy (X1)	0,816			
Green hybrid work (X2)	0,678	0,836		
Green Organizational commitment (Y)	0,619	0,578	0,863	
Green employee satisfaction (Z)	0,573	0,626	0,483	0,802

Table 6 presents the results of testing goodness-of-fit measures for SELM, which serve to assess the extent to which the SELM model as a whole is able to explain the data well and reflect the suitability between the theoretical model and empirical data (Schermelele-Engel et al., 2003).

Table 6. Goodness-of-Fit Measures Test for SEM

	Estimated model	Description
SRMR	0,099	Acceptable if $\leq 0,08$
d_ULS	1,322	Acceptable if $\geq 0,95$
d_G	1,850	Acceptable if $P \geq 0,05$
Chi-square	2783,240	Close to zero
NFI	0,540	Acceptable $\geq 0,90$

Table 6, shows the measurement of the Standardized Root Mean Square Residual (SRMR) value considered acceptable if ≥ 0.08 (Jonels, 2024). The results of the study showed an SRMR value of 0.099 which was still accepted in the suitable category because it was in the range of 0.08 - 0.10.

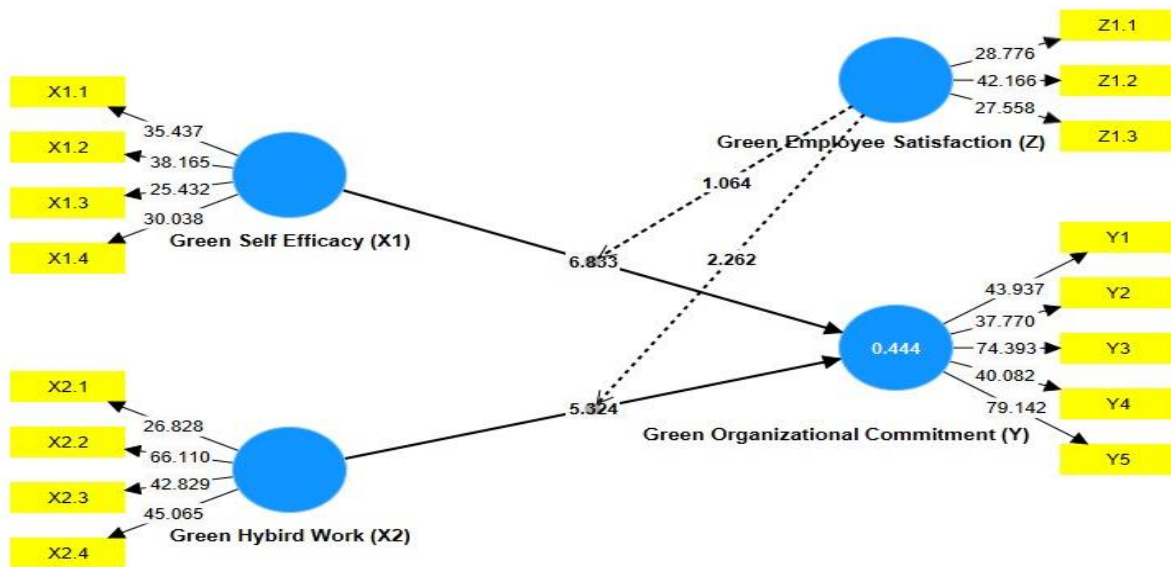


Figure 1t-Test Results

(Bentler & Bonett, 1980). Furthermore, the dULS value of 1.322, d_G 1.850 and the NFI value of 0.540 approaching the number 1, so in this study it has shown a fit or appropriately model. Next, the hypothesis path coefficient test is carried out which is presented in Table 7. It shows that Green Self-Efficacy (X1) has a positive and significant influence on Green Organizational Commitment (Y), with an original sample value of 0.378, a t-statistic of 6.833, and a p-value of 0.000 (<0.05). Furthermore, Green Hybrid Work (X2) also has a positive and significant influence on Green Organizational Commitment (Y), with an original sample value of 0.280, a t-statistic of 5.324, and a p-value of 0.000. However, the interaction between Green Employee Satisfaction (Z) and Green Self-Efficacy (X1) produces a negative coefficient of -0.054, with a t-statistic of 1.064 and a p-value of 0.288 (>0.05), so that the moderating role of Green Employee Satisfaction (Z) in the relationship is declared insignificant.

