Building Performance Excellence With Green Human Resource Management

Budhi Listyarayani

Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: budhilistyarayani.std@unissula.ac.id

Abstract. *Entering the 21st century, people began to realize that many activities that have been carried out by humans can cause environmental damage. Even with the signing of several agreements to overcome problems that cause climate change in the world, such as Kyoto 1997, Bali 2007 and Copenhagen 2009, it shows that people around the world are starting to care about environmental damage caused by human activities in meeting their needs. (Victor, 2001). This is what then slowly opened our eyes that the current condition of the earth is very concerning. It takes the participation of all elements of society, be it Industry, Government, NGOs, even Households to be able to make changes so that we can save our earth. This research is a type of explanatory research. Explanatory Research is research that explains why something happens and assesses the relationship between variables. This type of research requires a theoretical framework where a conclusion can be drawn from the data obtained so that an explanation is produced (Gratton & Jones, 2004). GHRM has an effect on improving employee performance, meaning that the implementation of policies related to GHRM has an effect on improving employee performance. GHRM has an effect on changes in employee behavior that become more environmentally friendly, meaning that the better the management of GHRM implementation has an impact on employee behavior that is increasingly concerned about their work environment. Environmentally friendly employee behavior affects improving employee performance, meaning that the more employees care about their work environment, the better the employee performance at BPS Central Java Province.*

Keywords: Human Resources; Management; Performance Excellence

1. Introduction

Currently, the most talked about issue is the problem of environmental damage as a result of human activities that are not environmentally friendly. Many environmental practitioners have been actively expressing their concerns about the increasingly concerning condition of our earth. For decades, humans have explored nature and all its contents without

considering the damage it causes. With the excuse of fulfilling their life needs, humans ultimately commit crimes of destroying nature intentionally or unintentionally. Basically, human greed is the root of this problem. Humans often do not consider the cause and effect of their actions.

Entering the 21st century, people began to realize that many activities that have been carried out by humans can cause environmental damage. Even with the signing of several agreements to overcome problems that cause climate change in the world, such as Kyoto 1997, Bali 2007 and Copenhagen 2009, it shows that people around the world are starting to care about environmental damage caused by human activities in meeting their needs. (Victor, 2001). This is what then slowly opens our eyes that the current condition of the earth is very concerning. It takes the participation of all elements of society, be it Industry, Government, NGOs, even Households to be able to make changes so that we can save our earth.

Go green is an environmental movement that has been sounded throughout the world in recent years. Go green is an effort to protect and save the earth from various damages. This activity is carried out with the aim of making people aware of the importance of protecting and preserving nature, not destroying it. The benefits that we can take from this activity are to make the earth we live in together a more beautiful, clean, healthy and green place to reduce the impact of Global Warming.

In Indonesia itself, awareness of the need for a green office began when Presidential Instruction Number 13 of 2011 concerning energy and water conservation was released. This was the first step taken by the president to support the go green movement that we can do in the office environment. Currently, go green behavior is even instilled by companies as one of the commitments that must be carried out wholeheartedly by their employees. The company's role in facilitating employee involvement in environmental management which is manifested in a joint commitment to make changes as a form of support for the company in managing (protecting) the environment is then known as Green Human Resource Management (Ahmad, 2015).

According to Jabbar (2014), the term Green Human Resource Management (GHRM) is used as a form of contribution from company management more broadly in instilling a spirit of environmental concern.

The implementation of GHRM is a new company strategy to actively assist the green office process so that it can improve human resource performance in realizing the company's environmental performance.

The implementation of GHRM in companies has an impact, both directly and indirectly, on environmentally friendly employee behavior (Chaudhary, 2019). In a study conducted by

Richa Chaudary (2019), it was found that the implementation of various GHRM practices in companies has a significant correlation with environmentally friendly employee behavior.

