ANALYSIS OF SOCIAL RESPONSIBILITY HUMAN RESOURCE MANAGEMENT (SR-HRM), GREEN LIFESTYLE AND EMPLOYEE PERFORMANCE THROUGH THE MEDIATION OF EMPLOYEE ORGANIZATIONAL IDENTIFICATION IN MINERAL WATER COMPANIES IN YOGYAKARTA)

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ABSTRACT

In response to increasing corporate demands for sustainability and social responsibility, many companies face challenges linking environmental and ethical initiatives to employee performance. This study aims to analyze the influence of Social Responsibility Human Resource Management (SR-HRM) and Green Lifestyle on employee performance directly and through the mediating role of Organizational Identification. A quantitative approach was used with 150 respondents from mineral water companies in Yogyakarta. Data were collected through an online questionnaire and analyzed using SmartPLS 3.2.9. The results show that SR-HRM significantly affects Organizational Identification, positively influencing employee performance. Additionally, Green Lifestyle has a direct positive impact on both Organizational Identification and employee performance. However, SR-HRM does not directly affect employee performance unless mediated by Organizational Identification. These findings highlight the importance of building a strong organizational identity and environmentally conscious values as strategic tools to improve employee outcomes. The study recommends enhancing SR-HRM practices and fostering a green corporate culture to maximize performance benefits. It also suggests further research to explore additional mediating variables such as motivation or work environment in different industry sectors.

KEYWORDS	Social Responsibility, Human Resource Management, Green Lifestyle, Organizational Identification, Employee Performance.

INTRODUCTION

In today's global economic era, having corporate social responsibility (CSR) has become an integral part of a company's strategy. CSR includes various initiatives that aim to have a positive impact on society and the environment (Abuya, 2016; Muttakin et al., 2015; Susanto & Ardini, 2016; Vallaster, 2017). One important aspect of CSR is human resource management (HR), which involves managing good relationships between employees and the surrounding community to achieve mutual prosperity. Human Resource Management is a system that aims to influence the attitudes, behaviors, and performance of its employees to achieve what the company wants to achieve (Chiara et al., 2023; Edison et al., 2021; Mahapatro, 2021; Mathis et al., 2016; Pham et al., 2020). According to research conducted by Bray & Rue (2015), Human Resource Management is an activity that involves the process of coordinating human resources (Yantini et al., 2021).

According to Dessler (2011), the practice of Human Resource Management is a policy and a process that consists of aspects of human resources and can meet the needs of employees to improve the performance of employees in the company (Mutahi & Busienei, 2015). In the practice of Social Responsibility Human Resource Management, it is important to do and apply it in a company to improve the performance of initiatives and a sense of social responsibility both internally and externally in the company (Mulyana et al., 2021). Social Responsibility Human Resource Management can increase awareness of the business impact on employees outside the organization's boundaries. Implementing Social Responsibility in Human Resource Management can provide comfort in the workplace and be more ethical. Therefore, to achieve consistency in the organization and to carry out sustainable development, Social Responsibility Human Resource Management must be practiced. The impact of Social Responsibility Human Resource Management can be seen from the attitudes and behaviors of each employee, such as identification within the organization and employee performance. According to research by Ashforth & Mael (1989)It shows that attitudes and decision-making processes benefit the entire organization and individuals. Therefore, identifying the organization can benefit both parties and can strengthen the bond between employees and the company.

The green Lifestyle in this study is directed at environmentally friendly activities carried out daily. This can reduce the negative impact on the environment and increase efficiency in resource management. It can also create a healthy environment for employees so that they feel more comfortable and know that they are responsible for the environment.

Along with increasing awareness of environmental issues, the application of the Green Lifestyle principle has become one of the main focuses in the company's corporate social responsibility (CSR) strategy. Green Lifestyle refers to the application of environmentally friendly practices in various aspects of a company's operations, such as efficient resource management, waste reduction, and sustainable product and process development. Implementing an environmentally friendly system for the company can provide a positive image for the community. Of course, this can increase demand, offer the company benefits, and strengthen the organization's identity. According to Razaq (2019) that the existence of a Green

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Lifestyle in the company is an important thing in industrial progress, so that the community around the company can provide something positive from the implementation of the Green Lifestyle in its environment, can create a healthy, safe environment, maintain the sustainability of life.

