



Green human resources management of the small and micro-enterprises in Indonesia

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ABSTRACT

The sustainability of an environmentally sound business raises the active role of human resources in society, and a running company can be social, economic, and environmental impacts in the long term. In running an environment-based business, small and micro enterprises (SMEs) need to integrate business management and human resources, starting from aligning business goals and preparing corporate culture to concern for welfare. One of the methods used to manage environmental businesses is by implementing Green Human Resource Management (GHRM). The aims of this study were 1) to determine the effect of GHRM on job satisfaction, 2) to determine the effect of GHRM on employee performance, and 3) to determine the effect of GHRM on corporate culture. The population in this study were all SME employees engaged in environment-based businesses. Then the sampling technique was carried out by purposive random sampling. The analytical method used is Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results of this study show that GHRM has a positive and significant effect on job satisfaction, employee performance, and corporate culture.

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INTRODUCTION

Sustainability, health, and environmental sustainability have now become the attention and concern of small and micro businesses and business actors in urban and rural areas. The sustainability of environmentally sound companies is not only limited to euphoric incentives for a program/policy but also increases the active role of human resources in society. Running businesses can provide long-term social, economic, and environmental impacts (Mattera et al., 2021). Attention to creating a clean and healthy environment has become part of social responsibility. This encourages the emergence of socially and environmentally sound small and micro enterprises (SMEs) in various regions of Indonesia, both in urban and rural areas. Concern promotes the emergence of waste/garbage management businesses at the household and community levels to create a clean environment and increase herd immunity to support health and national resilience, as well as being able to boost the quality of life and income of every human

resource involved in the business (Megahed & Abdel-Kader, 2022). The aim of developing environment-based SMEs is to increase revenue by absorbing labor in urban and rural areas and participating in improving the regional economy, along with efforts to preserve the environment sustainably (Nursini, 2020).

Human resources (HR) play an essential role in a business based on environmental preservation because those involved have exclusive value and uniqueness/rareness (Subramanian & Suresh, 2022). This is also what distinguishes them from those who work in other companies. In running an environment-based business, SMEs need to integrate business management and human resources, starting from aligning business goals and preparing corporate culture to concern for welfare (Nawangari & Sutawidjaya, 2019). Applying GHRM as an integration of business, human resources, and the environment starts with recruitment, selection, training, evaluation, appreciation, and leadership development (Huo et al., 2022). The GHRM selection process in SMEs does not only focus on HR competencies and skills but also on how the candidate's role and actions can contribute to the company's overall sustainability goals (Shah et al., 2021). This may include assessing a candidate's knowledge and experience in areas such as green business practices, sustainable supply chain management, and environmental regulations (Adjei-Bamfo et al., 2020). It also can also consider factors such as willingness to work remotely or use alternative transportation methods to reduce the company's carbon footprint (Deshpande & Srivastava, 2022). In SMEs, the selection process may also focus on how the candidate can help the company to implement sustainable strategies, being a role model and promoting a culture of sustainability among the employees (Suswadi et al., 2022). Overall, the goal is to find candidates who can not only perform their job well but also contribute to the company's sustainability efforts (Aboramadan & Karatepe, 2021) and help it become a more environmentally responsible organization (Irawan et al., 2022).

In SMEs, GHRM can have a positive impact on job satisfaction, employee performance, and corporate culture. In regards to job satisfaction, GHRM can contribute to creating a more positive and fulfilling work environment for employees by promoting values such as environmental responsibility and sustainability (Raza & Khan, 2022). Employees may feel a greater sense of purpose and fulfillment in their work knowing that they are contributing to the organization's sustainability goals (Aboramadan, 2022). In terms of employee performance, GHRM can lead to better alignment between employees' personal values and the company's values and goals. When employees feel that their personal values align with those of the organization, they may be more motivated to perform well and contribute to the company's success (Hameed et al., 2020). Additionally, GHRM can also provide employees with opportunities to develop new skills and knowledge related to sustainability, which can enhance their overall performance (Muisyo & Qin, 2021).