Another thing that also influences the implementation of GHRM is Green Intellectual Capital in a company. According to research conducted by Liu (2010), a conclusion was drawn that Green Intellectual Capital is a factor that supports the success of the implementation of GHRM. The concept of Green Intellectual Capital has become a very important source of competitive advantage for companies. One of the factors of Green Intellectual Capital is Green Human Capital. This shows that the existence of Human Resources is one of the important factors that determines the success of the implementation of management in a company. Human resources are the most valuable assets for a company. In addition to being a driver, human resources are also a determinant of the success of the company's performance (Jabbar, 2015). The realization of good corporate environmental performance is a reflection of the performance of environmentally friendly human resources that have been formed in the company. So that research conducted by Kim YJ, Kim WG and Choi HM (2018) found that environmentally friendly employee behavior is an intermediary variable in the influence of GHRM on the company's environmental performance. This study also suggests that in future research, one of the company factors can be used as a supporter of efforts to improve environmentally friendly company performance by implementing GHRM in the organization. In 2015, environmental quality in Indonesia was ranked 107 out of 180 countries with a score of 65.85 based on the Environmental Performance Index (EPI). Malaysia and Singapore as the closest neighboring countries were in a much better position, namely Singapore ranked 14th with an index of 87.04 and Malaysia ranked 63rd with an index of 74.23 (Antarariau.com, 2016). This shows that the implementation of GHRM in Indonesia is still very low. In a publication conducted by the Ministry of Energy and Mineral Resources of the Republic of Indonesia, it is stated that 80% of energy waste is caused by human factors (ESDM, 2011). From this publication, it can be seen that energy waste still occurs in office centers. So the implementation of GHRM in government agencies and private companies in Indonesia must receive special attention.

The Central Statistics Agency as one of the government agencies in Indonesia has an important role to support the success of the GHRM implications in Indonesia. Since several years ago, the Central Java Province BPS as part of the BPS Agency that is tasked in the Central Java Province area, has begun to socialize the importance of environmentally friendly behavior to its employees. The attachment of sign boards related to energy savings in every room and toilet, as a place that is the center of employee activities, has been carried out. Socialization is also carried out at weekly meetings attended by all employees as a forum for sharing knowledge with the leadership and fellow employees. At the meeting, the leadership delivered material related to environmentally friendly behavior that must be carried out by all employees. In fact, since a year ago, the Central Java Province BPS has replaced several existing facilities with environmentally friendly ones, one of which is the

provision of drinking water gallons without electricity. Each employee is given a drinking place that says go green, which must be brought to internal and external meetings held at the Central Java Province BPS office. In addition, every year on the commemoration of National Statistics Day (HSN) which falls on September 26, BPS Central Java Province in collaboration with Dharma Wanita Persatuan BPS Central Java Province always holds a room cleanliness competition involving the participation of all BPS Central Java Province employees. Appreciation is given in the form of prizes that can be enjoyed together by employees in the Sub-Division/Field room that has the cleanest, most beautiful and comfortable room with a predetermined classification. This study was conducted with the aim of analyzing whether the implementation of GHRM at BPS Central Java Province will change the behavior of its employees to be environmentally friendly which is ultimately expected to improve the performance of existing HR. In addition, it also analyzes whether supervision from the leadership is also a factor that supports the success of the implementation of GHRM in improving the performance of its HR.

2. Research Methods

This research is a type of explanatory research. Explanatory research is a research that explains why something happens and assesses the relationship be-tween variables. This type of research requires a theoretical framework where a conclusion can be drawn from the data obtained so that an explanation is pro-duced (Gratton & Jones, 2004). The variables used in this study include "green" human resource management, environmentally friendly employee behavior, human resource performance, and supervisory support behavior.

3. Results and Discussion

3.1. Descriptive Research Data

This study uses primary data obtained by distributing questionnaires to all employees of BPS Central Java Province which include: Structural Officials Echelon III, Structural Officials Echelon IV, Functional Officials, Staff and PPNPN. The questionnaire was made in the form of a google form so that distribution was carried out via personal email from each respondent.

Respondent Demographics

Respondent Demographics	Information	Frequency	Presentation
Gender	Male Female	55	44.4
		69	55.6

Respond ent Age	21 – 30 years	10	8.1
	31 – 40 years	56	45.2
	41 – 50 years	34	27.4
	51 – 60 years	24	19.4
Respondent's Last Education	High School/Vocati onal School D1	17	13.7
		1	0.8
	D3	13	10.5
	S1/D4	60	48.4
	S2	33	26.6
Years of service	0 – 10 years	28	22.6
	11 – 20 years	55	44.4
	21 – 30 years	37	29.8
	> 30 years	4	3.2
Employment Status	civil servant	113	91.1
	PPNPN	11	8.9

Table Respondent Demographics

Source: Processed primary data, 2020

From the responses given by respondents, it can be seen that 91.1% have the status of civil servants with a dominant employee in the productive age between 31 to 40 years. From the data obtained, it can be described that BPS of Central Java Province is quite productive in making innovations with new ideas that are more up to date and modern, considering the dominance of the existing productive age. This also shows that BPS of Central Java Province is more open to existing changes and can adapt more quickly to policies related to HR management implemented by the Agency.

