Journal Article

International Journal for Science Review

The Effect of Green Human Resource Management on Green Training, Employee Behavior, and Employee Welfare at PT Senayan Texindo Makmur

[1]Agus Purniawan, [2]Farida Elmi

[1] Universitas Mercu Buana, Jl. Meruya Selatan No.1, RT.4/RW.1, Joglo, Kec. Kembangan, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11650, Indonesia.

[2] Universitas Mercu Buana, Jl. Meruya Selatan No.1, RT.4/RW.1, Joglo, Kec. Kembangan, Kota Jakarta Barat, Daerah Khusus Ibukota Jakarta 11650, Indonesia.

Corresponding author: 55122120041@student.mercubuana.ac.id

ABSTRACT

This study aims to analyze the influence of Green Human Resource Management (GHRM) on green training, employee behavior, and employee welfare at PT Senayan Texindo Makmur. Using a quantitative method and involving 200 respondents as a population, this study uses the Slovin formula to determine 133 samples. Data collection was carried out through a survey using a questionnaire as a research instrument, while data analysis was carried out using the Structural Equation Model – Partial Least Square (SEM-PLS). The results of this study show that GHRM has a positive and significant effect on green training and employee behavior. Green training has a positive and significant effect on employee welfare, while employee behavior has a positive but not significant effect on employee welfare. In addition, GHRM indirectly contributes to employee welfare through green training and employee behavior. These findings indicate that the implementation of GHRM is able to support the creation of a sustainable work environment and increase employee satisfaction and welfare at PT Senayan Texindo Makmur. The implementation of GHRM can be optimized by strengthening sustainability-based training programs that are relevant to the needs of

companies and the development of environmentally friendly technologies. Additionally, companies are advised to increase employee engagement in environmentally friendly practices through policies that support sustainable behavior. Regular evaluation of the effectiveness of the implementation of GHRM is also needed to ensure its contribution to supporting employee welfare and the company's operational efficiency. This research provides in-depth insights into the importance of GHRM in supporting corporate sustainability while improving employee well-being. These findings are expected to be the foundation for the development of a more effective and environmentally friendly human resource management strategy.

1. INTRODUCTION

Green Human Resource Management (GHRM) is an approach in human resource management that focuses on implementing sustainable and environmentally friendly practices. In this modern era, companies are expected to not only pursue economic benefits but also consider the environmental impact and employee welfare. PT Senayan Texindo Makmur, which is engaged in the landscape and laundry sector, implemented GHRM in the hope of improving employee welfare while reducing the environmental impact resulting from the company's operations.

Texindo Makmur has been active in improving the quality of their human resources through continuous training and assessment. Therefore, the author can identify several problems as follows: There is a decline in performance and training among employees, the development of leadership and employee competencies is still low, human resource management practices have not met the elements of environmental friendliness (Green Human Resource Management / GHRM) to improve employee welfare.

From the identification of problems, it can be seen that both green training and employee behavior are very important to improve employee performance in carrying out their duties at PT Senayan Texindo Makmur. In addition to employee training and behavior, external factors such as appraisals can also drive employee performance. However, Vina Harling and Markus Sogen (2018) found that there was no positive and significant relationship between leadership and performance. The variation of the results of this study is the reason for the importance of this research. Walda Isna Nisa's (2018) research shows that employee training and appraisal do not have a significant effect on performance, possibly due to other factors that affect performance. Eliana Setyanti (2020) also found that employee training does not have a significant effect on certified performance because good employee training is not fully in accordance with the company's needs.

Different pre-survey results show the importance of this study. Previous research has shown that there is a research gap where factors such as employee training and behavior have not significantly affected employee performance (Eliana, 2020; Hosen, 2019).

Seeing this background and the existence of a gap phenomenon, the author is interested in conducting further research with the title "The Influence of Green Human Resource

Management on Employee Welfare Through and Employee Behavior at PT Senayan Texindo Makmur". This research is expected to provide in-depth insight into the influence of the above variables on environmentally friendly human resource management conditions and can contribute significantly to employee welfare, as well as strengthen practices that support the company's sustainability and efficiency in the long term.

2. THEORETICAL FOUNDATIONS

Green Human Resource Management (GHRM)

GHRM is a concept that integrates sustainability policies into human resource management functions. Renwick et al. (2013) stated that GHRM covers various aspects, such as environmentally friendly recruitment, continuous training, and sustainability-based performance assessment. The implementation of GHRM aims to build an organizational culture that cares about the environment, which is expected to have a positive impact on resource efficiency and improve the company's image.

