

Consequences of Green Human Resource Management: Perspective of Professional Event Organizer Employees in Jakarta

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ABSTRACT

This study aimed to analyze the consequences of Green Human Resource Management (GHRM) on professional event organizer employees in Jakarta. Data obtained using purposive sampling method with online questionnaire distribution to employees who work in professional event organizer. The survey yielded 108 effective questionnaires. The methods that are used to analyze this research are, instrumental test such as validity and reliability also hypothesis test using single regression analysis and SPSS as a program. Hypotheses testing results indicate that Green Human Resource Management enhances Employees Organizational Commitment, Employee Eco-Friendly Behavior and Work Performance. Implications for managers that the companies should give reward and compensation to employees who apply Green Human Resource Management (GHRM) so they can be more motivated to do the green movement.

Keywords: Green Human Resource Management, Employees' Organizational Commitment, Eco-Friendly Employee Behavior and Work Performance

1. INTRODUCTION

The term "Go Green" is not foreign to the general public to be heard in the world. The term appears to do to save the environment from global warming, as has been declared by the UN Scientist Team (IPCC) that human-was the main cause of global warming itself. Therefore, humans are the main pillars for maintaining and preserving the environment. Ethics awareness about the environment forced the company to have the concept of environmentally friendly (green company) and now it has become a requirement in the era of business in this post-modern era. The company's goal which was once looking for the maximum benefit while minimizing the cost of production, have now found that the savings it needs to start from within the stakeholders of the company itself (Manolas, Tsantopoulos & Dimoudi, 2017).

Human resource management (HRM) is very important for companies to gain competitive advantage, high-performing organization and success of the organization (Ali, Islam and Parveen, 2017), In addition, the achievement of the present HRM focus

to saving the environment and social ethics to preserve it and this is discussed in the last few decades the concept of green human resource management is being given special attention (Kim, Kim, Choi, & Phetvaroon, 2019).

Awareness of employees who make energy savings will depend on environmentally friendly employee behavior because somehow they must improve the environmental performance of a new company here can be said to be the company successfully responsibility to preserve the environment (Yong & Mohd-Yusoff, 2016). For a company to achieve ecological sustainability, it is important to understand how GHRM influence eco-friendly behavior of employees, which in turn, affects the performance of employees and budget of the company, will be more effective.

Employees who tend to create a positive environment in the organization tend to show strong organizational commitment. If employees have empathy for environmental sustainability, they naturally seek for companies that care about the environment, such as GHRM. After employees are emotionally involved in their company, there will be a high sense of commitment to the company (Kim et al., 2019).

2. LITERATURE REVIEW

2.1. Green Human Resources Management

Some experts connect HRM with environmental management, and it named Green Human Resource Management or Human Resources Management Environment (Renwick, Redman and Maguire, 2013). Now, better known by the term Green Human Resources Management (GHRM). GHRM is all the activities in the development, implementation and maintenance of a system that aims to make employees of an organization to have an eco-friendly behavior. GHRM has an important role in the industry to address all issues related to the practice of HR policies and implement laws relating to environmental protection which aims to utilize resources more efficiently (Willison and Buisman-Pijlman, 2016).

GHRM using as an initiator of employees who are concerned about environmental sustainability by doing activities that will produce high efficiency, low cost, high employee involvement (Mandip, 2012). GHRM refers to the use of HRM policies to use resources effectively and sustainably (Zoogah, 2011). When the business organizations to apply policies, programs, processes, and techniques of human resources and the environmental impact on the sustainability practices of this organization called GHRM (Ragas et al., 2017).

According to Opatha and Arulrajah (2014), there are 4 dimensions of GHRM practices to achieve a green organizational environment, namely: (1). Green competencies: knowledge and skills about greening the use of resources and reducing waste: GHRM practices can help companies to maximize natural resources through the use of recycled products and reduce waste to optimal levels; (2). Green attitude: appropriate beliefs (cognitive), feelings (affective) and intention to behave (behavior) regarding greening; (3). Green behavior: awareness to behave environmentally friendly (green organizational citizenship behavior), influence other employees to take green actions (green interpersonal citizenship behavior), and the extent to which employees are involved in official duties (not just voluntary employees) given by superiors relating

with greening (green official behavior) and (4). Green results: creating a new environmentally friendly environment, new solutions for reducing waste, reducing pollution (green innovations) and minimizing the use of lights by utilizing sunlight, reducing the amount of electricity consumption, reducing the amount of waste input available, and achieving the target level certain environmental performance (green outcomes).