In addition, from the responses given by respondents, it can also be seen that most employees have a bachelor's degree with more than 10 years of experience. This shows that employees at BPS Central Java Province have mastered their fields of work and have the ability to quickly adapt to other fields of work if transferred, considering that at the Central Statistics Agency (BPS) all employees must be ready to be assigned to any field throughout Indonesia if needed for the progress of the Agency. With sufficient work experience and educational background, employees can generally learn and adapt more quickly to their fields of work with policies that continue to change following the times and continue to show good performance.

3.2 Descriptive Research Statistics

Descriptive statistics in a study according to Ghozali (2013) is a description or depiction of data seen from the average value (mean), standard deviation, maximum value and minimum value. In this study, a description of the research variables used such as GHRM, EEB, SSB, and HRP was obtained using the SPSS 25.0 program.

The tendency of respondents' answers given to research variables can be categorized based on the calculation of index values with the following scale range (Umar, 2012)

Respondents' Responses to EEB

No	Indicator	Mean	Standard deviation	Interpretation
1	Energy Saving Behavior	8.91	0.874	Tall
2	Water Saving Behavior	9.04	0.800	Tall
3	Behaviorreduce paper usage	8.46	0.974	Tall
4	Paper waste recycling behavior	7.94	1,015	Tall
5	Behavior that cares about environmental cleanliness	8.94	0.865	tall
	Average value	**8.75**		**Tall**

Source: processed primary data, 2020 (appendix 3-5)

The responses given by respondents to the EEB variable indicate that environmentally friendly behavior has begun to be carried out by employees at the Central Java BPS office in their daily behavior in their work environment. This can be seen from the average value given by respondents in the high category, namely 8.75. With the highest average value of 9.04 on the water-saving behavior indicator and the lowest average value of 8.46 on the paper waste recycling behavior indicator.

Environmentally friendly behavior that has begun to be carried out by looking at the high assessment given by respondents, of course, will have an impact on the condition of the workplace environment which is expected to be able to provide comfort so that it can bring up new ideas or innovative ideas for the progress of the Agency. Comfortable environmental conditions are also expected to be a support system for employees to continue to improve their performance.

Outlier Evaluation

Outlier evaluation is done to see the observation conditions of data that have unique characteristics that are very different from other observations and appear in extreme forms, both for a single variable or combination variables (Ghozali, 2009). Outlier detection is done to see univariate outliers and multivariate outliers. To see multivariate outliers, the value of the malahanobis distance is looked at.

If the multivariate outlier value is compared to the chi-square value, it means that there is a multivariate outlier problem (Ferdinand, 2000). From the research that has been done, the chi-square value is 263.958 and the largest value in the mahalanobis distance is 52.969. Therefore, it can be concluded that this study does not have a multivariate outlier problem (appendix 18-20). Thus, the hypothesis test can be continued.

Hypothesis Test Analysis

The next stage after all the goodness of fit criteria of the structural model are met is the analysis of the structural model relationship (hypothesis testing) as shown in Figure The analysis of the relationship shown in the figure can be seen in the resulting regression weights value (Haryono & Wardoyo, 2010).