In addition to implementing environmentally friendly programs in companies that can create a positive image in society, companies also need to understand and identify various aspects that can affect employee performance. Through organizational identification, this becomes an important factor in developing good and effective environmental strategies that will be implemented in the company. Organizational identification includes the company's structure, culture, vision, and mission. This is in accordance with the opinion of an expert Elkington (1997) namely, the Triple Bottom Line concept.

Triple Bottom Line balances profit, people, and planet when doing business. This concept not only focuses on the company's financial aspect but also its impact on the environment and society. A good understanding of factors such as Profit, People, and Planet can help companies develop good strategies and understand the impact of every decision taken for the company. Triple Bottom Line can help companies have social and environmental responsibility, create a good reputation, and encourage consumers to care more about their surroundings. By carrying out identification from all aspects and implementing it in the company, it can affect employee performance, such as motivation, the existence of a company identity (vision, mission, and values in the company), decision making (initiatives that have a positive impact on the company), and career development for employees. Identification within the company can provide a comfortable work environment and can encourage employee performance to be more optimal.

Despite growing demands for corporate sustainability and social responsibility, many companies still struggle to link environmental and ethical initiatives to measurable improvements in employee performance. Despite widespread adoption of CSR practices, limited empirical evidence exists on how Social Responsibility Human Resource Management (SR-HRM) and Green Lifestyle initiatives directly or indirectly affect employee outcomes through organizational identification. This gap is especially evident in the Indonesian context, where such integrations remain underexplored in industrial sectors like mineral water production.

In today's competitive corporate environment, implementing effective SR-HRM is a matter of ethical responsibility and a strategic imperative. SR-HRM practices that support fairness, employee well-being, and inclusive policies enhance employees' sense of belonging and loyalty. However, when clear strategies for fostering organizational identification do not support these efforts, their potential impact on performance may be lost. In companies with limited awareness of embedding SR-HRM values into employee experience, performance outcomes may stagnate despite CSR investments.

Simultaneously, the adoption of a Green Lifestyle within corporate operations is no longer optional but essential in reducing environmental impact and aligning with global sustainability goals. Yet, the translation of environmentally responsible practices into behavioral and performance outcomes among employees remains

inconsistent. As industries, particularly in Indonesia, increase their sustainability commitments, understanding the mediating role of organizational identification becomes crucial to ensure these initiatives foster tangible performance gains and cultural cohesion.

Shen & Benson (2016) examined how socially responsible HRM practices positively influence organizational commitment, especially when aligned with employees' moral identity. Their findings indicated that SR-HRM contributes to stronger employee-organizational bonds, which in turn influence job satisfaction and productivity. Similarly, Werther & Chandler (2010) emphasized the strategic value of CSR-aligned HR practices in shaping inclusive and productive work environments.

Boiral (2007) explored the implications of Green Lifestyle in organizational culture, finding that environmental policies, waste management, and energy-efficient systems significantly impact organizational credibility and internal cohesion. He identified infrastructure design and employee involvement as central to successful environmental programs, which can indirectly improve workforce morale and output.

Wang et al. (2017) investigated the mediating effect of organizational identification between SR-HRM and employee performance, proposing that the psychological bond employees form with their organizations can drive intrinsic motivation. Their study supports that organizational identification bridges the gap between CSR initiatives and performance metrics, especially in sectors undergoing sustainability transitions.

Although several international studies have examined the influence of SR-HRM and Green Lifestyle on performance, few have empirically tested these relationships within Indonesian industrial companies, particularly in mediation by organizational identification. There is a lack of localized research combining environmental responsibility, HRM practices, and identity-building strategies in one cohesive model. This creates a void in understanding how sustainability-driven HR approaches translate into tangible employee performance outcomes in Indonesia.