2.2. Employees' Organizational Commitment

Employees' Organizational Commitment is a psychological state characterized by the organization to the employee relationship and implies a decision to continue the work in it. This loyalty is called commitments where there is an emotional attachment to the organization's employees and this leads to the willingness of the individual to stay on and continue to build social relationships within the organization. Of course, this is a positive thing. Employees who have a love for the company will work effectively and efficiently to the success of the company (Radosavljevic, Vesna, and Dragic, 2017).

Allen and Meyer (2011) and Dyah et al (2017) suggest there are 3 types of organizational commitment, namely: (1). Affective Commitment is an emotional feeling for an organization and a belief in its values, (2). Normative Commitment is a feeling of being obliged to remain in the organization because it must be so, the action is the right thing to do (3). Continuance Commitment this refers to the commitment based on the costs that the employee associates with leaving the organization.

2.3. Employees' Eco-Friendly Behavior

According to Das and Singh (2016) Employees' Eco-Friendly Behavior is all the behavior of individuals who contribute directly to environmental sustainability. Such behavior is a desire from within, deliberate, and fully committed in the personal consciousness. Understanding Employees' Eco-Friendly Behavior also evolved from theory Ramus and Steger where understanding of environmentally friendly employees are limited to recycling, pollution prevention, and reducing the need for which has a hazardous waste. In fact, the behaviors that support the preservation of the environment can have an impact not measured or possibly related to the problems not directly related to the activities of the company.

Two main dimensions that classify various types of behavior that are environmentally responsible according to Boiral, Raineri, and Paillé (2015): (1). Direct behavior (based on the individual's own actions, such as recycled cans) versus indirect behavior (actions to influence others, such as signing an environmental petition) and (2). Local impacts (for example, expanding domestic behavior, such as turning off lights, to work arrangements) versus broad impacts (such as starting a new environment of management practices).

2.3. Work Performance

Work Performance is a key variable in the study of organizational behavior. Work performance as the extent to which the behavior of the employees managed to achieve

organizational goals (Ragas et al., 2017). An employee's performance is one of the most important topics in organizational behavior literature as a crucial role in the performance of the organization, it is of primary importance both for managers and researchers. Thus, it is important to understand the processes that affect the performance of the work so that the company can achieve the organization's objectives effectively and efficiently (Tüzün, Çetin, and Basim, 2018).

There are two things in work performance according to Stoner, Perrewé, & Munyon (2011) namely the role in performance and role outside performance: (1). In-role performance: The role in performance is behavior that is directly involved in the production of goods or services, or activities that provide indirect support for the organization's core technical processes. Therefore, the role in performance is related to work behavior that is part of formal job requirements and (2). Extra-role performance: the role of non-performance or extra-role is informal, because it cannot be determined or needed to advance for a particular job, and involves behaviors that support the psychological and social context in which task activities are carried out (Stoner et al., 2011). Performance outside the role in this category includes volunteering, helping others, following the rules, and supporting the organization's vision, mission and goals.

3. CONCEPTUAL FRAMEWORK

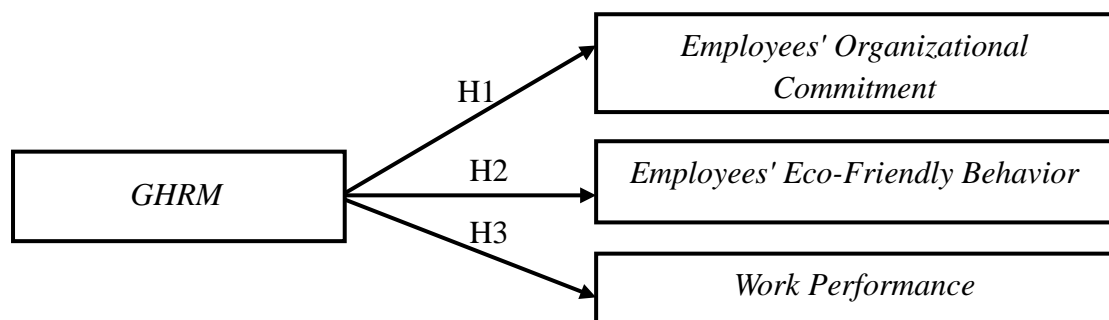


Figure 1
Conceptual Framework

4. HYPHOTESSES DEVELOPMENT

GHRM are located will affect the attitudes and behaviors of employees with the construction of a psychological connection between a company and its employees. Companies can grow their employee commitment to utilize GHRM (Domínguez-Falcón, Martín-Santana and De Saa-Pérez, 2016) and this may stimulate the behavior and the ability of employees to enhance the company's competitive advantage (Tang et al, 2018).