Table
Regression Weights: (Group number 1 - Default model)

			Estimate	SE	CR	P	Label
EEB	<---	GHRM	,532	,087	6,110	***	par_17
HRP	<---	GHRM	,214	,101	2,113	,035	par_15
HRP	<---	SSB	,079	,081	,982	,326	par_16
HRP	<---	EEB	,499	,117	4,266	***	par_18
HRP	<---	Interaction	,001	,000	2,939	,003	par_20

S1	<---	SSB	1,000				
S2	<---	SSB	,810	,090	9,028	***	par_1
S3	<---	SSB	,813	,089	9,153	***	par_2
S4	<---	SSB	1,138	,118	9,635	***	par_3
G4	<---	GHRM	1,000				
G3	<---	GHRM	,923	,091	10,169	***	par_4
G2	<---	GHRM	,869	,087	9,979	***	par_5
G1	<---	GHRM	,920	,089	10,359	***	par_6
E6	<---	EEB	1,000				
E5	<---	EEB	,735	,118	6,243	***	par_7
E4	<---	EEB	,867	,150	5,774	***	par_8
E3	<---	EEB	,933	,161	5,784	***	par_9
E2	<---	EEB	,686	,114	6,023	***	par_10
E1	<---	EEB	,825	,126	6,544	***	par_11
H1	<---	HRP	1,000				
H2	<---	HRP	1,038	,080	12,985	***	par_12
H3	<---	HRP	1,089	,130	8,362	***	par_13
H4	<---	HRP	1,170	,162	7,232	***	par_14
Int	<---	Interaction	8,289				
Int	<---	e	21,221				

a. "Green" Human Resource Management (GHRM) has a positive impact on improving Human Resource Performance (H1)

Table shows that from the research results it is known that the CR value for the impact of GHRM on HR Performance is 2.113 ($p = 0.035 < 0.05$) then Ho is rejected and H1 is accepted, meaning that GHRM has a positive impact on improving HR Performance. Hypothesis H1, GHRM has a positive impact on improving HR Performance is accepted.

b. "Green" Human Resource Management (GHRM) has a positive impact on Environmentally Friendly Employee Behavior (H2)

Based on the calculation carried out using the SPSS AMOS 26.0 program, the CR value for the impact of GHRM on environmentally friendly employee behavior was 6.110 ($p = 0.000 \le 0.05$), so Ho was rejected and H2 was accepted, meaning that GHRM had a positive impact on environmentally friendly employee behavior. Hypothesis H2, GHRM has a positive impact on environmentally friendly employee behavior is accepted.

c. Environmentally Friendly Employee Behavior has a positive impact on improving Human Resource Performance (H3)

The calculation results shown in table 4.12 show that the CR value for the impact of environmentally friendly employee behavior on HR Performance is 4.266 ($p = 0.000 \le 0.05$) so Ho is rejected and H3 is accepted, meaning that environmentally friendly employee behavior has a positive impact on HR Performance. Hypothesis H3,

environmentally friendly employee behavior has a positive impact on HR Performance is accepted.

d. Supervisory Support Behavior moderates the relationship between GHRM and Human Resource Performance (H4)

From the calculations shown in table 4.18, the CR value for the impact of supervisory support behavior on HR performance is 2.939 (p = 0.003 ≤ 0.05) and the CR value for the correlation between GHRM and supervisory support is 4.099 (p = 0.000 ≤ 0.05) then Ho is rejected and H4 is accepted, meaning that supervisory support behavior moderates the relationship between GHRM and HR Performance. Hypothesis H4, supervisory support behavior moderates the relationship between GHRM and HR Performance is accepted.

The Influence of "Green" Human Resource Management (GHRM) on Improving Human Resource Performance

The implementation of GHRM has been proven to have a significant effect on improving HR performance, but the value is small. This means that GHRM which has been implemented at the Central Java Provincial BPS Office has an effect on improving employee performance at the agency. This is in accordance with several studies conducted by Ahmad (2015), Jabbar (2014) and Kim et al (2019) where they found that the implementation of GHRM in a company has a significant effect on employee performance, even though the resulting effect is very small.

The implementation of GHRM at the Central Java Provincial BPS office which began to be socialized 2 years ago has been able to make employees feel that it has an influence on improving their performance. However, the influence felt has not been too great, this shows that improvements are still needed in the system that builds GHRM at the Central Java Provincial BPS Office. The socialization of GHRM delivered through the direction of the leaders needs to provide a clear understanding of the goals to be achieved by building GHRM. The provision of facilities in the form of go green tumblers (drinking places) to reduce the use of plastic packaged drinks and the use of go green water dispensers (without electricity) in each room which is intended to support employee work activities is understood as a driver of improving employee performance.

The award for the cleanest, tidiest, most comfortable and most creative room in room arrangement which is currently only given once a year may need to be done more often as an effort to increase understanding of the importance of GHRM. Because a room that provides comfort for employees is expected to be able to help generate creative ideas and encourage employees to immediately complete their work with satisfactory results.