GHRM can contribute to the development of a positive corporate culture in SMEs. By promoting values such as environmental responsibility and sustainability, GHRM can help to create a culture that values and prioritizes these issues (Mehrajunnisa et al., 2022). This can lead to a more engaged and committed workforce and an organization that is better able to attract and retain top talent (Rank, 2022). By integrating environmental and sustainability issues into human resources management, SMEs can create a more positive work environment, motivate employees and develop a strong corporate culture (Subramanian & Suresh, 2023).

Research on environment-based SMEs needs to use GHRM because it will provide an overview of how social concern for the environment can improve the local and community economy and encourage community involvement and commitment to preparing a healthy and sustainable environment for future generations. Therefore the researcher proposes a research title: "Green Human Resources Management of Small and Micro Enterprises in Indonesia." GHRM can encourage increased commitment, staff roles, and HR work motivation because of their active participation in preserving the environment, as well as having pride and a desire to invite others to

participate in protecting and preserving the environment. From the company's point of view, it can encourage establishing a different business brand because it is engaged in an environmental business and gives a reputation for being able to help community problems regarding the environment and health. The aims of this study were 1) to determine the effect of GHRM on job satisfaction, 2) to determine the effect of GHRM on employee performance, and 3) to determine the effect of GHRM on SMEs culture.

RESEARCH METHOD

The method of determining the research location with purposive as follows:

Table 1. Research areas

No	Province	City/Regency
1.	Jawa Barat	a. Bekasi City b. Bekasi Regency
2.	Jawa Tengah	a. Semarang City b. Semarang Regency c. Surakarta (Solo) City d. Sukoharjo Regency e. Karanganyar Regency
3.	DI Yogyakarta	a. Yogyakarta City b. Sleman Regency c. Bantul Regency

The intentional consideration of choosing the area is because of the relationship between urban and rural areas with large populations and migration of people. Of course, the volume of waste produced is also significant. Then SMEs processes and utilizes the trash and garbage to run an environment-based business. The population in this study were all employees working in UKMi engaged in environment-based businesses. Then the sampling technique was carried out by purposive random sampling. The analytical method used is the Structural Equation Modeling (SEM) method with the Partial Least Square (PLS) approach to determine 1) The effect of GHRM on job satisfaction, 2) The effect of GHRM on employee performance, and 3) The effect of GHRM on SMEs culture.

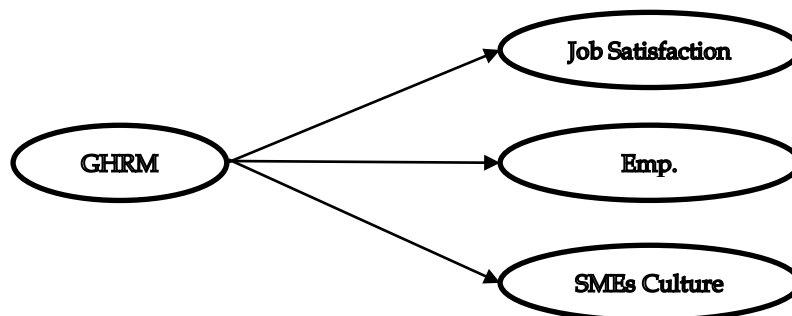


Figure 1. Research model

Research Hypotheses and Models

H1: GHRM has a positive effect on job satisfaction

GHRM encourages employees to have the opportunity to directly impact the environment through work, playing an essential role in increasing job results and satisfaction (Alsafadi &

Altahat, 2021). Employees' direct involvement in the vital goals of environmental companies helps encourage a sense of responsibility and job satisfaction which ultimately increases employee commitment to the company (Ahmad & Umrani, 2019).