This study is one of the first in Indonesia to integrate SR-HRM, Green Lifestyle, and Organizational Identification into a single performance model using a quantitative, PLS-based approach. It uniquely explores the indirect ways in which socially responsible and environmentally sustainable initiatives affect employee performance via identity formation. The inclusion of mediation analysis using organizational identification adds new dimensions to HR and sustainability research in the Southeast Asian context.

This research aims to analyze the influence of Social Responsibility, Human Resource Management, and Green Lifestyle on employee performance, directly and indirectly through the mediation of Organizational Identification, within mineral water companies in Yogyakarta. The study aims to validate whether SR-HRM and environmentally conscious behavior contribute significantly to organizational outcomes.

This study offers practical insights for corporate managers and HR professionals aiming to align CSR strategies with employee development goals.

Identifying the mediating role of organizational identification provides a strategic framework for enhancing performance through value-based engagement. The findings also support policy development that promotes equal opportunities, workplace well-being, and sustainable environmental practices in Indonesia's industrial sector.

RESEARCH METHOD

The researcher used quantitative methods. The instrument can measure these variables and analyze the data using statistical procedures. The written report consists of theory, methods, results, and discussions. In the data collection process, the tool used was the distribution of online questionnaires (Google Forms) to company employees.

This research was conducted at a mineral water company in Yogyakarta. The population used in this study was all 150 employees at the company, which had been determined. The sample used in this study was based on the population that had been determined. The research variables used in this study were the Social Responsibility Human Resource Management (X^1) and Green Lifestyle (X^2) variables as independent variables, Employee Performance (Y) as the dependent variable, and Organizational Identification (Z) as the mediating variable.

The type of data used in this study is Primary data, and the data collection technique used in this study is a questionnaire. In this study, the author used a questionnaire data collection technique distributed to all respondents, which was descriptive or explanatory. The answers to the questionnaire have been scored using a Likert scale. The data that has been collected is then analyzed descriptively.

RESULT AND DISCUSSION

Convergent Validity

Table 1. Results of Convergent Validity Test Analysis

Variable	Item	Loading Factor	AVE	Description
Social Responsibility Human Resource Management	SHRM1	0.670	0.547	**Valid**
	SHRM2	0.681		**Valid**
	SHRM3	0.755		**Valid**
	SHRM4	0.754		**Valid**
	SHRM5	0.827		**Valid**
Green Lifestyle	GL1	0.821	0.659	**Valid**
	GL2	0.845		**Valid**
	GL3	0.766		**Valid**
	IO1	0.759		**Valid**

Organization Identification	IO2	0.661		Valid
	IO3	0.764	0.550	Valid
	IO4	0.775		Valid
Employee performance	VKK1	0.648		Valid
	VKK2	0.777		Valid
	VKK3	0.756	0.538	Valid
	VKK4	0.754		Valid
	VKK5	0.725		Valid

Source: Data processed 2024

Based on the Table, the loading factor of all items in the variable is >0.5, and there is an AVE value >0.5. Thus, we can conclude that all items are acceptable/valid as a measure of latent variables and can be used in this study because they have met the standards of Convergent Validity.

Discriminant Validity

Table 2. Results of Discriminant Validity Test Analysis

Variable	Green Lifestyle	Organization Identification	Social Responsibility Human Resource Management	Employee performance	Cut off	Description
Green Lifestyle	0.812				>0.5	Valid
Organization Identification	0.554	0.741			>0.5	Valid
SR-HRM	0.611	0.636	0.739		>0.5	Valid
Employee performance	0.522	0.520	0.492	0.733	>0.5	Valid

Source: Data processed 2024

Table 2 shows that each variable has a good discriminant value because it has an AVE value of all variables >0.5 and can be declared valid.

