

# The Effect of Perceived Green Human Resources Management on Perceived Environmental Performance with Employer Environmental Commitment and Green Lifestyle As an Intervening Variable

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**ABSTRACT.** This study examines the effect of perceived green human resources management on perceived environmental performance with employer environmental commitment and green lifestyle as intervening variables. This study aims to analyze the effect of perceived green human resource management on perceived environmental performance, analyze the effect of perceived green human resource management on employer environmental commitment, analyze the effect of employer environmental commitment on perceived environmental performance, analyze the effect of perceived green human resource management on green lifestyle, analyze the effect of green lifestyle on perceived environmental performance. The sample of this research is companies in Indonesia that have received ISO 14001 certificates on environmental management and companies that received PROPER awards from the Ministry of Environment and Forestry of the Republic of Indonesia. The technique in sampling in this study uses nonprobability sampling and purposive sampling techniques by collecting data which is done by giving online questionnaires by google form. The analysis technique used is the Partial Least Square (PLS) technique using SmartPLS software. From the results of hypothesis testing, it was concluded that hypothesis 1 (H1) was rejected, hypothesis 2 (H2) was accepted, hypothesis 3 (H3) was rejected, hypothesis 4 (H4) was accepted and hypothesis 5 (H5) was accepted.

## 1 Introduction

At present, environmental preservation is an important issue in society. Nearly every industry has adopted environmental protection practices [1]. This practice can be seen through environmental performance. Where the environmental performance shows the extent to which the company is committed to protecting the surrounding environment [2]. In

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addition, environmental performance is increasing very important to practice because companies have social responsibility to the community relation to environmental sustainability [3]. Environmental sustainability refers to long-term maintenance that respects environmental resources and the evolving human context. Because it will be directed to improve the quality of life in Indonesia.

Good environmental performance can be seen from the reduction in corporate waste [4]. Based on the Environmental Performance Index (EPI) in the Association of Southeast Asian Nations (ASEAN) countries, environmental quality in Indonesia in 2018 ranked 133th out of 180 with a value of 46.92. In comparison, the two closest countries from Indonesia namely Malaysia and Singapore are in a better position with a ranking of 75 on the index 59.22 for Malaysia and Singapore ranked 49 on the index 64.23. Based on this, Indonesia is ranked 133 out of 180 countries. This has resulted in Indonesia experience a gap, especially seen in the areas of sustainable agriculture, water resources, waste management, and threats to biodiversity. To overcome this based on Law No. 32 of 2009 concerning environmental protection and management is a systematic and integrated effort undertaken to preserve environmental functions and prevent environmental pollution and / or damage which includes planning, utilization, control, maintenance, supervision, and law enforcement.

Not only that, to solve these problems, organizations also need to implement strategies and programs in various organizational units such as human resources, marketing, finance, research, development, technology, and so on. But this is different from other major revolutions such as pro-environment marketing [5], pro-environment retail [6], pro-environment finance [7] and the green revolution human resources management (GHRM) is developing very rapidly. There is a need for integration between human resource management and the environment [8].

Human resource management is related to the most valuable and important asset of an organization, namely People. In addition, in addressing the quality of the environment, various organizations in most industries implement strategic environmental work programs to gain competitive advantage [9]. Some stakeholders believe that organizations that care about the environment are expensive [10]. For that we need an increase in environmental performance in order to get better environmental results [11]. Therefore, to create environmental friendly behavior starts from the awareness of each individual towards the importance of protecting the environment [12,13]. Environmental performance is very closely related to work life and personal life [11].

Therefore, the behavior of employees who are environmentally friendly while at work reflects the daily pro-environment lifestyle (green lifestyle) of employees. Pro-environment lifestyles affect the consumption patterns of people who are part of their lifestyles [13]. Therefore, according to Dutta [8] an employee's personal life shapes their behavior and attitude towards work because there is a relationship between personal life and work life. There may be an overflow effect from environmental friendly practices at work to the personal lives of employees which influences environmentally responsible attitudes [14].