GRHM can have a positive effect on the discipline of SMEs employees by promoting a culture of environmental sustainability and encouraging responsible behavior within the workplace (Bertassini et al., 2021). Implementing GRHM practices such as telecommuting, flexible work arrangements, and eco-friendly office design can improve employee well-being and comfort, which can lead to increased morale and job satisfaction (Nicolas-Agustin et al., 2022). The implementation of GRHM in SMEs can help to create a more positive and sustainable work environment for employees, which can lead to improved employee morale and job satisfaction (Ercantan & Eyupoglu, 2022).

H2: GHRM has a positive effect on employee performance

GHRM practices such as flexible work hours, telecommuting, and childcare assistance can reduce the amount of time employees need to spend away from home, resulting in improved attendance (Choi et al., 2022). GHRM practices such as environmental awareness training and incentives for alternative transportation can increase employee engagement and motivation, making them more likely to show up to work (Anwar et al., 2020). GHRM focuses on sustainability, environmental protection and workplace safety, which can lead to increased efficiency and improved quality of production (Alqudah et al., 2021). GHRM can lead to improved employee engagement, which can result in better customer service, improved customer satisfaction, and higher quality products and services (Darban et al., 2022). GHRM can lead to cost savings, which can be invested in further improvements in quality (Zaid & Jaaron, 2020).

GHRM encourages employees to be more mindful of their own environmental impact and to be more aware of the effects of their actions, which can ultimately lead to improved timeliness and better performance (Khamdamov et al., 2023). GHRM is focused on reducing environmental impacts and promoting sustainability, and it has been shown to improve the capabilities of SMEs (Aldaas et al., 2022). GHRM improves operational efficiency, enhances the quality and innovation of products and services, and helps companies to better manage and retain talent (Aftab et al., 2022). GHRM can help SMEs to improve their financial performance, build relationships with customers, suppliers, and other stakeholders, and improve their corporate image (Gimeno-Arias et al., 2021).

H3: GHRM has a positive effect on SMEs culture

Implementing GRHM in SMEs can have a positive impact on employee consistency by promoting a culture of sustainability and encouraging employee engagement and commitment to the organization's environmental goals (Paillé et al., 2020). GRHM practices such as telecommuting, flexible work arrangements, and eco-friendly office design can improve employee morale and job satisfaction, which can lead to increased retention and lower turnover rates (Fapohunda, 2021). The implementation of GRHM in SMEs can help to create a more sustainable and positive work environment for employees (Lu et al., 2022).

By integrating environmental sustainability into HR practices and policies, SMEs can align their operations and goals with broader societal and environmental objectives, which can enhance the overall mission and purpose of the organization (Al-Swidi et al., 2022). Implementing GRHM practices such as recycling, energy efficiency, and sustainable procurement can also help SMEs to reduce their environmental footprint and contribute to the mitigation of climate change, which can align with the mission and values of the company (Aldaas et al., 2022). By promoting a culture of sustainability among employees, SMEs can increase employee engagement and commitment to the organization's mission and goals, which can contribute to the overall success of the company (Unsworth et al., 2021).

RESULTS AND DISCUSSIONS

Primary data used. After data collection, process it with SmartPLS. The latent factors are Green HRM, Job Satisfaction, Employee Performance, and Corporate Culture. Figure 2 shows PLS results.