On the other hand, the interaction between Green Employee Satisfaction (Z) and Green Hybrid Work (X2) shows a significant influence, with an interaction coefficient value of 0.113, a t-statistic of 2.262, and a p-value of 0.024 (<0.05), so it can be concluded that Green Employee Satisfaction (Z) acts as a moderator that strengthens the relationship between Green Hybrid Work (X2) and Green Organizational Commitment (Y).

Table 7. Hypothesis Testing

	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Descriptions
Direct effect				
Green self-efficacy(X1) -> Green Organizational commitment (Y)	0,055	6,833	0,000	Significant
Green hybrid work (X2) -> Green Organizational commitment (Y)	0,053	5,324	0,000	Significant
Indirect effect				
Green employee satisfaction (Z) x Green self-efficacy (X1) -> Green Organizational commitment (Y)	0,051	1,064	0,288	Not Significant
Green employee satisfaction (Z) x Green hybrid work (X2) -> Organizational commitment (Y)	0,050	2,262	0,024	Significant

4.2 Green Self-Efficacy has a positive and significant effect on Green Organizational Commitment

The first finding shows that respondents can make green decisions at work as a commitment to a green organization, according to the highest mean of indicator X1.2: "I feel able to make decisions that support environmental sustainability at work" meaning that respondents have a high level of green self-efficacy. This belief has a broad and strategic impact on the sustainability of the organization, the environment, and internal work culture. First, improving the organization's environmental performance can be driven by green decisions from employees, such as reducing waste (R. Liu et al., 2023). Second, the formation of an environmentally friendly organizational cultural (green organizational culture), when green decisions are taken consistently, will form organizational values that support environmental conservation (Al Doghan et al., 2022).

Third, improving the company's reputation and brand image will strengthen the positive perception of the company in the eyes of consumers, business partners, and regulators, this is becoming increasingly important where consumer awareness of environmental issues (green consumerism) continues to increase (Yasin et al., 2023). Fourth, increasing employee engagement and job satisfaction will have a stronger emotional attachment to the organization, they feel that the work they do has meaning, because it contributes to realizing a sustainable future (Dira et al., 2024). Fifth, encouraging the creation of green innovation, environmentally conscious decisions in the workplace can be a trigger for the birth of innovation in processes, products, and services that are more environmentally friendly (D. Liu et al., 2024). Sixth, operational cost efficiency can help companies reduce costs through policies of saving and wise use of resources (Malokani et al., 2023). Seventh, supporting the implementation of the Green Human Resource strategy Management (GHRM), increasing the competitiveness of organizations amidst the development of a green economy (Islam et al., 2025). Finally, encouraging compliance with environmental regulations, this compliance is important to avoid potential legal or administrative sanctions and to maintain the reputation and continuity of the company's operations (Usman et al., 2025).

4.3 Green hybrid work has a positive and significant effect on Green Organizational commitment

The second finding, it is seen that the implementation of a hybrid work system motivates learning new skills and encourages commitment to continue developing oneself, according to the highest mean of indicator X2.2: "I feel encouraged to learn new skills when working in a hybrid system". This means, if a hybrid work system, which is a combination of remote work and on-site work, is implemented in a fashion store, and respondents such as employees, creative staff, marketing teams, and designers have the motivation and commitment to continue developing their skills, then the impact can provide a positive contribution to individual and organizational performance as a whole. First, innovation in products and styles becomes more prominent, motivation and commitment to continue learning encourage individuals to continue updating their knowledge of the latest fashion trends, cutting-edge design techniques, and the use of technology such as artificial intelligence (AI) in fashion and the use

of sustainable materials, this directly strengthens the competitiveness of fashion stores (Lee, 2021). Second, increased productivity, a hybrid work system that supports work-life balance, when combined with intrinsic motivation, can increase employee focus and efficiency, both when working from home and in the office or store (Toivonen et al., 2025).

Third, creative talents retention, employees who feel they have the opportunity to develop professionally and enjoy work flexibility tend to be more loyal to the company, this is very crucial in the fashion industry which relies on creativity as its main strength (Saedin et al., 2024). Fourth, a more positive company image, fashion stores that support self-development and offer flexibility will be seen as modern and progressively workplaces, making them more attractive to the younger generation and creative professionals (Yadav & Bagri, 2025). Fifth, high adaptability to market dynamics, employees who have the passion to continue learning tend to adapt more quickly to changing trends, digital marketing strategies, e-commerce developments, and shifts in consumer preferences (Ciampi et al., 2022). Sixth, more dynamic collaboration, in a hybrid work system, high motivation encourages employees to remain active in collaborating through various digital platforms, thus creating strong synergy between cross-functional teams, such as design, marketing, and sales (Obodozie & Nwabufo, 2025). Finally, increased creativity, flexible work environment and support for self-development help broaden employees' horizons and experiences, which ultimately encourages the birth of creative ideas in creating unique fashion products that are relevant to market needs (L. Jiang et al., 2023).

