


## The Important Role Of Green HRM In Employee Green Behavior And Organizational Green Performance

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Article Info	ABSTRACT
<b>Keywords:</b> Employee green behaviour, Green HRM, Organizational green performance.	Academics and researchers in Indonesia still rarely carry out comprehensive and in-depth studies regarding the influence of implementing green HRM on green performance and green behavior. The main emphasis of scientific investigations and inquiry in Indonesia is related to the direct consequences of implementing green HRM on organizational green performance. The purpose of this investigation is to empirically examine how green behaviour of employees and green HRM influence organisational green performance. This research involved 144 workers employed by SMEs in Indonesia. This research is a quantitative research category using Partial Least Squares (PLS) statistical techniques and a questionnaire-based survey approach. This research finds that the application of green HRM has a significant effect on green behavior and organizational green performance. Furthermore, this research finds that employee green behavior moderates the influence of green HRM on organizational green performance. Especially in the fields of human resources and organizational management, we hope that the results of this research can significantly advance green theory. In addition, the research results can be used as an alternative strategy to improve organizational environmental sustainability.
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### INTRODUCTION

Green HRM involves implementing human resources practices, policies, and philosophies that promote the responsible use of company resources and address environmental concerns within organisations (Ahmad, 2015). Moreover, several recent studies suggest that the adoption of effective green human resource management practices could potentially encourage employees to engage in environmentally conscious conduct (Chaudhary, 2020; He et al., 2021). Additionally, Hameed et al., (2020) assert that the implementation of green HRM implementation could promote employee engagement, motivation, and consciousness regarding green endeavours. Promoting employee engagement in environmentally sustainable activities and providing them with educational opportunities on sustainable practices can undeniably enhance their comprehension, proficiency, and aptitudes, thus mentally equipping them to embrace eco-friendly conduct (Chaudhary, 2020).

Peng et al., (2020) explain green behaviour of employee just as a collection regarding workplace activities undertaken by personnel in an effort to promote environmental sustainability. Employee green behaviour is defined by Fawehinmi et al., (2020) as purposeful actions taken to actively reduce or eliminate the negative environmental impacts of one's actions. Numerous studies have demonstrated that an organization's ecological performance is significantly enhanced by its implementation of eco-friendly practices (Al-Swidi et al., 2021). Undoubtedly, the implementation of green initiatives by personnel will directly impact the environmental effect of the organisation, thereby rendering this objective achievable.

The authors of Zacher et al., (2023) argue that in order for commercial organisations to achieve green performance, green employee conduct is crucial. The green behaviour model places emphasis on the effective utilisation of an organization's internal belongings and seeks to minimise the consumption of environmentally harmful goods and material Norton et al., (2017). This behavioural paradigm, according to specialists (Chaudhary, 2020), has a direct bearing on the organization's capacity to realize its environmentally friendly goal and enhance its organisational environmental friendly performance.

For an organisation to attain environmentally sustainable practices, it is imperative that it possesses a robust theoretical foundation grounded in a well-established and suitable fundamental theory. This foundation will serve as a compass for the role of environmentally conscious employee conduct. A restricted selection of research, specifically in the area of HRM, adequately examines the correlation between the two variables by employing a firmly established foundational theoretical structure. This research employs the foundational idea person-environment fit theory to clarify the effect of environmentally conscious personnel conduct on the green performance of an organisation. The theory of person-environment fit is extensively employed within the domain of HRM to elucidate different business phenomena that arise from the interplay between individuals and organisations. Scholars and researchers in the field frequently utilise this theory (Su et al., 2015).

The concept of person-environment fit posits that while person possess the capacity to influence their circumstances, the environment also possesses the capability to affect them (Rounds & Tracey, 2014). The person-environment fit theory posits that the demands and constraints of an individual's pertinent surroundings have an influence on their behaviour (Caplan & Harrison, 1993). This circumstance aligns by Miller (1962) theories, which postulate that person behaviour can be influenced by organisational conditions, personal disposition, and societal norms. In this particular context, green HRM techniques are considered a reflection of the organisation due to their close alignment with the policies that have been established and refined at the organisational level. Miller (1962) posits that this particular factor will undoubtedly foster the growth of environmentally conscious employee conduct. Attaining this level of appropriateness will positively impact the performance of the personnel (Caplan & Harrison, 1993).