Composite Reliability

In assessing the reliability of a construct, two methods are used, Cronbach's Alpha and Composite Reliability. It will be considered reliable if the value of Composite Reliability is >0.7 and the Cronbach's Alpha value is >0.7. The following are the values of Composite Reliability and Cronbach's Alpha in the table below:

Table 3. Composite Reliability

Variable	Crobach's Alpha	Composite Reliability	Cut Off	Description
Green Lifestyle	0.740	0.741	>0.7	Valid
Organization Identification	0.726	0.731	>0.7	Valid
SR-HRM	0.791	0.800	>0.7	Valid
Employee performance	0.785	0.792	>0.7	Valid

Source: Data processed 2024

The table above shows that the Composite Reliability value of all variables is >0.7 and Cronbach's Alpha >0.7. These results indicate that each variable can meet Crobach's Alpha and Composite Reliability.
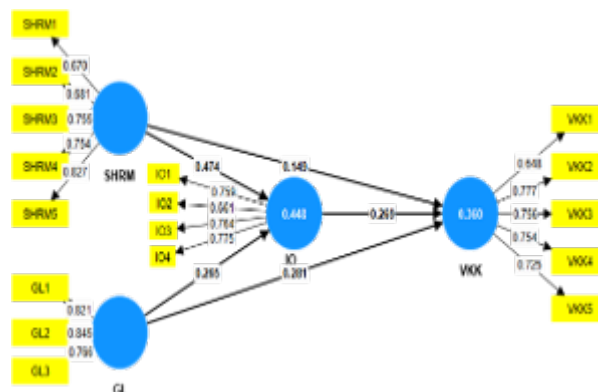
Structural Model (Inner Model)

Figure 1. Inner Model Path Diagram

R-Square

Table 4. R-Square Test Results

Variable	R-Square	R-Square Adjusted
Organizational Identification	0.448	0.440
Employee Performance	0.360	0.347

Source: Data processed 2024

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Based on the table above, it can be concluded that the R-squared value for the Organizational Identification variable is 0.448. At this value, the "Organizational Identification" variable can explain 44.8% of the independent variables, and the remaining 55.2% can be explained by other variables not in this study. While the R-Square value for the Employee Performance variable is 0.360. At this value, the "Employee Performance" variable can explain 36% of the independent variables, and the remaining 64% can be explained by other variables not in this study.

Predictive Relevance (Q-Square)

Table 5. Predictive Relevance Test Results

Variable	(=1-SSE/SSO)	Description
Organizational Identification	0.240	Has predictive relevance value
Employee Performance	0.176	Has predictive relevance value

Source: Data processed 2024

This shows that the Q-Square value on the mediating and dependent variables is > 0. Thus, this study has good observations because the Q-Square value is > 0.

Hypothesis Testing Results

Table 6. Hypothesis Testing Results

Variable	Sampel Asli (O)	*T-Statistic* (|O/STDEV|)	*P-Value*	Description
Social Responsibility Human Resource Management -> Employee Performance	0.149	1.471	0.141	H1 Not Accepted
Social Responsibility Human Resource Management -> Organization Identification	0.474	5.107	0.000	H2 Accepted
Organizational Identification -> Employee Performance	0.269	3.097	0.002	H3 Accepted

Green Lifestyle -> Organizational Identification	0.265	2.550	0.011	H4 Accepted
Green Lifestyle -> Employee Performance	0.281	3.198	0.001	H5 Accepted
Social Responsibility Human Resource Management -> Organizational Identification -> Employee Performance	0.128	2.699	0.007	H6 Accepted

Source: Data processed 2024

PLS in this case is used to simulate statistical tests on each hypothesized relationship. In this study, the bootstrapping method was used. The following are the results of the PLS bootstrapping analysis:

1. The Effect of Social Responsibility Human Resource Management on Employee Performance.
   After conducting the first hypothesis test, there were results that there was no effect of Social Responsibility Human Resource Management on Employee Performance, because the coefficient value was 0.149 with a p-value of 0.141> 0.05 (5%) and a t-statistic value of 1.471 <1.960. These results indicate that Social Responsibility Human Resource Management does not affect Employee Performance. Therefore, the hypothesis that states "Social Responsibility Human Resource Management has a positive effect on Employee Performance" is Not Accepted.