The Influence of "Green" Human Resource Management (GHRM) on Environmentally Friendly Employee Behavior

The implementation of GHRM at the Central Java Provincial BPS Office was able to change the behavior of its employees to be environmentally friendly. This means that the better the implementation of GHRM is followed by the better behavior of employees towards their work environment. Several previous studies that support this such as Pham et al (2018), Kim et al (2019) and Ahmad (2015) concluded that "green" management in companies is expected to be able to change the behavior patterns of employees who are increasingly concerned about their environment in the company, which will ultimately affect their behavior in everyday life, not only in the office.

According to the results of research conducted at the Central Java Provincial BPS office, the GHRM that was implemented has been able to change the behavior of its employees to be more environmentally conscious. This is a good result considering that behavioral changes have a tremendous impact on the surrounding environmental conditions. The installation of signboard plates in every work room, bathroom and even pantry has been quite successful as a reminder for employees to conserve water, save electricity and always throw garbage in its place. The creation of a socialization video about environmentally friendly behavior that was shown during the briefing by the leader also received positive appreciation from the employees. Training on how to use applications that are starting to be made to support work activities in the office has also reduced the amount of paper needed at the Central Java Provincial BPS Office.

Influence of Employee Behavior Environmentally Friendly to Human Resource Performance Improvement

The research conducted proves that environmentally friendly employee behavior affects human resource performance, meaning that the better the "green" behavior of employees towards their work environment, the better their performance will be. This is supported by previous research, such as Peterson (2004) who said that positive behavior from employees integrated into the company will result in a strong commitment in the employee to the values held by the company. Likewise, Kim (2019), Chaudhary (2019) and Norton et al (2015) who succeeded in proving that environmentally friendly employee behavior is a manifestation of individual behavior in a company that emphasizes an attitude of concern for the company's environment and has an impact on improving employee performance.

Based on research conducted at the Central Java Provincial BPS Office, it was found that changes in behavior that are more environmentally friendly have positively affected employee performance. Employee behavior that cares more about the surrounding environment in the workplace is able to create comfort and a healthy

work environment so that employees have the enthusiasm to complete work on time with results that are in accordance with expectations. In addition, a good environment will create harmonious relationships between employees so that cooperation in completing work can be established well.

The Influence of Supervisory Support Behavior in Moderating the Relationship between GHRM and Human Resource Performance

Supervisory support behavior is proven to moderate the relationship between GHRM and HR Performance, meaning that the success of implementing GHRM at the Central Java Provincial BPS Office in improving employee performance cannot be separated from the role of leaders which is manifested in the form of supervision so that it can be a control for the implementation of GHRM. This is supported by research conducted by Jia (2018) which states that supervisory support behavior carried out by leaders moderates the relationship between the implementation of GHRM in a company and its HR performance. In addition, other studies that also support this are studies conducted by Sighn (2019) and Elrehailet, et al (2018) which prove that the right leadership has great potential to improve employee performance.

The supervisory support behavior of the leaders at the Central Java Provincial BPS office was able to provide support to improve the performance of its employees with the implementation of GHRM. By providing motivation and supporting innovations carried out by subordinates related to the implementation of GHRM, it turned out to be able to encourage employees to work harder in completing their work on time with satisfactory results.

Direct and Indirect Influence

The implementation of GHRM in the Central Java Province BPS office has a direct effect on improving employee performance. This proves that the better the GHRM implementation system built in the agency, the better the performance of its employees.

In addition, the results of the study also prove that GHRM is able to influence the behavior of its employees to be more environmentally friendly and environmentally friendly behavior can improve their performance. So it can be said that environmentally friendly employee behavior mediates the relationship between the implementation of GHRM and employee performance. This can be interpreted that the better the system that builds GHRM is implemented in the Central Java Provincial BPS office, the more concerned the employee's behavior will be about their work environment and the more concerned the employee is in behaving, the better the performance they show. Thus, GHRM is proven to have a direct and indirect influence on improving employee performance.