The objective of this research is to fill in certain voids in knowledge that have not been examined in prior investigations by employing innovative methodologies. In Indonesia, there

is initially a dearth of academicians and researchers conducting empirical research on the influence of green HRM implementation on the green performance of businesses and the green behaviour. The primary emphasis of investigation and scholarly inquiry in Indonesia pertains to the direct consequences that environmental friendly HRM implementation on the environmental friendly performance of organisations (Dian et al., 2022). HRM scholar and academicians in Indonesia have yet to conduct exhaustive and detailed studies on the influence of green HRM implementation on green behaviour and green performance of organization. Conversely, the majority of research endeavours concentrate on the impact of particular personality characteristics on environmentally conscious conduct and achievement, employing fundamental theoretical frameworks including resource-based theory, social identity theory ability-motivation-opportunity theory, and person-organization fit theory.

### Research Hypothesis

Green HRM strategies aid the integration of green principles within an organization by implementing measures that promote employee acceptance, commitment, training, performance assessment, incentives, awards, and recognition. In addition, Fawehinmi et al., (2020) advocate for worker to offer input regarding the influence of green HRM and green awareness on enhancing management practices and the environment. This has the capacity to evoke environmentally conscious behaviour from individuals in their workplace. Various research has demonstrated that green HRM has a significant impact on green behavior of employee (Dumont et al., 2016; Saeed et al., 2019). Based on the original assumptions and pertinent empirical facts, we can construct an alternative hypothesis in the following manner: Hypothesis 1: Green HRM has significant influence on employee green behavior.

Effective green HRM strategies have the ability to bring about significant changes in an organization's commercial activities (Bombiak, 2019; Mehta & Chugan, 2015). This will unavoidably exert a direct impact on the outcomes produced by the organisation, specifically in relation to the green goals that the business strives to accomplish. Previous research possess shown lest environmental friendly HRM significantly impact the green performance of organisations (Ghoury et al., 2020; Muisyo & Qin, 2021). Kuo et al., (2022) proposed that green HRM significantly influences on green performance of organization. Based on initial assumptions and relevant empirical facts, we can construct an alternative hypothesis: Hypothesis 2: Green HRM has significant influence on employee green behavior.

Norton et al., (2015) explain green behaviour in the workplace involves employees taking both mandatory and voluntary actions to shield and conserve the environment. This involves efforts to reduce negative impacts and make a positive contribution to the environment. Green behaviour of employee can be divided into two categories: voluntary behaviour and mandatory behaviour (Malsha et al., 2020). Multiple studies have established the substantial impact of employees' eco-conscious actions on the environmental friendly performance of organisations (Nisar et al., 2022; Zacher et al., 2023). In a study conducted by Kim et al., (2019), similar findings were discovered among hotel staff in Thailand. An interesting connection was discovered between the eco-friendly actions of employees and their achievements in sustainable practices. It is evident that as employees become more

conscious of environmental significance, they will actively embrace eco-friendly practices in their workplace. No doubt, this situation will have a significant influence on the productivity of employee. Based on specific assumptions and observed data, we can put forward the following alternative hypothesis: Hypothesis 3: Employee green behaviour has significant influence on organizational green performance.

In their study, Fawehinmi et al., (2020) bring definition green behaviour of employee, which refers to the conscious efforts made by employees to minimise or offset the negative consequence of their working on the environment.. Practicing environmentally-friendly habits is crucial for employees. This includes swich off lights if be gone from the office, use teleconferencing equipment as an alternative of be present meetings in person, improve paperwork electronically in place of printing them, printing paperwork on recycled paper and telling bathroom leaks promptly (Norton et al., 2017). These initiatives will definitely improve the efficiency and accomplishment of the green goals of organization. Multiple studies have shown that adopting environmentally-friendly practices can significantly improve an organization's overall sustainability (Kim et al., 2019).

In their study, Tang et al., (2018) suggest that organisations can contribute to environmental sustainability by adopting green HRM practices. These practices include green training, green recruitment and selection, green pay and rewards, green performance management, and green involvement and participation. Through the implementation of these practices, it is believed that employees will develop a comprehensive grasp of their duties and the advantages they can expect to receive. By increasing their awareness and motivation, individuals are more feasible toward participate on green behaviour that assist sustaining environmental initiatives (Saeed et al., 2019). Several investigation possess shown lest the environmental friendly HRM practices hold a notable leverage on the behaviour of members towards sustainability (Kim et al., 2019). After considering various presumptions and examining concrete evidence, we can propose the following alternative hypothesis: Hypothesis 4: Employee green behaviour mediates the influence of green HRM on organizational green performance