2. The Effect of Social Responsibility Human Resource Management on Organizational Identification.
   After conducting the second hypothesis test, there are results that there is an influence of Social Responsibility Human Resource Management on Organizational Identification, because the coefficient value is 0.474 with a p-value of 0.000 <0.05 (5%) and a t-statistic value of 5.107> 1.960. These results show that Social Responsibility Human Resource Management affects Organizational Identification. Therefore, the hypothesis that "Social Responsibility Human Resource Management has a positive effect on Organizational Identification" is accepted.

3. The Effect of Organizational Identification on Employee Performance.
   After conducting the third hypothesis test, there are results that there is an influence of Organizational Identification on Employee Performance, because the coefficient value is 0.269 with a p-value of 0.002 <0.05 (5%) and a t-statistic value of 3.097> 1.960. These results show that organizational identification affects employee performance. Therefore, the hypothesis that states "Organizational Identification has a positive effect on Employee Performance" is accepted.

4. The Influence of Green Lifestyle on Organizational Identification.

After conducting the fifth hypothesis test, there were results that Green Lifestyle had an influence on Organizational Identification, because the coefficient value was 0.265 with a p-value of 0.011 <0.05 (5%) and a t-statistic value of 2.550> 1.960. These results indicate that Green Lifestyle influences Organizational Identification. Therefore, the hypothesis that "Green Lifestyle positively influences Organizational Identification" is accepted.

5. The Influence of Green Lifestyle on Employee Performance.
   After conducting the sixth hypothesis test, there were results that Green Lifestyle influenced Employee Performance, because the coefficient value was 0.281 with a p-value of 0.001 <0.05 (5%) and a t-statistic value of 3.198> 1.960. These results indicate that Green Lifestyle influences Employee Performance. Therefore, the hypothesis that "Green Lifestyle positively influences Employee Performance" is accepted.

6. The Influence of Social Responsibility Human Resource Management on Employee Performance Mediated by Organizational Identification. After conducting the fourth hypothesis test, there were results that there was an influence of Social Responsibility Human Resource Management on Employee Performance Mediated by Organizational Identification, because the coefficient value was 0.128 with a p-value of 0.007 <0.05 (5%) and a t-statistic value of 2.699> 1.960. These results indicate that Organizational Identification affects Employee Performance. Therefore, the hypothesis stating "Organizational Identification can mediate the influence of Social Responsibility Human Resource Management on Employee Performance" is accepted.

The Effect of Social Responsibility Human Resource Management on Employee Performance.

This study shows that the influence of Social Responsibility Human Resource Management in the company on employee performance is not proven to be strong. This can happen because several factors can affect employee performance, as explained by Gibson & Akbar (1987), namely the existence of individual factors in the form of abilities, skills, family background, work experience, social and demographic levels of a person. The existence of psychological factors such as perception, role, attitude, personality, motivation, stress levels, and job satisfaction, and the existence of organizational factors such as compensation or rewards. Employee performance can decline if the company does not understand what factors can cause employee performance to decline. Therefore, the company can understand more quickly what factors make employee performance less than optimal, such as providing motivation to its employees or ensuring that the talents possessed by employees and employees with good talents can be placed in places with supporting facilities to improve employee performance. In the descriptive analysis of Social Responsibility Human Resource Management, the lowest value is in the item "The organization provides equal employment opportunities to all candidates, including those who are in difficulty and are local residents". In the results of the descriptive analysis of employee

performance, the lowest value is in the item "I produce high-quality work". This means that the company does not provide equal employment opportunities for employees and lacks adequate facilities for employees to produce high-quality work. This needs to be considered again by the company to improve employee performance. Therefore, mineral water companies in Yogyakarta must provide equal employment opportunities for employees and adequate facilities for employees to produce better work, which will improve the quality of work and increase quantity within the company.

The Influence of Social Responsibility Human Resource Management on Organizational Identification.