4. Conclusion

The conclusions that can be drawn from the research conducted at the Central Java Provincial BPS Office regarding the implementation of Green Human Resource Management (GHRM) are as follows: 1. GHRM has an impact on improving employee performance, meaning that implementing policies related to GHRM has an impact on improving employee performance. 2. GHRM has an impact on changes in employee behavior to become more environmentally friendly, meaning that the better the management of GHRM implementation, the more it will have an impact on employee behavior, who will be more concerned about their work environment. 3. Environmentally friendly employee behavior influences increased employee performance, meaning that the more employees care about their work environment, the better employee performance at the Central Java Province BPS. 4. Supervisory support behavior moderates the success of GHRM implementation which has an impact on improving employee performance, meaning that the better the supervision carried out by the leadership will support the success of GHRM implementation which has an impact on improving employee performance at the Central Java Provincial BPS office. 5. Environmentally friendly employee behavior mediates the relationship between the implementation of GHRM and increased employee performance, meaning that in addition to GHRM being proven to have a direct influence on increasing employee performance, GHRM has been proven to have an indirect influence on increasing employee performance by changing employee behavior to become more concerned about their work environment, thus having an impact on increasing their performance.

5. References

Journals:

A.A. Anwar Prabu Mangkunegara. (2001), Manajemen sumber daya manusia perusahaan,

Bandung : Remaja Rosdakarya.

A.A. Anwar Prabu Mangkunegara. (2017), Manajemen sumber daya manusia perusahaan,

Bandung : Remaja Rosdakarya.

Ahmad, Shoeb.(2015).Green Human Resource Managemen: Policies and Practices. Cogent Business & Management, 2. http://dx.doi.org/10.1080/23311975.2015.1030817

Antarariau.com. June 03, 2016. http://www.antarariau.com/berita/73767/bps-sebut- kualitas-lingkungan-indonesia-nomor-107-di-dunia

Anshori, M.; Iswati, S. (2019). Metodologi Penelitian Kuantitatif: edisi 1. Surabaya: Airlangga University Press.

Arbuckle, James L. (1997). Amos 7.0 User's Guide. Chicago, IL: SPSS Inc. Arikunto, S. (2006). Metode Penelitian Kualitatif. Jakarta : Bumi Aksara.

Arikunto, S. (2013). Prosedur Penelitian: Suatu pendekatan Praktik. Jakarta: Rineka Cipta.

Ashforth, B.E & Mael, F. (1989). Social Identity Theory and The Organization. Academy of Management Review, 4, 20-39.

Avolio, B.J.; Waldman, D.A.; Yammarino, F. J.; (1991). Leading in the 1990s: The four is of transformational leadership. J. Eur. Ind Train. 15, 9-2.

Avolio, B.J. (2004). Multifactor Leadership Questionnaire: Manual Leader Form, Rater, and Scoring key for Mlq (Form 5x-short); Mind Garden, Inc.: Menlo Park, CA, USA.

Azwar, S. (1986). Validitas dan Reliabilitas. Jakarta: Rineka Cipta.

Bebbington, J. (2001). Sustainable development: A review of the international development, business and accounting literature. Accounting Forum, 25, 128–157. http://dx.doi.org/10.1111/accf.2001.25.issue-2

Beechinor, F. (2007). How to reduce your carbon footprint. People Management, 13, 46– 47.

Benz, M., & Frey, B. S. (2007). Corporate governance: What can we learn from public governance? Academy of Management Review, 32, 92–104. http://dx.doi.org/10.5465/AMR.2007.23463860

Berrone, P., & Gomez-Mejia, L. R. (2009). Environmental performance and executive compensation: An integrated agency-institutional perspective. Academy of Management Journal, 52, 103–126. http://dx.doi.org/10.5465/AMJ.2009.36461950

Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe,2006–2008). Journal of Sustainable Tourism, 19, 797–816. http://dx.doi.org/10.1080/09669582.2010.549566

Boiral, O. (2002). Tacit knowledge and environmental management. Long Range Planning, 35, 291–317. http://dx.doi.org/10.1016/S0024-6301(02)00047-X

Borzykowski, B. (2013). How one company went completely paperless. Retrieved 12 January, 2014 from http://www. theglobeandmail.com/tecjnology/tech-news

Boselie, P., Paauwe, J., & Jansen, P. G. W. (2001). Human resource management and performance: Lessons from the Netherlands. The International Journal of Human Resource Management, 12, 1107–1125. http://dx.doi.org/10.1080/09585190110068331

Browne, M. W. & Cudeck, R. (1993), Alternative ways of assessing model fit. In Bollen,

K.A. & Long, J. S. [Eds.]. Testing Structural Equation Models. Newbury Park, CA: Sage, 136-162.