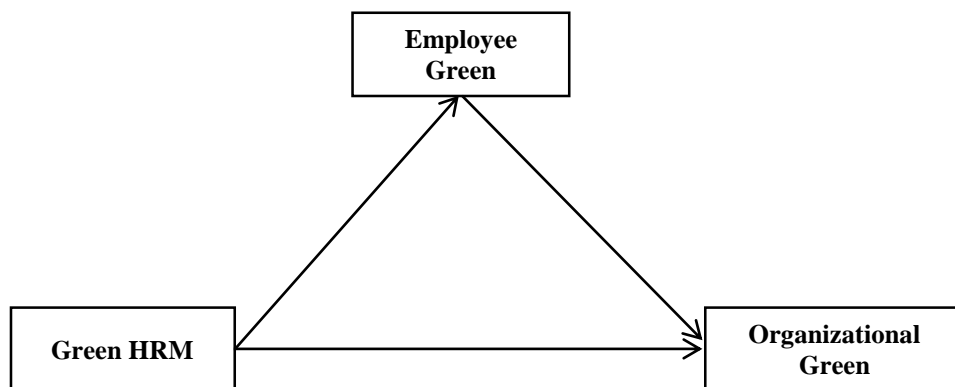


Figure 1. Empirical Model

## METHODS

This research specifically examines 144 SMEs workers in Indonesia who are actively involved in overcoming climate change and have implemented environmentally friendly practices in their companies. This research is a quantitative research category using a questionnaire-based survey method. The green HRM assessment includes the use of six components derived from Aboramadan (2022). We evaluated employee green behavior using seven items derived from research conducted by He et al., (2021). Wang (2019) presents seven criteria for assessing organizational green performance. All components of the research construct indicators were assessed using a five-point Likert scale. Furthermore, this research will use a Structural Equation Modeling (SEM) analytical approach, with special emphasis on the SmartPLS analysis tool to examine and analyze the data. The capacity of analytical tools to clarify research models has consistently been evaluated based on expert consensus (Hair et al., 2018).

## RESULTS AND DISCUSSION

**Table 1.** Participant Characteristics

Characteristics	Instrument	Total	
		Unit	Amount Percentage
Age	20 – 30 Years	59	40,97
	31 – 40 Years	42	29,17
	41 – 50 Years	23	15,97
	51 – 60 Years	17	11,81
	> 60 Years	3	2,08
Amount of Participant Rest on Age Group		144	100%
Gender	Male	93	64,58
	Female	51	35,41
Amount of Participant Rest on Gender		144	100%
Years of Service	0 – 10 Years	41	28,47
	11 – 20 Years	67	46,53
	21 – 30 Years	29	20,14
	> 30 Years	7	4,86
Amount of Participant Rest on Years of Service		144	100%
Education	High School or Equal	32	22,22
	D-III or Equal	23	15,97
	S1 or Equal	76	52,78
	S2	13	9,03
Amount of Participant Rest on Education		144	100%

\*) data source: primary data processed in 2024.

Based on descriptive statistical analysis, it can be seen that the majority of participants, namely 40.97% of the total, were in the age range of 20 to 30 years. This condition indicates that the majority of respondents fall into the generation Z category.

Wijaya and Kokchang (2023) said that generation Z plays an important role in taking responsibility for environmental problems, because they feel directly the negative impacts of climate change. For this reason, generation Z will be more likely to show environmentally friendly behavior. In addition, the majority of participants showed characteristics generally associated with men, including 64.58% of the total sample. Men have greater familiarity and knowledge about environmental risks (Marshall et al., 2006), this encourages the effectiveness of environmentally friendly behavior. Almost half of the respondents, specifically 46.53%, had work experience between 11 and 20 years. Most of the participants had reached bachelor's level education or the equivalent of 52.78%. Philippsen et al., (2017) revealed that the level of education has a significant effect on environmental awareness, meaning that the higher a person's level of education, the higher the environmental awareness they have. This condition will certainly have a positive impact on the effectiveness of environmentally friendly policies implemented by the organization.