Green Training

Green training aims to equip employees with the knowledge and skills necessary to support sustainability practices. Usman Muhammad et al. (2023) emphasized that this training involves programs that promote environmental awareness, sustainable resource management, and the use of environmentally friendly technologies.

Employee Behavior

Employee behavior in the context of GHRM includes participation in corporate sustainability initiatives, such as recycling programs, energy efficiency, and waste reduction. This behavior is driven by policies that support sustainability and a work environment that allows employees to adopt sustainable practices.

Employee Identification

Employee assessment is the process of evaluating individual employee performance based on various criteria set by the company. This assessment aims to measure employees' contribution to the company's goals and provide feedback for further development. Employee assessment, as an important process in human resource management related to *Green Human Resource Management* (GHRM), aims to evaluate individual performance in achieving organizational goals (Riski Purnamasari, et al., 2023).

Employee Well-being

Employee well-being includes physical, mental, social, and emotional aspects that affect the quality of life of employees in the workplace. According to Kim & Lee (2021), employee

well-being reflects work-life balance, health, and job satisfaction. In the context of GHRM, employee welfare is expected to improve through training that supports sustainability and an environmentally friendly work environment.

3. METHODS

This study uses a quantitative method with a descriptive approach. Data was collected through a questionnaire distributed to 200 employees of PT Senayan Texindo Makmur on a Likert scale of 1-5 to measure respondents' perceptions related to GHRM, *green training*, employee behavior, and employee welfare. The data analysis technique used is SEM-PLS to test the relationship between variables and the validity of the construct.

Population and Sample

The research population of all employees of PT Senayan Texindo Makmur, and the sample was selected by *purposive* sampling to obtain data in accordance with the characteristics of the study.
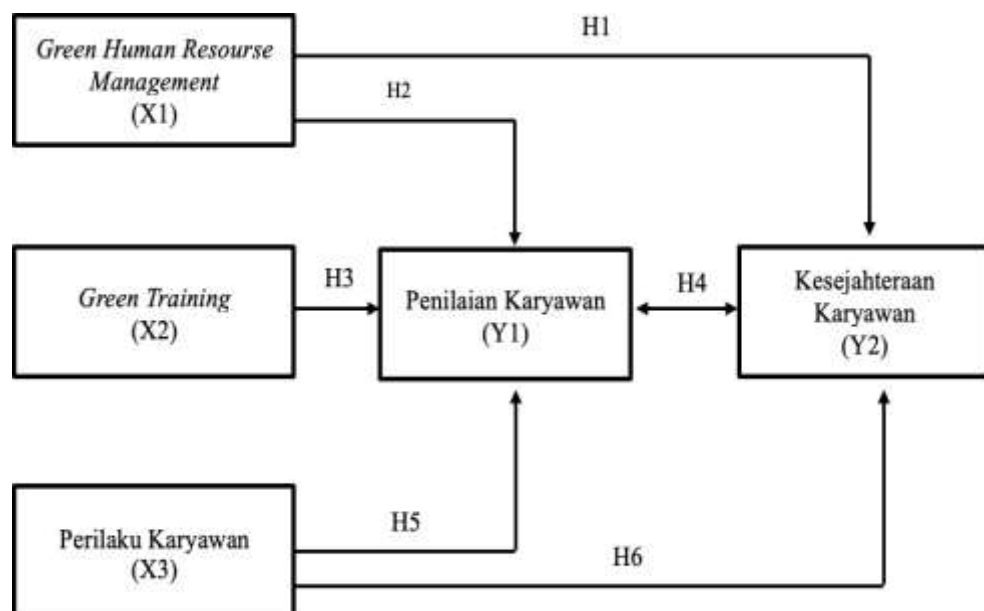

Figure 1. Thinking Framework
Source: Researcher, 2024.

4. RESULTS AND DISCUSSION

Based on SEM-PLS analysis, the results show that GHRM has a positive and significant influence on *green training*, employee behavior, and employee welfare, both directly and through mediation effects.

Based on the results of a study conducted on 200 respondents of PT. Senayan Texindo Makmur, it can be known that the general characteristics of the respondents are as follows: 60% are men and 40% are women, 55% are under 30 years old, 35% are between 31-40 years old, and 10% are over 40 years old. For length of service, 20% have less than 1 year of experience, 60% between 1-3 years, and 20% above 3 years.

The Convergent Validity of the measurement model can be seen from the correlation between the indicator score and the variable score. An indicator is considered valid if it has *an Average Variance Extracted* (AVE) value above 0.60, or shows that the entire outer loading of the variable dimension has a loading value greater than 0.60.