4.4 Green employee satisfaction does not moderate the influence of Green self-efficacy on Green Organizational commitment

The third finding shows that dissatisfaction with non-green working conditions leads to inefficient task completion which ultimately reduces commitment to the organization, according to the lowest mean of indicator X1.3: "I can complete tasks related to the environment efficiently" and indicator Z1.2: "I am satisfied with working conditions that support environmental sustainability". This means that even though respondents have awareness and knowledge of environmental issues, they have not been able to apply them efficiently in their work and are not yet satisfied with the organization's support for sustainability in their work environment. Dissatisfaction with working conditions can trigger a decrease in efficiency at work, which ultimately has an impact on low employee commitment, this situation has a number of consequences.

First, decreased work productivity, employees who feel dissatisfied tend to be reluctant to give their best performance, this causes inefficiency, which can be seen from low motivation, increasing the number of errors, to slow completion of tasks (Saleh & Shahidan, 2023). Second, decreased commitment to the organization, job dissatisfaction has a direct impact on various forms of commitment, including affective commitment (a sense of belonging to the organization), normative commitment (a sense of moral responsibility), and continuance commitment (consideration of costs and benefits to stay), as a result employees become indifferent to achieving organizational goals (Serhan et al., 2022). Third, increased turnover intention, low levels of commitment make employees consider resigning, or at least start looking for job opportunities elsewhere, this causes instability in human resource management (Marlapa & Endri, 2024). Fourth, decreased quality of services and products, dissatisfied and less committed employees tend not to pay attention to the quality of their work results, this condition can damage the reputation of the organization, especially in sectors that depend on services or production (Rabiul et al., 2025).

Fifth, disrupted collaboration within the team, individual dissatisfaction can spread to other team members, creating a negative or toxic work environment, this has the potential to damage cooperation, disrupt communication, and reduce the level of trust between employees (Soqair & Gharib, 2023). Sixth, increasing organizational cost burden, work inefficiency can lead to wasted time and resources, and incur additional costs to correct errors, carry out retraining, or recruit new employees (Dhakal et al., 2020). Seventh, decreasing levels of innovation, dissatisfied employees tend to be reluctant to engage in improvement efforts or develop new ideas, because they feel their contributions are not appreciated or do not care about the long-term success of the organization (Elamin et al., 2024). Finally, increasing the risk of burnout and stress, unaddressed job dissatisfaction can trigger emotional exhaustion, prolonged stress, and internal conflict, these conditions ultimately have a negative impact on work efficiency and reduce employee loyalty (Ratnaningsih, 2021).

4.5 Green Employee Satisfaction Moderates Positively and Significantly the Influence of Green Hybrid Work on Green Organizational Commitment

The fourth finding shows that work that matches one's abilities will encourage job satisfaction which ultimately increases organizational commitment, according to the highest mean of indicators X2.2: "I feel encouraged to learn new skills when working in a hybrid system" and Z1.1: "I am satisfied with my job because it matches my abilities" meaning, the hybrid work system implemented not only encourages the development of new skills, but also increases employee satisfaction because the work carried out is in accordance with their capacity and expertise. Work that matches one's abilities (person-job fit) will have a significant positive impact on employees and the organization.