GHRM research is still in an early stage, where the fundamental process through which GHRM perceptions affect the attitudes and behavior of existing and potential employees towards the organization is not clearly understood [15]. Research conducted by Yusoff et al. [16] states that GHRM has considerable potential as an area of management research, but academic research is somewhat lagging behind in practice. This gap covers the scope of pro-environment, features, process models and research agenda. Some researchers also say that the obstacle in implementation GHRM practices in an organization is their lack of understanding of it [17]. Meanwhile, according to Mishra [18] said that only a few organizations that explore internal factors, such as human behavior in protecting the environment. Then research conducted by Daily et al. [19] said the need to examine issues

such as training, empowerment, and teamwork in the context of environmental management. However, only a few empirical studies have considered some of these variables.

Based on the studies above there is a type of knowledge void gap. This means that there are general gaps in previous research. There are two settings where knowledge voids may occur. First, knowledge may not exist in the actual fields for the theory and literature of the related dominant research. Secondly, it may be that the case study results differ from what is expected. From this explanation it can also be interpreted as something that has never been studied [20]. Then the studies above also have a practical knowledge gap type. This means that such gaps tend to be differences that can motivate new research in this direction. Practical-knowledge (action-knowledge) conflicts arise when professional behavior is actually different from the recommended behavior.

Thus, to close the gap, future research will focus on the effect of GHRM practices (recruitment, training, awards) on environmental performance where employer environmental commitment and green lifestyle are intervening variables.

## 2 Hypothesis

### 2.1 Perceived Green Human Resources Management and Perceived Environmental Performance

According to Opatha & Arulrajah [21] GHRM refers to all activities involved in developing, implementing and maintaining a sustainable system that aims to make employees of an organization environmentally friendly. This means that to make the organization environmentally friendly, good environmental performance is needed. Several studies have proven this opinion including Paillé et al. [2]; McGuire & Germain [22]; O'Donohue & Torugsa [23] which says that with regard to the influence of HR practices covered by the concept of GHRM and a large number of accumulated studies which show that these are fundamental to achieving effective long-term environmental sustainability. This can be done by applying pro-environment and applying the principles of environmental sustainability and increasing perceived good environmental performance.

This opinion is also in line with research conducted by Kim et al. [1]; Yusoff et al. [3]; Obeidat et al. [4] who said that the company's environmental performance as a company's effectiveness in meeting and exceeding community expectations with respect to environmental concerns. Then the study found that environmental management with GHRM practices improves environmental performance. Therefore, the above statement can be formulated as follows:

H1: There is a positive influence between perceived green human resources management and perceived environmental performance

### 2.2 Perceived Green Human Resources Management and Employer Environmental Commitment

The environmentally friendly activities undertaken constitute reconciliation from work life in connection with attitudes and behavior. It consists of environmentally friendly enforcement and harmonization [24]. Thus the application of GHRM practices will affect the work life of employees in the workplace to behave in an environmentally friendly manner and foster employee commitment to the environment.

Several studies have proven this opinion including Luu [25]; Paillé et al. [2] which says that GHRM practices, which are designed to build pro-environment values and behavior among employees [26], can be utilized to implement sustainable strategies [27]. Then

according to [25] shows the role of positive affective responses of employees such as affective commitment to the environment. Therefore, employee commitment to the environment is seen as a way to improve good environmental performance.