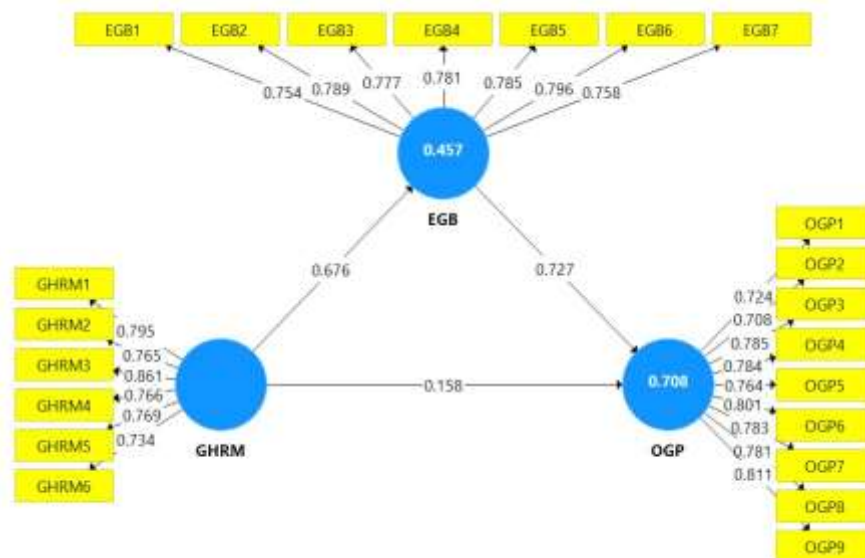


Figure 2. Full Model SEM

Figure 2 shows that all construct indicators have factor loadings of more than 0.7, this shows that the overall construct indicators are declared valid. Furthermore, the figure also shows the magnitude of the influence between constructs, the influence of green HRM on employee green behavior has an original sample value of 0.676, meaning that the chance of employee green behavior being influenced by other constructs is 32.4%. The influence of green HRM on organizational green performance has an original sample value of 0.727, meaning that the chance of organizational green performance being influenced by other constructs is 27.3%. Furthermore, the influence of employee green behavior on organizational green performance has an original sample value of 0.158, meaning that the opportunity for organizational green performance to be influenced by other constructs is 84.2%.



**Table 2.** Factor Loading (Outer Loading)

	GHRM	EGB	OGP
GHRM1	0,795		
GHRM2	0,765		
GHRM3	0,861		
GHRM4	0,766		
GHRM5	0,769		
GHRM6	0,734		
EGB1		0,754	
EGB2		0,789	
EGB3		0,777	
EGB4		0,781	
EGB5		0,785	
EGB6		0,796	
EGB7		0,758	
OGP1			0,724
OGP2			0,708
OGP3			0,785
OGP4			0,784
OGP5			0,764
OGP6			0,801
OGP7			0,783
OGP8			0,781
OGP9			0,811

\*) data source: primary data processed in 2024.

The loading factor value of the whole variable, including items and indicators, is greater than 0.7, as indicated by the outer loading result. This affirms the credibility items and indicators in the research construct. Furthermore, the research model should as well satisfy the criteria for dependability. Table 3 presents further speciality about the results of the reliability test.

**Table 3.** Reliability and Validity Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
GHRM	0,877	0,904	0,612
EGB	0,891	0,914	0,604
OGP	0,915	0,930	0,596

\*) data source: primary data processed in 2024.

Since the AVE rate of the full reflexive constructs is higher than 0.5, it indicates that the construct is reliable and valid. This indicates that it fulfils the requirements for convergent validity. The Cronbach's alpha and composite reliability rate suggest a strong

level of reliability, surpassing the threshold of 0.70. Rest on the investigation, it be seen that the reliability test has passed entire items of the reflexive construct.

**Table 4.** Path Coefficients of Direct Effect

	Original Sample (O)	Standard Deviation (STDEV)	P-Values	Decision
GHRM → EGB	0,676	0,037	0,000	Significant
EGB → OGP	0,727	0,073	0,000	Significant
GHRM → OGP	0,158	0,071	0,026	Significant

\*) data source: primary data processed in 2024.

The investigation of path coefficients suggest lest the construct of GHRM possess a positive and statistically significant influence to EGP. When the P values are 0.000 or less than 0.05, it indicates strong evidence in favour of accepting the initial hypothesis. In addition, the investigation establish lest incorporating GHRM possess a positive and significant impact to organization's green performance (OGP). The P values of 0.000 or less than 0.05 strongly support this conclusion, enabling us to confidently accept the second hypothesis. The study revealed that the employee green behaviour (EGB) variable possess a noteworthy and beneficial influence to organisational green performance (OGP), as indicated by the P values of 0.048 or less than 0.05, as indicated to the p-values through 0.048 or less than 0.05.

