

THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE WITH WORK ENVIRONMENT AS MODERATION VARIABLE

Rieneke Ryke Kalalo

Universitas Kristen Indonesia Tomohon, Indonesia

rinykekalalo2@gmail.com

ABSTRACT

Backgrounds Researchers believe that the activities included in the scope of Green Human Resource Management can have a positive relationship and a significant influence on employee performance because by improving these activities, employees' personalities will become better trained in carrying out responsibilities regarding the environment, and can pay more attention. important things in more detail, and ultimately can improve employee performance. **Objectives** Therefore, this research aims to analyze the influence of Green Human Resource Management on Employee Performance. Different from a number of other studies, this research adds the Work Environment variable as a moderating variable. **Methods:** This research is a quantitative research with an exploratory approach which uses the previous issues surrounding Green Human Resource Management, Employee Performance and the Work Environment as stepping stones to find separate elements of novelty in each topic and unite them into elements of new novelty and different from previous research . The data in this research uses primary data that researchers obtained from Suzuki employees spread throughout Indonesia. The data that researchers obtained was distributed using the online questionnaire method and analyzed using the smart PLS 4.0 analysis tool. **Results and Conclusions:** the Green Human Resource Management variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values value is below the significance level of 0.05 namely 0.019.. Apart from this, there is a second hypothesis of researchers who believe that the Work Environment variable can moderate the influence of the Green Human Resource Management variable on employee performance because a comfortable and safe environment can make the green resource green management program help to influence employee performance more significantly. In line with this statement, the results of the second row of the third table of the Path Coefficient show more significant results, namely 0.000 below 0.05, which is more significant than the direct test of 0.019. Thus, the first and second hypotheses in this research can be confirmed and accepted.

Keywords : Green Human Resource Management, Employee Performance , Work Environment.

INTRODUCTION

According to (H. H. D. N. . Opatha, 2014), GHRM is all activities in the development, implementation and maintenance of systems that aim to make employees of an organization have environmentally friendly behavior. According to (Nawang Sari, 2019), the Human Resources (HR) function will be a driver of environmental sustainability in organizations by aligning their practices and policies with sustainability goals that reflect an environmental focus. (Dumont, 2017) emphasize that GHRM is a practice that includes green recruiting, namely hiring employees with environmental awareness, green training to develop employees' skills, competencies and knowledge about environmentally friendly concepts, green performance appraisals to assess employees based on environmentally friendly concept standards, as well as green rewards to provide incentives to employees who understand and implement environmentally friendly concepts.

Studies and research that comprehensively discuss the term Green Human Resource Management or what is abbreviated to Green HRM are still few in developing countries and countries in Asia. In Indonesia, the term Green Human Resource Management or what is abbreviated to Green HRM still seems to be a fairly new concept, both for employees, professionals and academics in the field of human resources (P. . Opatha, 2013). In the international context, studies related to Green HRM only began in 1990, even though it had been practiced in organizations before the 1980s (Arulrajah, 2016)arulra. Green HRM emerged due to a careful approach from world organizations to save and keep the earth green, which was then understood as a process to green the organization and its human resources (Mandip, 2012b). Go green is the use of products and methods that will not have a negative impact on the environment in the form of pollution produced and depletion of natural resources (Robinson, 2004).

Green human resource management is stated as the implementation of human resource policies aimed at promoting sustainable resource use in organizations, and generally promoting the cause of environmental sustainability (Shuck, 2014). Green HRM reflects an organization's strategic orientation towards environmental protection and calls on top management to pay attention to organizational processes and practices that encourage people to take part in environmentally friendly work behaviors to reduce environmental pollution in the workplace (Thomas, 2007).

Green HRM means attracting and retaining employees who care about the environment, providing training related to environmental conservation, and taking employee contributions to environmental conservation programs into account in their performance assessments (Ariffin, 2003). defines Green HRM as the involvement of all activities in the development, implementation and maintenance of sustainable systems aimed at making an organization's employees environmentally friendly. According to

(Panggabean, 2018), Green HRM is defined as the process of making employees green by using green human resource policies and practices, and this is for the benefit of individuals, society, communities, and for the entire planet. Green HRM is the process of utilizing human resources in the workplace to achieve organizational goals in a deliberate manner and ensuring the process contributes to environmental sustainability. With the aim of using HR functions, policies, strategies and practices as a mechanism for environmental management in the workplace (Mandip, 2012a).

There are several things that can be influenced by Green HRM, including employee performance. Research by (Handoko, 2000) found that GHRM had a positive effect on Employee Engagement among garment employees in Bangladesh. The theories used are (Hasibuan, 2007) for the GHRM variable and Schaufeli et al, (2008) for the Employee Engagement variable. (Supriyanto, 2019) in his research found that GHRM had a positive and significant effect on employee engagement among higher education staff in Palestine. The theory used is (Dumont, 2017) for the GHRM variable and (Bakker, 2008) for the Employee Engagement variable.