The results of this study support the research by Shen & Benson (2016) the results of this study indicate that Social Responsibility Human Resource Management has a good influence on organizational identification. It was found that when employees feel that their organization implements socially responsible human resource management practices with good moral values and ethics, they will feel more identified with their organization. Suppose the company implements Social Responsibility Human Resource Management practices within the organization. In that case, it can foster a healthy and good work environment for employees and can make the organization a place to develop organizational identification in employees. Therefore, employees can increase organizational identification if the organization has good and beneficial SR-HRM practices. There are factors for Social Responsibility Human Resource Management, according to Werther & Chandler (2010), namely, Having Policies and the existence of social responsibility practices, Employee development and training, Compensation and incentives, Employee involvement and company culture, and CSR Evaluation and Reporting. If the company can provide good training and evaluation of employee performance, this can increase employees' sense of identification.

This study concludes that Social Responsibility Human Resource Management owned by mineral water companies in Yogyakarta has a positive influence on organizational identification, although implementing Social Responsibility Human Resource Management practices in companies is not easy, but if implemented in companies, it can increase a sense of good identification for employees. This is one of the important roles in companies' implementation of good social responsibility in human resource management. The better the practice of carrying out and implementing social responsibility human resource management practices in companies, the better the level of organizational identification in the company. In the descriptive analysis of Social Responsibility Human Resource Management, which has the lowest value, the item "The organization provides equal employment opportunities to all candidates, including those who are in trouble and are local residents". The results of the descriptive analysis of Organizational Identification, which has the lowest value, are in the item "When someone praises the organization, it feels like a personal compliment". This means that mineral water companies in Yogyakarta do not provide equal employment opportunities, and employees' lack of identification must be considered again. Therefore, companies must provide equal employment opportunities and help

employees who are in trouble carrying out their work. Supporting and providing equal opportunities will provide employees with a good sense of identification.

The Influence of Organizational Identification on Employee Performance

The descriptive analysis shows that the assessment of Organizational Identification in mineral water companies in Yogyakarta is in the very high category, with a value of 4.37 on the item "Organizational success is my success". The descriptive analysis shows that the respondents' assessment of employee performance in mineral water companies in Yogyakarta is very high, with a value of 4.45 on the item "I have adequate competence to carry out my work effectively". This means that effective employee performance can make the company experience a good increase, and that will create a sense of identification that the employee owns. If employees can carry out their duties well, it will lead to success in the company. This is in line with the opinion of Ziapour et al. (2014) These results state that there is a positive and significant relationship between organizational identification and performance. This means that employees who are emotionally committed to their organization show higher performance, lower absenteeism, and lower intentions to leave.

Therefore, the company can provide a high sense of organizational identification if there is good and valuable employee performance in the organization, then the sense of leaving the company will be low. However, to achieve this, of course, some factors can influence organizational identification through individual factors, as explained by Mael & Ashforth (1992) namely, satisfaction of views and sentiments. Companies must identify things that prevent this organizational identification from running optimally. By paying attention to organizational values, leadership, culture, participation, social relations, and development opportunities, companies can increase the sense of organizational identification and overall effectiveness. This study concludes that organizational identification owned by mineral water companies in Yogyakarta positively influences employee performance. However, it is not easy to identify the organization in a company. Still, if it is implemented in the company properly, it will be used to improve effective employee performance.

The Influence of Green Lifestyle on Organizational Identification

The descriptive analysis shows that the assessment of Green Lifestyle in mineral water companies in Yogyakarta is in the very high category, with a value of 4.34 on the item "I buy a product because the price is lower than the pollution effect". The descriptive analysis shows that the respondents' assessment of Organizational Identification in mineral water companies in Yogyakarta is in the very high category, with a value of 4.37 on the item "The success of the organization is my success". This means that running a good Green Lifestyle program will give rise to a new sense of identity that becomes unique to the company, and a sense of identification among the employees is good.