This is also supported by Yen, Chen and Teng (2013) that GHRM have a significant impact on the Employees' Organizational Commitment. Thus, it can be formulated as follows:

Hypothesis 1: There is a positive influence between GHRM to the Employees' Organizational Commitment

Environmental problems such as the emergence of machine technology that helps people produce goods impact gives a lot of pressure on natural resources, because there is an ecological imbalance and pollution (Verma, 2015). Therefore, environmental problems cannot be managed only through a formal management system, need for greater awareness of employees so that they can do it with integrity (Boiral, Paille and Raineri, 2015). Thus, it can be formulated as follows:

Hypothesis 2: There is a positive influence between GHRM to the Employees' Eco Friendly Behavior

Work performance is the behavior of employees in their work this behavior, including how much they contribute and shape the organization. This is in line with the findings and Jacob Cherian (2012), in which the introduction of the principle GHRM improve productivity and sustainability of both employees and companies. Additionally, GHRM leads to continuous improvement that helps in having a long-term organizational performance (Wong et al., 2013). Thus, it can be formulated as follows:

Hypothesis 3: There is a positive influence between GHRM to Work Performance.

4. VARIABLES AND MEASUREMENT

The independent variable used in this study is Green Human Resource Management where 6 statement items were developed from Kim et al (2019) for example this company provides training / counseling to build awareness for the environment, this company considers the behavior of employees who are environmentally friendly as part of their performance appraisal, this company provides rewards or compensation to employees who have environmentally friendly behavior.

Dependent variables adopted from Kim et al (2019) and Ali et al (2017) in this study are Employees 'Organizational Commitments with 8 items such as I recommend this company to my friends, I have the same vision and mission of the company, I am proud to tell others that I am part of this company. Employees' Eco Friendly-Behavior with 7 items statement with example when I leave an empty room I turn off the light, I separate recyclable and non-recyclable trash, I save equipment and supplies at work. Work Performance with 13 items such as I am able to work together harmoniously with colleagues, I can maintain good relations with co-workers, I can work without supervision and I complete the task with efficiency All variables using the five likert scale, from 1 = strongly disagree, to 5 = strongly agree.

5. DATA COLLECTION AND ANALYSIS

5.1. Data Collection

Collecting data in this study is conducted by distributing questionnaires to PEO's employees in Jakarta as a population. Samples were taken from 108 respondents who send

back the questionnaires, which can be processed. The sampling method that is used is purposive sampling which is one of the non-probability sampling techniques, that the researchers chose members of the sample is based on certainty (Sekaran, 2011). Profile contains a list of questions about the respondent and statements regarding green human resources management, employees' organizational commitment, employees' eco-friendly behavior and work performance.

5.2. Data Analysis

In addition using descriptive statistics analysis, to analyze Consequences of Green Human Resource Management: Perspective Professional Event Organizer Employees in Jakarta is processed by simple regression analysis using SPSS 23.

6. INSTRUMENT TEST

In the test results validity of all items statement has a value greater than 0.50, so the statement is valid or in other words can be used in this study.

Tabel 1 Validity Test

No	Item	Correlation	p-value	Decision
<i>Green Human Resource Management</i>				
1	GHRM1	0,600	0,000	Valid
2	GHRM2	0,694	0,000	Valid
3	GHRM3	0,836	0,000	Valid
4	GHRM4	0,786	0,000	Valid
5	GHRM5	0,682	0,000	Valid
6	GHRM6	0,632	0,000	Valid
<i>Employees' Organizational Commitment</i>				
1	EOC1	0,747	0,000	Valid
2	EOC2	0,707	0,000	Valid
3	EOC3	0,736	0,000	Valid
4	EOC4	0,771	0,000	Valid
5	EOC5	0,762	0,000	Valid
6	EOC6	0,736	0,000	Valid
7	EOC7	0,807	0,000	Valid
8	EOC8	0,703	0,000	Valid
<i>Employees' Eco Friendly-Behavior</i>				
1	EEFB1	0,521	0,000	Valid
2	EEFB2	0,538	0,000	Valid
3	EEFB3	0,657	0,000	Valid
4	EEFB4	0,672	0,000	Valid

5	EEFB5	0,583	0,000	Valid
6	EEFB6	0,633	0,000	Valid
7	EEFB7	0,708	0,000	Valid
Work Performance				
1.	WP1	0,729	0,000	Valid
2.	WP2	0,675	0,000	Valid
3.	WP3	0,786	0,000	Valid
4.	WP4	0,711	0,000	Valid
5.	WP5	0,418	0,000	Valid
6.	WP6	0,224	0,020	Valid
7.	WP7	0,189	0,050	Valid
8.	WP8	0,421	0,000	Valid
9.	WP9	0,292	0,002	Valid
10.	WP10	0,448	0,000	Valid
11.	WP11	0,287	0,003	Valid
12.	WP12	0,230	0,017	Valid
13.	WP13	0,238	0,013	Valid

*The whole answered is measured by using *likert* scale 5 points: 1 = very disagree to 5 = very agree.