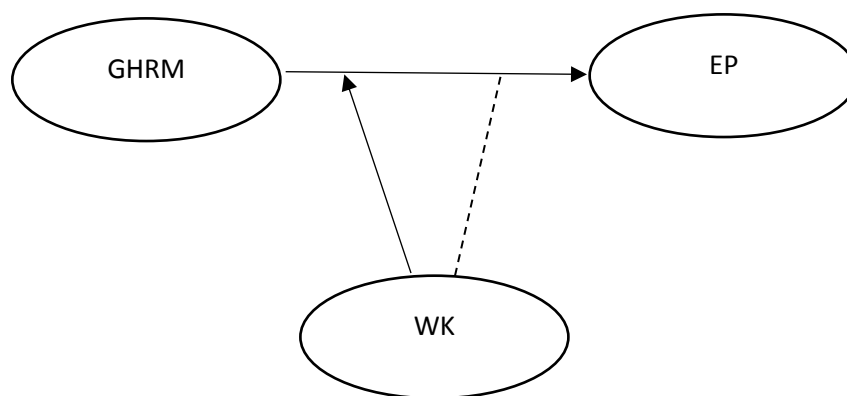
In line with the research above, research (Satria & Resmawa, 2022) ; (Hadjri et al., 2020) ; (Ainunnisa, 2023); (Septianingsih, 2022) & (Rudiyanto Saseta Sitorus, 2022) show a positive relationship and a significant influence on employee performance. Different from a number of previous studies, this research adds the Work Environment variable as a moderating variable.

METHODS

Researchers believe that the activities included in the scope of Green Human Resource Management can have a positive relationship and a significant influence on employee performance because by improving these activities, employees' personalities will become better trained in carrying out responsibilities regarding the environment, and can pay more attention (Winda Meidina & Netty Laura, 2022). important things in more detail, and ultimately can improve employee performance. Therefore, this research aims to analyze the influence of Green Human Resource Management on Employee Performance (Rio et al., 2021). Different from a number of other studies, this research adds the Work Environment variable as a moderating variable (Vera Parlinda, 2019). This research is a quantitative research with an exploratory approach which uses the previous issues surrounding Green Human Resource Management, Employee Performance and the Work Environment as stepping stones to find separate elements of novelty in each topic and unite them into elements of new novelty and different from previous research (Amri et al., 2022) . The data in this research uses primary data that researchers obtained from Suzuki employees spread throughout Indonesia (Amri et al., 2022). The data that researchers

obtained was distributed using the online questionnaire method and analyzed using the smart PLS 4.0 analysis tool with the following research model (Hair, 2010):

Figure 1
Model



Noted:

GHRM: Green Human Resource Management

EP: Employee Performance

WK: Work Environment

Hypothesis:

H1: The Influence Green Human Resource Management of Employee Performance

H2: Work Environment can moderates The Influence Green Human Resource Management of Employee Performance

RESULTS AND DISCUSSION

Valdity Test

As is usually used in research using smart PS 4.0 analysis tools with primary data distributed via online questionnaires, the stages usually carried out are validity tests, reliability tests, and path coefficients in each study. The results of the validity test in this research include the following (Gujarati, 2013):

Table 1
Validity Test

Variable	Question Item	Loading Factor
Green Human Resource Management (X1)	Green human resource activities can improve employee performance	0.821
	Green human resources activities can create a calm work environment	0.811
	Green human resource management activities can	0.819

	make employee commitment stronger	
	The activity of green human resources is a good way to improve employee performance	0.822
Employee Performance (Y)	Employee performance can be influenced by green resource management	0.912
	Employee performance can be influenced by the work environment	0.911
Work Environment (Z)	The work environment can influence green human resource management	0.889
	The work environment can influence employee performance	0.887

Valid > 0.70

Reliability Test

In line with the explanation in the validity test section, when using smart PLS 4.0, after carrying out a validity test, the next thing to do is a reliability test. Reliability testing can be carried out if each questionnaire used in this research is valid with a loading factor value above 0.70. The results of the reliability test in this research are as follows (Ghozali, 2016):

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Green Human Resource Management	0.892	0.841	Reliable
Employee Performance	0.939	0.899	Reliable
Work Environment	0.899	0.850	Reliable

Reliable > 0.70

Path Coefisien

The final stage is in accordance with the researcher's explanation in the validity and reliability testing section after ensuring that the 9 question items used in this research are

valid and the Green Human Resource Management, Employee Performance and Work Environment variables are reliable. So the most advanced stage is the Path Coefficient with the following results (Sarstedt et al., 2014):

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	GHRM-> EP	0.019	Accepted
Indirect Influence	WE*GHRM-> EP	0.000	Accepted