Thus, environmental commitment among employees can encourage them to be friendly and responsive about the environment. This opinion is also in line with research conducted by Parris et al. [28]; Walk & Handy [24] which says that there is a positive and significant influence between GHRM practices and work life. Therefore, the above statement can be formulated as follows:

H2: There is a positive influence between perceived green human resources management and employer environmental commitment

### **2.3 Employer Environmental Commitment and Perceived Environmental Performance**

The application of an environmentally friendly work life in the workplace will improve good environmental performance [24]. This is evidenced by research conducted by Liao [29]; Andela & van der Doef [30]; Carrillo-Higueras et al [31] who said that employee commitment to pro-environment in the workplace has a positive influence on environmental performance. Therefore, when employees assume that their organization has different configuration characteristics such as commitment to the environment they value they can embed a pro-environment organizational image in their self-concept to be committed to environmental mission and engage in pro-environment behavior.

This is the responsibility of the company. One way is company credibility and the seriousness they feel for their contribution in solving environmental problems can be increased. In addition, companies can benefit from employee word of mouth which is a powerful way to spread the company's message that is environmentally friendly. This can lead to good environmental performance and enhance the company's reputation. Therefore, the above statement can be formulated as follows:

H3: There is a positive influence between employer environmental commitment and perceived environmental performance

### **2.4 Perceived Green Human Resources Management and Green Lifestyle**

GHRM practices as an important objective of the functioning of the organization to make it significant by the strength of human resources [19]. Although individual behavior is said to be largely by their personal values, it is also shaped by the environment in which they function. The environment is the social environment in which people operate influences the meaning of construction directly through the integration of trust, attitudes and needs that are socially acceptable and the reasons for actions that are acceptable [32].

This opinion is also in line with research conducted by Renwick et al [33]; Walk & Handy [24]; Zientara & Zamojska [32] which states that the active involvement of employees in environmentally friendly practices has signed the environmental attitudes and behaviors of employees who work as well as in personal lives. But this can be made possible by active participation and employee involvement in daily life, both work and personal. Therefore, the above statement can be formulated as follows:

H4: There is a positive influence between perceived green human resources management and Green lifestyle

## 2.5 Green Lifestyle and Perceived Environmental Performance

An environmental friendly personal life will create and improve environmental performance. Environmentally friendly personal life starts with self-awareness with the importance of protecting the environment, for example reducing household waste, not littering. This behavior will create a beautiful and clean environment. Then if the environmental friendly behavior is applied in a personal life a little more or less these habits will carry over at work and will improve good environmental performance [11]. Then the same thing was also conveyed by Walk & Handy [24] and Öge et al. [33] which says that personal life has a positive and significant effect on environmental performance. Therefore, the above statement can be formulated as follows:

H5: There is a positive influence between green lifestyle and perceived environmental performance

## 3 Research Methods

This research uses primary data and secondary data. Primary data conducted by researchers by giving questionnaires to respondents directly using google form. While secondary data by researchers by looking at certain types of information such as details of company background can be obtained from available records that are published, company websites, archives, and other sources. Other types of written information such as company policies, procedures, and rules can be obtained from organizational records and documents.

Then in this study, the sample used was companies in Indonesia that had received an ISO 14001 certificate on environmental management and a company that received a PROFER award by the Ministry of Environment and Forestry of the Republic of Indonesia. The technique in sampling in this study uses nonprobability sampling technique with purposive sampling technique. Purposive sampling is a sampling technique with certain considerations aimed at making the data obtained more representative (Sugiyono, 2014). In quantitative research, a sample size of 100 respondents can be said to be feasible. The population is unknown, the sample is estimated by researchers as many as 50 to 100 respondents, this criterion is appropriate according to Ghozali (2014). In addition, data analysis using SMARTPLS 3.2.8 requires a maximum sample of 100 respondents. The sample criteria used in this study are as follows:

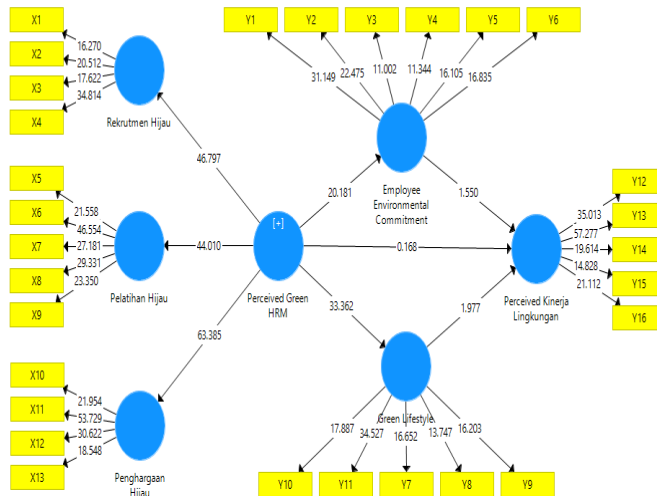
1. Companies in Indonesia which have ISO 14001 certificates on environmental management.
2. Companies that received the PROFER award by the Republic of Indonesia's Ministry of Environment and Forestry.

## 4 Results

### 4.1 Hypothesis test

Following are the results of the inner model test using the SmartPLS analysis tool v.3.2.8.

**Fig. 1.** Inner Model Partial Least Square



Based on Figure 1 above, it can be explained that the value of the largest path coefficient is shown by the effect of perceived green HRM on green lifestyle of 33,362. Then the second biggest influence is the perceived green HRM on employee environmental commitment of 20,181. The third biggest influence is green lifestyle on perceived environmental performance of 1,917. the fourth biggest influence is employee environmental commitment on perceived environmental performance of 1,550 and finally is the effect of perceived green HRM on perceived environmental performance of 0.168. Then to see the results of the path coefficient evaluation in more detail can be seen in Table 4.2 as follows:

**Tabel 1.** Hypothesis Test Path Coefficient

	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEVI)	P Values
EC -> KL	0.356	0.364	0.229	1.550	0.121
GHRM -> EC	0.815	0.820	0.040	20.181	0.000
GHRM -> GL	0.869	0.874	0.026	33.362	0.000
GHRM -> GRec	0.937	0.937	0.021	44.010	0.000
GHRM -> GRew	0.936	0.938	0.015	63.385	0.000
GHRM -> GT	0.937	0.937	0.021	44.010	0.000
GHRM -> KL	-0.038	-0.023	0.229	0.168	0.867
GL -> KL	0.500	0.473	0.253	1.977	0.000

Source: Primary data processed, 2019

Based on Table 1 shows that the influence of employer environmental commitment there is perceived significant environmental performance but only 86.7%. Then the effect of perceived green HRM on perceived environmental performance is significant but only 12.1%. While for the others has a significant influence between variables. This is based on t-statistic value > 1.96 and p-values < 0.05.

## 5 Discussion and Implication

Based on testing with Partial Least Square (PLS) in Table 4.2 obtained green human resource management has no significant effect on environmental performance. That is, the better the perceived green human resource management the higher the perceived environmental performance. From these results it can be concluded that perceived green human resource management has a positive but not significant effect on perceived environmental performance, so hypothesis 1 is rejected. These results are also in line with research conducted by Chamola et al. [11] which says that perceived green human resource management has a positive but not significant effect on perceived environmental performance. This finding shows that when management believes in the importance of environmental problems, they play the role of facilitator.

Based on the hypothesis 2 test, the results show that the relationship between perceived green human resource management variables and employer environmental commitment is accepted, which means that perceived green human resource management has a positive and significant effect on employer environmental commitment. Positive and significant influence means that the better the perceived green HRM in a company environment, the better the company's commitment to the environment. The company's commitment to the environment is reflected in the environmental friendly activities of the company. the activity is a reconciliation of work life with respect to attitudes and behavior. It consists of environmentally friendly enforcement and harmonization [24]. Several studies have proven this opinion including Luu [25]; Paillé et al. [2]; which says that green HRM practices designed to build pro-environment values and behaviors among employees [26] can be utilized to implement sustainable strategies [27].