First, increased job satisfaction, when someone feels that their work is in line with their skills, knowledge, and interests, they tend to experience emotional and psychological satisfaction (Hasan et al., 2021). Second, increased commitment to the organization, high job satisfaction encourages a sense of belonging, emotional attachment, and employee loyalty, which ultimately strengthens various forms of commitment such as affective commitment (staying because of love for the organization), normative commitment (because of a sense of moral responsibility), and continuance commitment (because of the benefits felt from continuing to work) (Fauzan, 2023). Third, increased productivity and performance. Work that is in line with employee abilities allows them to work more effectively and efficiently, because they understand their tasks and know how to complete them well (Nisa & Rozaq, 2024). Fourth, encouraging initiative and creativity, when work is in line with their abilities and interests, employees tend to be more proactively in taking initiatives and are more motivated to present creative ideas that can improve the quality of work and innovation in the organization (M. Jiang et al., 2025). Fifth, reduced stress and role conflict, employees who work according to their capacity tend to experience less mental stress or role confusion, because they feel they have control over the work they do (Sahay et al., 2022). Sixth, increased employee retention, employees who are satisfied and have high commitment tend not to resign easily, so that organizations can reduce turnover costs while maintaining the stability of the work team (Khosifah et al., 2023). Seventh, the formation of a positive image as an employer, companies that are known to provide work according to the capacity and potential of their employees tend to attract quality talent, because they have a reputation as a workplace that values individual uniqueness and abilities (Hein et al., 2024). Finally, the creation of synergy between personal and organizational goals, when work is in accordance with abilities and interests, employees will feel the alignment between personal aspirations and the vision of the organization, thereby strengthening engagement and loyalty in the long term (Jufrizen et al., 2023).

4.6 Theoretical Implications

Due to the finding of dissatisfaction with working conditions that encourage inefficiency in carrying out tasks and decreasing commitment to the organization, this reflects the implications of Taylorism theory which emphasizes efficiency through standardization and work control. When working conditions are inadequate such as an uncomfortable environment, lack of appreciation, injustice, or boring routines, employees tend to lose emotional involvement which results in decreased intrinsic motivation even though work procedures have been standardized. First, increased inefficiency. When employees are not emotionally involved in their work, the dissatisfaction that arises will reduce intrinsic motivation so that in the long term they tend to work minimally or even experience mental fatigue or burnout. Second, decreased commitment to the organization. Job dissatisfaction causes employees to lose their sense of belonging to the organization, and affective commitment in the form of emotional attachment and normative commitments in the form of a sense of moral responsibility also decrease. The impact can be an increase in the intention to leave or turnover, high absenteeism rates, and decreased employee loyalty. This condition strengthens the criticism of the Taylorism approach which is considered too mechanical and reductionist because it ignores the psychological aspects, social and emotional needs of employees, and the dynamics of long-term motivation that cannot be resolved through economic incentives alone.

4.7 Practical Implications

Increasing inefficiency and decreasing organizational commitments require strategic responses from management to create a healthier and more productive work environment. First, re-evaluate working conditions by improving the physical and psychological environment, employee welfare, and role clarity. Second, develop participatory leadership that involves employees in decision-making to increase their

sense of belonging. Third, strengthen internal communication through an open and transparent approach between management and employees. Fourth, encourage human resources training and development to improve competency and open career growth opportunities. Fifth, build a fair recognition and reward system to appreciate the real contribution of employees.

CONCLUSION

This study reveals that green self-efficacy and green hybrid work have a positive and significant effect on green organizational commitment. The first finding indicates that individuals' confidence in making environmentally friendly decisions reflects their commitment to a green organization. The second finding shows that the implementation of a hybrid work system encourages the development of new skills and strengthens the commitment to continuous self-improvement. However, green employee satisfaction does not moderate the relationship between green self-efficacy and green organizational commitment. Dissatisfaction with non-green working conditions leads to inefficient task performance, which ultimately weakens organizational commitment. In contrast, green employee satisfaction positively and significantly moderates the effect of green hybrid work on green organizational commitment. When work aligns with employees' capabilities, it enhances job satisfaction, which in turn increases their commitment to the organization. These findings highlight the importance of a supportive green work environment in fostering employee commitment.

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CONFLICT OF INTEREST

There is no conflict of interest whatsoever that would cause problems in the input, process, and output of this research.

AUTHOR CONTRIBUTIONS

Fradella Mokodompit.: Conceptualization, Writing, Data curation, Calculation, Visualization, Investigation, Software (Zotero and Grammarly). **Asep Rokhyadi Permana Saputra.:** Supervision, Methodology, Writing, Validation, Reviewing, Editing, Similarity Testing.

DECLARATION OF GENERATIVE AI

In the preparation of this manuscript, the author has not used generative artificial intelligence (AI) tools. If used, such tools were only utilized for language editing and grammar improvement, sentence structuring, and/or, initial idea exploration, which was further developed independently by the author. The author confirms that all substantive content, including analysis, interpretation, and conclusions, is the original intellectual contribution of the author.

ETHIC STATEMENTS

Not applicable.

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