Casler, A., Gundlach, M. J., Persons, B., & Zivnuska, S. (2010). Sierra Nevada Brewing Company's thirty-year journey toward sustainability. People & Strategy, 33, 44–51.

Chaudary, Richa. (2019). Green Human Resource Management and Employeee Green Behavior: An Empiris Analysis. Wiley: Research Article

Cherian, J., & Jacob, J. (2012). A study of Green HR practices and its effective implementation in the organization: A review. International Journal of Business and Management, 7, 25–33.

Christmann, P., & Taylor, G. (2002). Globalization and the environment: Strategies for international voluntary environmental initiatives. Academy of Management Executive, 16, 121–135. http://dx.doi.org/10.5465/AME.2002.8540373

Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. Business Ethics: A European Review, 16, 19–33. http://dx.doi.org/10.1111/beer.2007.16.issue-1

Daily, B., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. International Journal of Operations & Production Management, 21, 1539–1552.

Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). Conceptual model for organizational citizenship behavior directed toward the environment. Business & Society, 48, 243–256.

Daily, B. F., Bishop, J., & Steiner, R. (2007). The mediating role of EMS teamwork as it pertains to HR factors and perceived environmental performance. Journal of Applied Business Research, 23, 95–109.

Daily, B.F., Huang, s., (2001). Achieving Sustainabillity Through Attention to Human Resource Factors in Environmental management. International Journal of Operations & Production Management. 21, 1539-1552.

http://dx.doi.org/10.1108/01443570110410892

Davies, G. & Smith, H. (2007). Natural resources. People Management, 26–31. Retrieved from http://www.cipd.co.uk/pm/peoplemanagement/b/weblog/ archive/2013/01/29/naturalresources-2007-03.aspx

Denis, D. J., Hanouna, P., & Sarin, A. (2006). Is there a dark side to incentive compensation? Journal of Corporate Finance, 12, 467–488. http://dx.doi.org/10.1016/j.jcorpfin.2005.08.006

Dutta, S. (2012). Greening people: A strategic dimension. ZENITH: International Journal of Business Economics & Management Research, 2, 143–148.

Elrehailet, H.; Alsaad, A.; Alzghoul, A. The impact of transformational and authentic leadership on innovation in higher education: The contingent role of knowledge sharing. (2018). Telematics and Informatic, 35(1), 55-67.

https://doi.org/10.1016/j.tele.2017.09.018

Epstein, M., & Roy, M. (1997). Using ISO 14000 for improved organizational learning and environmental management. Environmental Quality Management, 7, 21–30. http://dx.doi.org/10.1002/(ISSN)1520-6483

ESDM.2011.Kementrian Energi dan Sumber Daya Mineral Republik Indonesia, Pemborosan Energi 80   Persen Faktor Manusia.   2011.

http://www2.esdm.go.id/berita/listrik/39-listrik/4448-pemborosan-energi-80

Ferdinand. (2002). Metode Penelitian Manajemen: Pedoman penelitian untuk Skripsi, Tesis, dan Disertasi Ilmu Manajemen. Semarang: Badan Penerbit Universitas Diponegoro.

Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: A review of the literature. The International Journal of Human Resource Management, 14, 634–656. http://dx.doi.org/10.1080/0958519032000057628

Florida, R., & Davison, D. (2001). Gaining from Green Management: Environmental management systems inside and outside the factory. California Management Review, 43, 64–84. http://dx.doi.org/10.2307/41166089

Forman, M., & Jorgensen, S. (2001). The social shaping of participation of employees in environmental work within enterprises—Experiences from a Danish context. Technology Analysis & Strategic Management, 13, 71–90.

Ghozali, I. (2005). Aplikasi Analisis Multivariete dengan Program SPSS. Semarang: Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2008). Structural Equation Modelling, Metode Alternatif dengan Partial Least Square (PLS). Semarang: Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2009). Aplikasi Analisis Multivariete dengan Program SPSS. Semarang: Badan Penerbit Universitas Diponegoro.