Significant Level < 0.05

Researchers believe that the activities included in the scope of Green Human Resource Management can have a positive relationship and a significant influence on employee performance because by improving these activities, employees' personalities will become better trained in carrying out responsibilities regarding the environment, and can pay more attention. important things in more detail, and ultimately can improve employee performance. In line with the statement above, the results of the first row of the third table of the Path Coefficient show similar results if the Path Coefficient variable shows that the Green Human Resource Management variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values value is below the significance level of 0.05 namely 0.019. These results are in line with research (Satria & Resmawa, 2022); (Hadjri et al., 2020); (Ainunnisa, 2023); (Septianingsih, 2022) & (Rudiyanto Saseta Sitorus, 2022). Apart from this, there is a second hypothesis of researchers who believe that the Work Environment variable can moderate the influence of the Green Human Resource Management variable on employee performance because a comfortable and safe environment can make the green resource green management program help to influence employee performance more significantly. In line with this statement, the results of the second row of the third table of the Path Coefficient show more significant results, namely 0.000 below 0.05, which is more significant than the direct test of 0.019. Thus, the first and second hypotheses in this research can be confirmed and accepted.

CONCLUSIONS

Researchers believe that the activities included in the scope of Green Human Resource Management can have a positive relationship and a significant influence on employee performance because by improving these activities, employees' personalities will become better trained in carrying out responsibilities regarding the environment, and can pay more attention. important things in more detail, and ultimately can improve employee performance. In line with the statement above, the results of the first row of the third table

of the Path Coefficient show similar results if the Path Coefficient variable shows that the Green Human Resource Management variable can have a positive relationship direction and a significant influence on Employee Performance because the P-Values value is below the significance level of 0.05 namely 0.019. These results are in line with research (Satria & Resmawa, 2022); (Hadjri et al., 2020); (Ainunnisa, 2023); (Septianingsih, 2022) & (Rudiyanto Saseta Sitorus, 2022). Apart from this, there is a second hypothesis of researchers who believe that the Work Environment variable can moderate the influence of the Green Human Resource Management variable on employee performance because a comfortable and safe environment can make the green resource green management program help to influence employee performance more significantly. In line with this statement, the results of the second row of the third table of the Path Coefficient show more significant results, namely 0.000 below 0.05, which is more significant than the direct test of 0.019. Thus, the first and second hypotheses in this research can be confirmed and accepted.

REFERENCES

- Ainunnisa, D. A. (2023). *Pengaruh Green Human Resources Management Bagi Perilaku Karyawan Terhadap Kualitas Lingkungan Dan Kinerja Lingkungan Di Tingkat Universitas (Studi Kasus Pada Universitas Muhammadiyah Surakarta)* (Vol. 7, Issue 1). Universitas Muhammadiyah Surakarta.
- Amri, A., Erwina, E., Bakhtiar, B., & Masni, M. (2022). Pengaruh Knowledge Management Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Unit Layanan Pelanggan Kota Palopo. *Jemma (Journal Of Economic, Management And Accounting)*, 5(1), 27. <https://doi.org/10.35914/Jemma.V5i1.950>
- Ariffin, M. . (2003). A New Model Of Work Role Performance. Positive Behaviour In Uncertain And Interdependent Contexts. *Academy Of Management Journal*, 50(1), 684. <https://doi.org/10.1177/0018726707076684>
- Arulrajah, A. (2016). Green Human Resource Management Practices: A Review. *Lankan Journal Of Human Resource Management*, 5(1), 65. <http://dr.lib.sjp.ac.lk/handle/123456789/11110>
- Bakker, A. B. (2008). Positive Organizational Behavior: Engaged Employees In Flourishing Organizations. *Journal Of Organizational Behavior*, 29(02), 147–154.
- Dumont, J. (2017). Effects Of Green Hrm Practices On Employee Workplace Green Behavior: The Role Of Psychological Green Climate And Employee Green Values. *Human Resource Management*, 56(1), 27. <https://doi.org/10.1002/Hrm.21792>
- Ghozali, I. (2016). *Aplikasi Analisis Multivariete Dengan Program (Ibm. Spss)*. Univrsitas Dipenogoro.
- Gujarati. (2013). *Dasar-Dasar Ekonometrika*. Cahaya Pelangi.
- Hadjri, M. I., Perizade, B., Zunaidah, Z., & Farla Wk, W. (2020). Green Human Resource Management Dan Kinerja Lingkungan: Studi Kasus Pada Rumah Sakit Di Kota Palembang. *Inovbiz: Jurnal Inovasi Bisnis*, 8(2), 182.