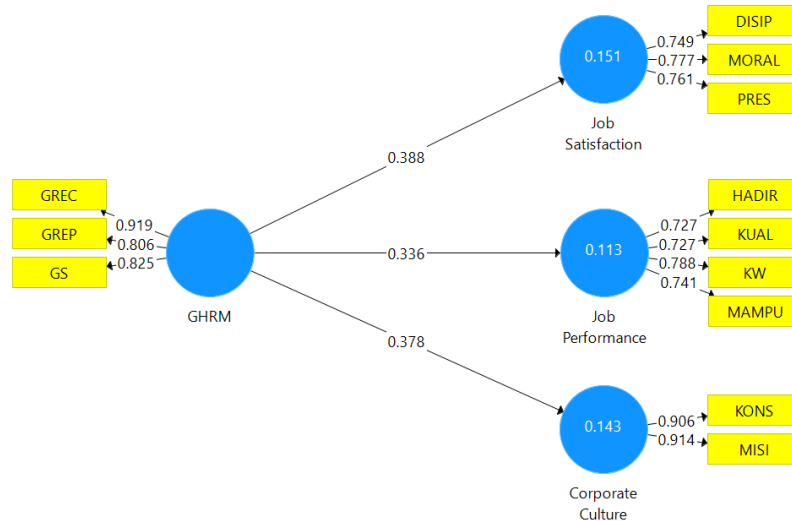


Figure 2. PLS Algorithm Results

In the concurrent validity test of the measuring model with reflection, assess indicators based on item/component scores and build variables using outer loading data. Individual reflexive measures above 0.70 indicate excellent value. Figure 2 illustrates that in the GHRM variable, three indicators have a factor weight of more than 0.70, namely GREC (0.919), GREP (0.806), and GS (0.825). Then on the job satisfaction variable, three indicators have factor weights above 0.70, namely DISIP (0.749), MORAL (0.777), and PRES (0.761). In employee performance variables, four indicators have factor weights above 0.70, namely ATTENDANCE (0.727), QUALITY (0.727), KW (0.788), and MAMPU (0.741). In the corporate culture variable, two indicators have factor weights above 0.7: CONS (0.906) and MISSION (0.914).

Summary of outer model results and recommended model feasibility values. All of the model's criteria have good deals, so it's accepted. Table 2 shows the outer model analysis findings.

Table 2. Outer Model Analysis Results

Criteria	Result	Critical value	Model Evaluation
Convergent Validity	GHRM (0,919; 0,806; 0,825) Job satisfaction (0,749; 0,777; 0,761) Employee performance (0,727; 0,727; 0,788; 0,741) Corporate culture (0,906; 0,914)	≥ 0,7	Good
Discriminant Validity (loading value)	GHRM (lowest = 0,806) Job satisfaction (lowest = 0,749) Employee performance (lowest = 0,727) Corporate culture (lowest = 0,906)	≥ instead of another construct variable	Good
Composite Reliability	GHRM = 0,887 Job satisfaction = 0,806 Employee performance = 0,834 Corporate culture = 0,906	≥ 0,7	Good

They evaluate the structural model's fit by looking at R² and the structural path coefficient. Use bootstrapping to test the stability of this estimate's t-statistic. R² measures how well the model results and parameter estimations predict the observed value.

Table 3. Coefficient of Determination

Variable	R ²
Job satisfaction	15,1%
Employee performance	11,3%
Corporate culture	14,3%

Table 3 demonstrates R² is better than 0 for all dependent variables, including job satisfaction (15.1%), employee performance (11.3%), and corporate culture (14.3%). GHRM hasn't explained job happiness, employee performance, or corporate culture. This study tests the hypothesis with the outer and inner models, exogenous to endogenous latent variables and endogenous to endogenous latent variables. This model's causality hypothesis involves evaluating the null hypothesis. Figure 3 shows the inner model results.