Based on the hypothesis 3 test, the results show that the variable relationship of employer environmental commitment does not significantly influence environmental performance. This means that the better the company's commitment to the company, the better the company's environmental performance. From these results it can be concluded that employer environmental commitment has a positive but not significant effect on environmental performance, so hypothesis 3 is rejected. Based on the explanation above, there are several factors that cause hypothesis 3 to be rejected because the company already has a plan regarding the company's commitment to improve their environmental performance. But in its realization the company has not maximally communicated the commitment of the shareholders and or stakeholders.

Based on the hypothesis 4 test, the results show that the relationship between perceived green HRM variables on green lifestyle is accepted, which means that green HRM is proven to have a positive and significant effect on green lifestyle. Positive and significant influence means that the better the implementation of green HRM in a company environment, the better the green lifestyle. This opinion is in line with research conducted by Renwick et al [27]; Walk & Handy [24]; Zientara & Zamojska [32] which states that the active involvement of employees in environmentally friendly practices has signed the environmental attitudes and behaviors of employees who work. Behavior of employees who are environmentally friendly while at work reflects the daily pro-environment lifestyle of employees. This allows employees to actively participate and engage in environmentally friendly behavior in the workplace.

Based on the hypothesis 5 test, the results show that the relationship between green lifestyle variables and perceived is accepted, which means that green lifestyle has a positive and significant effect on perceived environmental performance. Positive and significant influence means that the better the employee's green lifestyle, the better the company's environmental performance. Good environmental performance starts from self-awareness

with the importance of protecting the environment, for example reducing household waste, not littering. This behavior will create a beautiful and clean environment. Then if the environmentally friendly behavior is applied in a personal life a little more or less these habits will carry over at work and will improve good environmental performance [11]. Then the same thing was also conveyed by Walk & Handy [24] and Öge et al. [33] which says that personal life has a positive and significant effect on environmental performance.

## 6 Limitation and Future Research

Based on the studies that have been carried out, this research cannot be separated from its shortcomings and limitations. The following are some of the limitations of this study: (1) The questionnaire that was filled in was only 52 companies. This is because data collection uses google form so it is necessary to wait for responses from respondents for one day, two days, one week and even one month from the questionnaire given. In addition, it is difficult to enter the company because there is no link to the company to conduct research even though the researcher has given the proposal and research permit directly to the company. Then, limited time in collecting respondents. This is because the researchers only had two months and the responses from the respondents were long enough so that the researchers decided that they were only able to collect 52 companies that became research respondents. (2) There are 2 rejected hypotheses, therefore further research is needed. This can be seen from the same point of view regarding the variables and indicators used.

Based on the limitations of this study, further research needs to do the following: (1) Further research should use a more comprehensive company sector such as manufacturing and services. In the manufacturing sector, the same company can be used in this study but the number of companies that are the object of research is increased. Meanwhile, in the service sector, the concept of green human resources management can be used. This is because the service sector that is oriented to customer service also uses physical forms such as physical facilities, equipment, employees and communication tools. All of them, can be oriented to pro-environment. An example of a service sector that can apply an environmentally oriented concept is a hotel. The hotel is an inn that prioritizes service and cleanliness so that guests who come to the hotel feel comfortable because the hotel environment is pro-environmentally oriented. (2) This study involved only 52 companies that already have ISO 14001 certificates and companies that received the PROFER award by the Ministry of the Environment of the Republic of Indonesia. It is advisable for future research to increase the number of research samples. (3) There is a need for a deeper academic review regarding the application of green human resource management because this research is still relatively new for academics. (4) It is necessary to add variables to green human resource management such as green performance appraisal, green compensation and so on. Green performance appraisal, because it plays an important role in achieving environmental performance, so this practice provides a strategy that assesses employee performance based on pro-environment related standards. Then green compensation, because in order to improve the environmental performance of the organization, it is necessary to implement a compensation system that includes financial and non-financial to be committed to environmental performance.

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