Although to achieve this, of course, some factors can influence the Green Lifestyle, as explained by Boiral (2007), namely environmental policies and strategies, energy and resource management, waste management and recycling,

environmentally friendly design and infrastructure, employee awareness and involvement, and environmental reporting and transparency. Companies must be more careful in implementing Green Lifestyle activities by paying attention to factors that can influence Green Lifestyle. Therefore, Green Lifestyle can run well if the company carries out good organizational identification. This study concludes that the Green Lifestyle implemented by mineral water companies in Yogyakarta positively influences organizational identification. Although identifying organizations in a company is not easy, if appropriately implemented, the Green Lifestyle program by mineral water companies in Yogyakarta will run smoothly.

The Influence of Green Lifestyle on Employee Performance.

The descriptive analysis shows that the assessment of Green Lifestyle in mineral water companies in Yogyakarta is in the very high category, with a value of 4.34 on the item "I buy a product because the price is lower than the pollution effect". The descriptive analysis shows that the respondents' assessment of employee performance in one of the companies in Yogyakarta is in the very high category, with a value of 4.45 on the item "I have adequate competence to carry out my work effectively". This means that implementing a good Green Lifestyle program will produce maximum employee performance.

Although to achieve this, of course, some factors can influence the Green Lifestyle, as explained by Boiral (2007), namely Environmental policies and strategies, Energy and resource management, Waste management and recycling, environmentally friendly design and infrastructure, Employee awareness and involvement, and Environmental reporting and transparency. Companies must be more careful in implementing Green Lifestyle activities by paying attention to factors that can influence them because they will also affect employee performance. Therefore, implementing a Green Lifestyle can improve employee performance.

This study concludes that Green Lifestyle implemented by mineral water companies in Yogyakarta has a positive influence on employee performance, implementing Green Lifestyle in companies in addition to maintaining a healthy environment, but also can maintain the mental and physical health of employees, strengthen commitment to the organization, and create a healthier and more productive environment. With a positive work environment can foster good performance and productivity.

The Influence of Social Responsibility Human Resource Management on Employee Performance Mediated by Organizational Identification

The results of the fourth hypothesis test in this study support the accepted statement; this can be proven through a coefficient value of 0.128 with a p-value of 0.007 <0.05 (5%) and a t-statistic value of 2.699> 1.960. These results can prove that the existence of Social Responsibility Human Resource Management affects employee performance mediated by organizational identification. The results of this study are in accordance with research conducted by Wang et al. (2017) stating that the practice of Social Responsibility Human Resource Management on employee performance can have a positive effect by carrying out good organizational identification which will be able to show good and positive results in employee

performance. This means that mineral water companies in Yogyakarta have good organizational identification to mediate Social Responsibility Human Resource Management on employee performance.

In this study, it can be concluded that the influence of Social Responsibility Human Resource Management on employee performance mediated by organizational identification has a positive effect. Although the results of hypothesis 1, which states the influence of Social Responsibility Human Resource Management on employee performance, are not accepted. However, it can have a positive impact through the mediation of organizational identification. Therefore, mineral water companies in Yogyakarta must increase employee engagement within the organization through Social Responsibility Human Resource Management. By implementing the Social Responsibility Human Resource Management practice, companies can consider aspects through organizational identification to improve employee performance.

CONCLUSION

The results of this study indicate that all proposed indicators are valid and reliable in measuring their respective latent variables. Five of the six hypotheses tested were accepted, while one was rejected. Specifically, social responsibility human resource management (SR-HRM) did not have a direct positive or significant effect on employee performance. However, SR-HRM significantly influenced organizational identification, positively affecting employee performance. Additionally, Green Lifestyle practices demonstrated a significant positive effect on both organizational identification and employee performance. The mediating role of organizational identification was also confirmed, as it effectively bridged the relationship between SR-HRM and employee performance. These findings highlight the importance of fostering strong organizational identification to enhance the effectiveness of socially responsible HRM practices. For future research, exploring additional mediating or moderating variables such as employee motivation, workplace culture, or psychological well-being is recommended, which may further explain the relationship between SR-HRM and performance. Researchers are also encouraged to expand the study across different industries and regions to increase the generalizability of the results and provide deeper insights into how environmental and HRM practices can jointly influence organizational success.

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