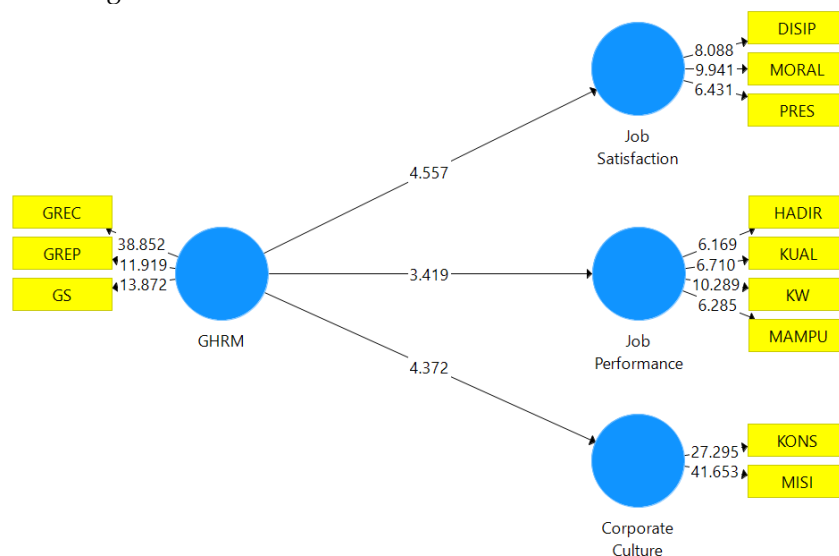


Figure 3. Bootstrapping Results

Table 4 illustrates that GHRM variables affect job satisfaction. The t-statistic is 4.557 (higher than 1.96 for =5%). 0.388 shows a positive loading value. Thus, H1 holds GHRM increases job happiness. Runturambi et al., (2022) found that GHRM affects employee job satisfaction. Meanwhile, the results of Wijonarko & Wirapraja, (2022) research are different; namely, GHRM indirectly affects job satisfaction.

Table 4. Inner Model Analysis

Relationship Path	Loading	T-Statistic	Significance (α=5%)
GHRM -> Corporate culture	0,378	4,372	0,000 (significant)
GHRM -> Job performance	0,336	3,419	0,001 (significant)
GHRM -> Job satisfaction	0,388	4,557	0,000 (significant)

Table 4 illustrates that GHRM variables affect employee performance. The t-statistic is 3.419 (higher than 1.96 for =5%). 0.336 implies a positive association. Thus, GHRM affects employee performance (H2). GHRM affects employee performance, according to Hastuti (2022) research. Table 4 illustrates that GHRM and business culture are related. The t-statistic is 4.372 (higher than 1.96 for =5%). 0.378 implies a positive association. Thus, GHRM affects company culture (H3). According to Kerdpitak & Jermisittiparsert (2020), GHRM positively affects organizational culture.

Discussion

GHRM is a management approach that focuses on incorporating environmental and sustainability considerations into human resource management practices. This approach has been shown to have

a positive effect on job satisfaction, employee performance, and the culture SMEs. GHRM can improve job satisfaction among employees through promoting discipline, morale, and achievement by providing clear guidelines, opportunities for skill development, and career advancement, and fostering a sense of purpose and engagement. GHRM can improve the quality of work by providing employees with training on environmental and sustainability issues, which can help them become more knowledgeable and effective in their roles. Additionally, GHRM can also create a culture of continuous improvement, as employees are encouraged to identify and implement new and innovative ways to reduce the organization's environmental impact, this can lead to higher quality of work and better decision making. GHRM can promote consistency and align with the mission of SMEs by providing clear guidelines, opportunities for skill development, fostering a culture of accountability and responsibility, promoting a positive and meaningful work environment and aligning with the company's values and culture.

CONCLUSION

This study found that GHRM improves work satisfaction, employee performance, and corporate culture. The researchers suggest organizations pay attention to GHRM's green leadership, strategy, company culture, and training. Employees must like their work and perform their best to satisfy companies. Consider quantity-based performance indicators. Adaptation and engagement are essential elements of business culture. Based on the information provided, it can be concluded that GRHM can have a positive effect on job satisfaction, employee performance, and the culture of SMEs. In terms of job satisfaction, GRHM can create a more positive and sustainable work environment for employees, by implementing practices such as telecommuting, flexible work arrangements, and eco-friendly office design, which can lead to improved employee well-being and comfort, which can lead to increased morale and job satisfaction. In terms of employee performance, GRHM can promote a culture of environmental sustainability and responsible behavior among employees, which can lead to increased motivation and engagement among employees, which can lead to higher levels of discipline and productivity. In terms of SMEs culture, GRHM can align the operations and goals of the organization with broader societal and environmental objectives, which can enhance the overall mission and purpose of the organization. By promoting a culture of sustainability, employee engagement and commitment to the organization's mission and goals can increase, which can contribute to the overall success of the company. Overall, the implementation of GHRM can have a positive impact on the organization culture, employee performance and job satisfaction, which can contribute to the overall success of the company.

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