- <https://doi.org/10.35314/Inovbiz.V8i2.1627>
- Hair. (2010). *Multivariate Data Analysis, Seventh Editions*. New Jersey.
- Handoko. (2000). *Manajemen Personalia & Sumber Daya Manusia*. Bpfe.
- Hasibuan. (2007). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Ma'ruf, W. (2023). *Ui Dorong Ekonomi Syariah Jadi Pembeda Menuju Indonesia Emas 2045*. Inilah.Com. <https://www.inilah.com/Ui-Dorong-Ekonomi-Syariah-Jadi-Pembeda-Menuju-Indonesia-Emas-2045>
- Mandip, G. (2012a). Green Hrm: People Management Commitment To Environmental Sustainability. *Research Journal Of Recent Sciences*, 1(2), 22.
- Mandip, G. (2012b). Green Hrm: People Management Commitment To Environmental Sustainability. *Research Journal Of Recent Sciences*, 1(2), 15.
- Meadows. (1980). *Batas-Batas Pertumbuhan (The Limits To Growth)*. Gramedia Pustaka Utama.
- Nasrudin, N., & Solehudin, E. (2022). Kontribusi Ekonomi Syari'ah Dalam Pemulihan Ekonomi Indonesia Di Masa Pandemi Covid-19. *Asy-Syari'ah*, 23(2), 317–328. <https://doi.org/10.15575/As.V23i2.15552>
- Nawang Sari. (2019). How The Green Human Resources Management (Ghrm) Process Can Be Adopted For The Organization Business. *Atlantis Press*, 65(1), 27.
- Opatha, H. H. D. N. . (2014). Green Human Resource Management: Simplified General Reflections. *Canadian Center Of Science And Education*, 7(1), 22. <https://doi.org/10.5539/ibr.V7n8p101>
- Opatha, P. . (2013). Green Human Resource Management: A Simplified Introduction. *Proceedings Of The Hr Dialogue*, 1(2), 25.
- Panggabean. (2018). *Manajemen Sumber Daya Manusia*. Gramedia Pustaka Utama.
- Rio, S. J., Sandy, F., Yusuf, B., & Vicky, F. S. (2021). Pengaruh Komitmen Dan Turnover Intention Terhadap Kinerja Karyawan. *Jambura Economic Education Journal*, 3(1), 38–44. <https://medium.com/@Arifwicaksanaa/Pengertian-Use-Case-A7e576e1b6bf>
- Robinson, D. (2004). The Drivers Of Employee Engagement Report 408. *Institute For Employment Studies*, 3(1), 22.
- Rudiyanto Saseta Sitorus. (2022). Pengaruh Keterampilan Dan Green Human Resource Management Terhadap Kinerja Dengan Variabel Mediasi Keterlibatan Karyawan Pada Pt. Cahaya Perdana Transalam. In *Universitas Islam Indonesia Press* (Issue 8.5.2017).
- Sarstedt, M., M. Ringle, C., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial Least Squares Structural Equation Modeling (Pls-Sem): A Useful Tool For Family Business Researchers. *Journal Of Family Business Strategy*, 5(1), 105–115.
- Satria, J. J., & Resmawa, I. N. (2022). Pengaruh Green Human Resource Management Terhadap Komitmen Karyawan, Eco-Friendly Behavior Dan Kinerja Lingkungan Pada Karyawan Hotel Bintang 4 Di Surabaya. *Ikraith-Ekonomika*, 5(3), 72–87. <https://doi.org/10.37817/ikraith-Ekonomika.V5i3.2443>
- Septianingsih, H. (2022). Pengaruh Green Human Resource Management Terhadap Komitmen Organisasional Dan Kinerja Lingkungan Pada Pt Pln (Persero) Unit Induk Wilayah Sulselrabar. In *Skripsi*.

- Shuck, B. (2014). *Human Resource Development And Employee Keterlibatan Karyawan*. Routledge.
- Supriyanto, A. S. (2019). *Riset Manajemen Sdm*. Inteligencia Media.
- Thomas, C. (2007). A New Measurement Scale For Employee Engagement : Scale Development, Pilot Test, And Replication. *Academy Of Management Proceedings*, 2(1), 44. <https://doi.org/10.5465/Ambpp.2007.26501848>
- Triyono. (2016). Menyiapkan Generasi Emas 2045. *Seminar Nasioanl Alfa-Vi, Unwindha Klaten*, 5 Oktober 2016, March, 1–9. <https://doi.org/10.13140/Rg.2.2.16318.79687>
- Vera Parlinda. (2019). Pengaruh Kepemimpinan, Motivasi, Pelatihan, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Perusahaan Daerah Air Minum Kota Surakarta. *Ekonomi Bisnis*, 24(1), 55–70.
- Winda Meidina, D., & Netty Laura, Dan S. (2022). The Effect Of Employees' Mental Health On Performance Mediated By Welfare In The Workplace (Empirical Study On Information Technology Division Employees During Work From Home. *Business Management Journal*, 18(1), 85–105. <https://doi.org/10.30813/Bmj>.