And for reliability test the cronbach alpha coefficients for the Altruism, Organizational Trust and Organizational Learning Capability variables meet the current recommended reliability criteria greater than 0.60.

Table 2 Reliability Test

Variables	Item	N	Cronbach's Alpha	Decision
Green Human Resource Mangement	6	108	0,802	Reliable
Employees' Organizational Commitment	8	108	0,883	Reliable
Employees' Eco Friendly-Behavior	7	108	0,703	Reliable
Work Performance	13	108	0,701	Reliable

*The whole answered is measured by using *likert* scale 5 points: 1 = very disagree to 5 = very agree.

7. DEMOGRAPHIC CHARACTERISTICS

Majority respondent are male, age range between 29 – 49 years old, education undergraduate degree and tenure 1-3 years.

Table 3 Demographic Characteristics

Demographic	Frequency	Percentage
Gender:		
Male	68	63
Female	40	37
Age:		
19 – 29 years old	36	33.33
29 - 49 years old	67	62.04
50 – 59 years old	5	4.63
Education:		
Diploma	20	18.52
Undergraduate	73	67.59
Master	15	13.89
Tenure:		
< 1 year	13	12.03
1-3 year	55	50.93
> 3 year	40	37.04

8. HYPOTHESES TESTING RESULTS AND DISCUSSION

The results showed that of the 4 hypothesis (Table 4), it turns out all hypotheses are supported.

Table 4 Testing Hypothesis Result

Hypothesis	Estimation	ρ - value	Decision
H1: There is a positive influence between GHRM to the Employees' Organizational Commitment	0,861	0.000	H ₁ supported
H2: There is a positive influence between GHRM to the Employees' Eco Friendly Behavior	0.370	0.000	H ₂ supported
H3: There is a positive influence between GHRM to Work Performance	0.569	0.000	H ₃ supported

The results obtained from testing the first hypothesis gained significant value of 0.00 less than 0.05 means Ho1 rejected Ha1 accepted. It can be concluded that there is a positive influence Green Human Resource Management of the Employees' Organizational Commitment with the estimated value of 0.861. That is, the more viscous the

implementation of Green Human Resource Management, the stronger the Commitment of employees at the companies. Professional Event Organizers actively encourage employees to make suggestions about improving the environment so that it brought the similarity of values about caring for the environment and in accordance with the objectives of the company, As a result, a commitment born of enterprising work attitude and positive and give birth to pride to be a part in the company (Richards, 2018), In the end, employees are very happy to work in Professional Event Organizers.

The result of the research is 0.370 with significant probability (ρ - value) of 0.000, it can be concluded that there is a positive influence Green Human Resource Management of the Employees' Eco-Friendly Behavior. That is, the higher implementations of Green Human Resource Management, employees increasingly have environmentally friendly behavior. Practice in GHRM encourage employees to care for the environment and the green routine follow procedures in the working environment, to create a culture or habit for environmentally friendly behavior (Ones & Dilchert, 2012). This is what makes the employees care about the environment that starts from the company by turning off electrical equipment such as computers, TV monitors and lights after work.

In the research, there is an estimate of 0.569 with a significant probability ρ -value of 0.000, it can be concluded that there is indeed a positive influence of GHRM to Work Performance.,

The results obtained from the above hypothesis testing to prove that hypothesis 3 obtained significance value of 0.000. It can be concluded that there is a positive influence on Work Performance GHRM with estimated values of 0.569. Meaning Green Human Resource Management can improve employee performance. GHRM make employees more discipline in small things like shutting off the power when not needed especially great things associated with the work (Wong et al., 2013), GHRM making employees of Professional Event Organizer have a high performance by maximizing the working hours effectively and efficiently without supervision because it awakened the integrity of GHRM who care about the environment office.

9. MANAGERIAL IMPLICATION

The company should have to reward or compensation to employees who apply GHRM that employees are more motivated to do the green movement. Companies also need to know what the needs of employees as certain facilities that are tailored to the needs of employees so that employees feel satisfied working.

Companies should provide office supplies with limited according to the user and provides a message before it's shared office supplies in order to restore employee when using it and wear it with efficient in order to reduce waste.

Finally, the company should provide training to solving problems that employees gain experience and a way out when faced with problems at work.

10. LIMITATIONS AND SUGGESTION FOR FUTURE RESEARCH

This study has its limitations. First, the number of the sample is only 108 respondents during the data collection. Second, the research only collect sample from respondents who work in Professional Event Organizer in Jakarta area. Third, the study

only includes variable such as Green Human Resources Management, Employee's Organizational Commitment, Employee's Eco Friendly Behavior and Work Performance. In which there are still other variables that can be included.

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