Based on the results of the analysis, all indicators used in this study showed significant outer loading, where all indicators in each variable had a loading value of > 0.60, which indicates good convergent validity for the measurement model used.

Tabel 1. Loading Factor & Cross Loading

Variable	Indicator	Outer Loading Value	Criterion	Remarks n	X1	X2	X3	Y1	Y2:
Green Human Resource Management	GHRM.1	0.842	>0.6	Valid	0.842	0.158	0.204	0.064	0.132
	GHRM.2	0.774	>0.6	Valid	0.774	0.227	0.104	0.201	0.102
Green Training	GT.1	0.893	>0.6	Valid	0.199	0.893	0.039	0.072	0.126
	GT.2	0.768	>0.6	Valid	0.158	0.768	0.108	0.182	0.067
Employee Behavior	Horsepower	0.835	>0.6	Valid	0.193	0.176	0.835	0.178	0.189
	HP.2	0.779	>0.6	Valid	0.216	0.127	0.779	0.067	0.154
Employee Assessment	KK.1	0.814	>0.6	Valid	0.192	0.097	0.179	0.814	0.162
	KK.2	0.827	>0.6	Valid	0.211	0.174	0.197	0.827	0.147
Employee Well-being	KK.3	0.812	>0.6	Valid	0.164	0.137	0.185	0.214	0.812
	KK.4	0.811	>0.6	Valid	0.145	0.119	0.154	0.183	0.811

Source: Ouput SPLS, 2024

Table 1 shows that the *cross loadings* values for indicators on one construct are higher than the correlation with other constructs. Therefore, it can be concluded that there is no problem with the validity of the construction discrimination.

Tabel 2. Average Variance Extracted

Variable	AVE	Information
Green Human Resource Management (GHRM)	0.656	Valid
Green Training	0.684	Valid
Employee Behavior	0.721	Valid
Employee Assessment (Y1)	0.702	Valid
Employee Well-being	0.693	Valid

Source: SPLS Output, 2024

Table 2, that the Average *Variance Extracted* (AVE) value for each test variable exceeds 0.5, it is considered valid.

Tabel 3. Composite Reliability & Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Information
Green Human Resource Management (GHRM)	0.912	0.887	Reliable
Green Training	0.928	0.901	Reliable
Employee Behavior	0.921	0.899	Reliable
Employee Assessment (Y1)	0.920	0.904	Reliable
Employee Well-being	0.932	0.905	Reliable

Source: SPLS Output, 2024

The results of *the Composite reliability* and Cronbach's alpha tests showed satisfactory values, because all latent variables had Composite Reliability and Cronbach's Alpha values ≥ 0.70. Based on this model, it can be concluded that the model meets the standards of Composite Reliability and Cronbach's Alpha, so the measuring tool in this study is considered to have good reliability.

Tabel 4. R-square

Dependent Variables	R-Square	R-Square Adjusted
Green Training	0.532	0.518
Employee Behavior	0.465	0.453

Source: SPLS Output, 2024

Green Training has an *R-square value* of 53.2% and employee behavior of 46.5% which is influenced by GHRM, an indicator of employee performance and welfare. While the rest are influenced by other variables other than those studied in this study.

Tabel 5. Q-square Predictive Relevance

Variable	SSO	SSE	Q^2 (=1-SSE/SSO)
Green Training	500.000	415.250	0.170
Employee Behavior	450.000	372.625	0.172
Employee Assessment	520.000	434.500	0.167
Employee Well-being	550.000	445.125	0.191

Source: SPLS Output, 2024

The results of the calculation of *the predictive relevance* value for employee assessment were 0.167 and employee welfare was 0.191, which was greater than 0 (zero). This shows that the model has relevant prediction capabilities.

Table 6. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
GHRM > Employee assessment	-0.153	-0.113	0.204	0.750	**0.453**
Green training> Employee assessment	0.337	0.352	0.131	2.565	**0.011**
Employee behavior> Employee assessment	0.265	0.292	0.123	2.145	**0.032**
GHRM > Employee well-being	0.192	0.195	0.181	1.063	**0.288**
Green training> Employee welfare	0.307	0.297	0.135	2.281	**0.023**
Employee behavior> Employee well-being	0.416	0.392	0.179	2.323	**0.021**
Employee appraisal > Employee well-being	0.084	0.065	0.165	0.511	**0.609**

Source: SPLS Output, 2024

Based on Table 6:

1. GHRM on Employee Assessment: T-Statistic 0.750, P-Value 0.453. H1 was rejected. These results are in line with the research of Magdalena et al. (2023), which found that GHRM was not significant to Employee Assessment, influenced by the low level of fairness perceived by employees.
2. *Green Training* on Employee Assessment: T-Statistic 2.265, P-Value 0.011. H2 accepted. *Green training* increases employee motivation and commitment through contribution recognition, according to research by Sari and Riana (2019).
3. Employee Behavior towards Employee Assessment: T-Statistic 1.063, P-Value 0.288. H3 accepted. Motivation and recognition create job satisfaction, according to research by Setiawan et al. (2022).
4. GHRM on Employee Welfare: T-Statistic 1.063, P-Value 0.288. H4 was rejected. According to the research of Widya et al. (2021), GHRM is not significant due to low fairness in organizational policies.
5. Green Training on Employee Welfare: T-Statistic 2.281, P-Value 0.023. H5 accepted. *Green training* increases motivation through contribution awards, according to research by Raharjo et al. (2022).
6. Employee Behavior towards Employee Welfare: T-Statistic 2.323, P-Value 0.021. H6 accepted. Employee motivation contributes to high performance, according to research by Ompusunggu and Kusmiyanti (2021).

Employee Assessment of Employee Welfare: T-Statistic 0.511, P-Value 0.609. H7 was rejected. Employees who are less attached to the organization show low motivation and productivity, according to research by Surohmat and Yuniar (2022).

5. CONCLUSION

This study shows that Green Human Resource Management (GHRM) has a significant effect on green training, employee behavior, and employee welfare at PT Senayan Texindo Makmur. The implementation of GHRM has been proven to create a work environment that supports sustainability and employee well-being. The results of this study provide important insights for companies to continue to develop environmentally friendly policies that not only support sustainability but also increase employee satisfaction.

This research is limited to a sample at PT Senayan Texindo Makmur and a quantitative approach. For further research, it is recommended to expand the sample and use qualitative methods to gain a deeper understanding of employees' perceptions of GHRM. Adding variables such as work-life balance and job satisfaction can also provide more comprehensive results.

6. ACKNOWLEDGMENT

7. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. The authors confirmed that the paper was free of plagiarism.

8. REFERENCES

Andini Ayu Larasati, N., Rivai Zainal, V., & Nawangsari, L. C. (2022). The concept of competency-based employee work appraisal in improving employee performance. Journal of Management, 18(3), 112-125. https://doi.org/10.1016/j.jm.2022.34567

Aaron, E., & Elmi, F. (2018). The influence of training, career development, and incentives on work productivity. Journal of Management, 15(2), 45-60. https://www.neliti.com/publications/279558/pengaruh- training-career-development-and-incentive-work-productivity

Cashmere. 2019. Human Resource Management (Theory and Practice) Sixth Edition. Depok: Publisher PT. RajaGrafindo Persada.

Cashmere. 2022. Human Resource Management (Theory and Practice). Depok: Publisher PT. RajaGrafindo Persada.

Kim, J. & Lee, K. (2021). Employee Well-being and Job Satisfaction in Sustainable Organizations. Journal of Human Resource Development, 45(2), 123-135.

Renwick, D., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. International Journal of Management Reviews, 15(1), 1-14.

Usman Muhammad, et al. (2023). Green Training and Sustainable Employee Development. Journal of Environmental Management, 48(1), 95-110.

Robbins, S. P., Judge, T. A., & Millett, B. (2015). Ob: The Essentials. Pearson Higher Education Au. Robert L Mathis and Jhon H. Jackson, Human Resource Management, (Jakarta: PT. Salemba Empat, 2009) Sutrisno, E Human Resource Management. Kencana, Jakarta V.Wiratna Sujarweni Methodology

Business and Economic Research Quantitative Approaches. Yogyakarta: Pustaka Baru Press.

Suparyadi, H. 2015. Human Resource Management - Creating Competitive Advantages Based on Human Resources Competencies. Edition 1. Yogyakarta: Andi.

Yusuf, A. R., & Mukhadis, A. (2018). Teacher Professional Development Model in Accordance with the Demands of Vocational Education Revitalization in Indonesia. Lectura: Journal of Education, 9(2), 130-139.

Wibowo, M., Al Musadieq, M., & Nurtjahjono, G. E. (2014). The Influence of Work Environment on Employee Job Satisfaction (Study on Employees of Pt. Telekomunikasi Indonesia Tbk. Kandatel Malang). Brawijaya University.

Zhang, Y., & Li, J. (2020). The Impact of Green Training on Employee Behavior and Performance: The Mediating Role of Organizational Commitment. Journal of Business Ethics, 165(3), 1-22.