**Table 5.** Path Coefficients of Indirect Effect

	Original Sample (O)	Standard Deviation (STDEV)	P Values	Decision
GHRM → EGP → OGP	0,491	0,056	0,000	Significant

\*) data source: primary data processed in 2024.

There are obvious connections among GHRM with OGP, as evidenced by the output path coefficients. This link includes the EGB construct. The P values of 0.000 or less than 0.05 indicate strong evidence in favour of accepting the fourth hypothesis. Referring to the test results and data analysis, this study reveals that green HRM practices have a significant positive effect on organizational performance. These findings confirm that green HRM practices which are realized by promoting employee acceptance, commitment, training, performance appraisal, incentives, rewards and recognition will be able to encourage the formation of environmentally friendly behavior from employees. Through effective green HRM practices, employees will be motivated and gain sufficient knowledge about the importance of the environment and the risks to that environment (Fawehinmi et al., 2020). This will of course increase employee environmental awareness which can then be realized through pro-environmental behaviors (Darvishmotevali & Altinay, 2023; Rustam et al., 2020). This finding is in line with Aboramadan (2022) who stated that green HRM is a significant antecedent for green behavior.



The investigation has strongly support the idea that green behaviour of employee has a substantial and beneficial affect to the environmental friendly performance of organizations. Implementing sheet recycling, utilising double-sided printing, conserving energy, apply the energy-efficient devise, and reducing trash are all examples of environmentally conscious practices that employees can adopt (Malsha et al., 2020). By implementing the employee green behaviour model, a substantial number of employees in an organisation can actively contribute to conserving resources, achieving financial benefits, and successfully meeting environmental goals. This is a significant accomplishment to the green performance of the organisation. Multiple previous studies have provided support for this correlation, showing that when employees actively engage in green practices, it poses a significant leverage to the organizations environmental friendly performance of the organisation (Nisar et al., 2022).

The implementations of GHRM are a predictor of individual behaviour within an organisational or environmental context, according to the person-environment fit theory (Norton et al., 2015). The green behaviour pertains to the conduct and motions exhibited by individuals with regard to the preservation of the environment. The aforementioned conduct influences the results of performance (Su et al., 2015). Undoubtedly, the output of employee performance would exert a positive influence on the successes of the organisation, given that the accomplishments of an organisation are contingent upon the outcome produced by employees (Tarmidi & Arsjah, 2019).

## CONCLUSION

This study has confirmed the finding that green HRM has a significant positive effect on organizational green performance. This condition indicates that effective green HRM practices can have an impact on increasing opportunities for organizations to achieve the environmental goals they have previously planned. Apart from that, this research also confirms the finding that employee green behavior has a significant positive effect on organizational green behavior. This indicates that the higher the employee's environmental knowledge and awareness which can be realized in the form of pro-environmental behavior, the greater the opportunity for the realization of the organization's environmental goals. Furthermore, employee green behavior is confirmed to play a mediating role in the influence of green HRM on employee green behavior. These findings indicate that effective green HRM practices can encourage the formation or increase in employee environmental knowledge and awareness as demonstrated through pro-environmental behavior. This will of course have an indirect impact on the achievement of organizational environmental goals. The effectiveness of organizational goals is greatly influenced by the active role of their members, including employees. The findings of this study can make a significant contribution to the development of knowledge among academics and researchers in the field of HR management regarding the role of green HRM practices on employee green behavior and organizational green performance in the context of MSMEs in Indonesia. In addition, the findings of this research can also serve as a basis for HR professionals on which they can build policies that motivate and encourage environmentally friendly

employee behavior. This will certainly empower organizations to achieve environmentally friendly goals. A number of shortcomings have been identified in this research, such as the low value of the original sample on the influence of green HRM on organizational green performance, this opens up the opportunity for other constructs to play a greater role besides green HRM practices in achieving organizational green performance. Likewise, the indirect influence of employee green behavior on green HRM practices on organizational green performance also shows a low original sample value, this also allows for the existence of other constructs that have the opportunity to mediate this influence. Future studies are expected to be able to conduct comprehensive and in-depth investigations regarding organizational green performance by involving other constructs such as green knowledge management, green culture, green strategy, green innovation, and so on. This step will of course increase the novelty of the results in the context of studies that are relevant to the current topic.

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