

THE IMPACT OF GREEN HUMAN RESOURCE PRACTICES ON ENVIRONMENTAL PERFORMANCE

Sakharina I.K., Kadarudin, Patittingi F., Hasrul M., Latif B., Palutturi S.*

Abstract: Currently, the sustainable environment has become the foremost issue for the organizations and also attain the intentions of recent studies. Thus, the main objective of the current study is to investigate the impact of green HR practices on the sustainable environmental performance. In addition to that the study has also examined the mediating role of stakeholder pressure in the relationship between the green HR practices and sustainable environmental performance. The questionnaire was distributed among the manufacturing firm in Indonesia. PLS-SEM is employed for the data analysis. The results indicate that green training enhances the worker's capability to identify the problems regarding the environment, to have a vast range of knowledge regarding difficult problems faced by the environment and an efficient understanding that how the environment influenced through their job practices. The companies who are working with the target to attain the outstanding environmental performance are projected to appoint workers having higher environmental sensitivity and competencies. The current research will be helpful for policymakers, students and researchers in understanding the issues related green HRM, and sustainable environment performance in Indonesia.

Keywords: green HR, sustainable environment, stakeholders

DOI: 10.17512/pjms.2020.22.2.31

Article history:

Received August 15, 2020; Revised October 23, 2020; Accepted November 9, 2020

Introduction

In this current situation, environmental sustainability is an important concern and it plays a significant role in practicing managers, public opinion, and policy-makers (Sharma, 2020). The awareness regarding the environment tends to move towards public work and governing organizations enhance the amount of environmental law

***Iin Karita Sakharina** Assoc. Prof. , **Farida Patittingi**, Prof. **Muh Hasrul**, Assoc Prof. Law Faculty, Universitas Hasanuddin, Indonesia; **Kadarudin**, College of Law, National University of Kaohsiung, Taiwan ROC; **Birkah Latif**, Lecturer, Law Faculty, Universitas Hasanuddin, Indonesia; **Sukri Palutturi**, Prof., Public Health Faculty, Universitas Hasanuddin, Indonesia

✉ corresponding author: sukritanatoa72@gmail.com;

and encourage the companies to capitalize on the environmental management systems which lessen the risk regarding environmental calamities and enhance the firm's repute (Van, Nguyen, & Nguyen, 2019).

In the same way, buyers are showing much more concern regarding the firm's environmental activities, hence it affects their loyalty and likings (Ozdemir, Zhang, & Gupta, 2020; Tang, Walsh, & Lerner, 2018). Mostly the CEOs of the organizations take environmental sustainability as a significant concern and is their priority and this subject is always an important part of their strategy. Similarly, the research work regarding environmental management has been a significant topic of interest and discussion for the management, it supports to further increase the existing available research work and related information.

The current research work targeted the performance of activities by the human resource management (HRM) - which is projected as "people tend to move towards desired ends and work management"- targeted at emerging company environmental performance (it is also known as green HRM), in case of empirical encouragement regarding the perception particularly about green HRM activities that are positively linked with the environmental performance (Roscoe, Subramanian, & Jabbour, 2019). However, there have been extensive doubts about the role of green HRM while still there are no answers to the consumer pressure, during the attainment of environmental sustainability and policy-makers (Roscoe et al., 2019; Yong, Yusliza, & Ramayah, 2020). According to this perception, this research work targeted to fill the two particular flaws that are (1) in the pressure-performance association the prominent mediating role that is played by the particular activities of green HRM and, (2) the stakeholder pressure on environmental problems that leads organizations towards operations of green HRM activities. Contrary to this, currently, some developments have influenced HRM to develop the link among HRM activities and organizational performance in a hypothesized way such as severely affecting the perception of socio-political perception according to which the HRM activities are set in (Napathorn, 2018). In this regard, the researchers adopt this perception that green HRM established as per management activities which are completely planned in a market, political and social perception and according to these perception large number of stakeholders requires to firms for particular privileges, and at the level of firms, the reliability among green HRM and the perception resulted in inefficient performance.

Furthermore, the researchers claimed that the firms use green HRM to answer the pressure on environmental issues by the stakeholder, and it supports the emerging company environmental performance. This theory is in order with the specific development of current empirical and theoretical influences which widen the

perception of HRM study, further effecting the firm's limitations to search about external pressures that develop the company's HRM system.

Particularly in the context of green HRM, Yong et al. (2020) claimed about the empirical HRM research work to recognize the association among HRM activities and stakeholder pressures. In this research work, the researcher responds to these demand to occupy the stakeholder theory to examine the influence of two significant causes of pressures by the external stakeholder on the execution of green HRM activities: the customer pressure, which points out a company to follow the environmental development for the sake of market; and governing stakeholder pressure which point out a company to follow the environmental development for the sake of institution (Joensuu, Mäkelä, & Onkila, 2018).

Literature review

In this research work, the researchers targeted stakeholders which are of two particular kinds who play an important role while addressing the environmental issues. The researchers claimed that the pressure from customers on environmental problems tends to move the company to enhance the environmental performance for two various reasons (Joensuu et al., 2018; Van et al., 2019).

In the condition of customer pressure, for market reasons there is an improvement in environmental performance; the firm improves its environmental performance for the sake of satisfaction of customer's expectations regarding the environment and however, it enhances the financial and market-related performance. However, the link among various performance dimensions and environmental performance was already discussed in earlier theoretical literature. In previous years, customer expectations were transformed such as fair price, flexible delivery, not just good quality of services and products, but also environmental behavior of sustainability (Tang et al., 2018).

With time the buyers are very well aware of the company's influence on pollution emission and consumption of natural resources (Ozdemir et al., 2020). Especially in developed countries, the customers are very well aware of the company's environmental performance and they considered the company's unsustainable and sustainable behaviors. The consumer's perception of the company influences through it. For the customer's satisfaction, to retain, and to attract them the companies face numerous numbers of complications to report the environmental issues (Skarmeas, Zeriti, & Argouslidis, 2019). Hence, customer's expectations regarding the environment might create pressure on companies to enhances their environmental performance (Chen, Lin, & Lin, 2020).

Environmental performance and Green HRM activities as per expectation at the start of research to participate in the advancement of theory, the researchers are keen to know how environmental performance improves due to the stakeholder pressures. Mostly scholars recommend that searching about the performance of internal assets and especially employee-related issues and human resources during the emerging company's environmental performance (Famiyeh, Adaku, & Gyampah, 2018).

Meanwhile, in the mid-'90s, HRM was referred to as an important variable that supports environmental performance enhancement (Ullah, 2017). Currently, a review presented by the researcher Roscoe et al. (2019) developed a perception that firm environmental performance is positively associated with HRM activities. Especially, green training and involvement (such as engaging employees in green behavior, skills and developing environmental competencies), green hiring (such as the hiring of workers with particular environmental competences and along with general sensitivity towards the environment), and green performance compensation and management (such as assessing the performance of worker through rewarding those behaviors and considering green behaviors) have been linked with outstanding performance regarding the environment. One of the component green hiring regarding which research work claimed that the growth in the firm's environmental performance needs to hire more workers in the firm as it is more sensitive to the subject and as a result, they are more eager to involve in the practices which are related to the environment.

The companies who are working with the target to attain the outstanding environmental performance are projected to appoint workers having higher environmental sensitivity and competencies. For instance, certified firms who have environmental certification are generally hired employees who are determined with environmental motivation and environmental knowledge. In the same way, the researchers claimed that the workers who have particular environmental experiences associated with the firm's significant corporate and thoughtful regarding environmental difficulties are more capable to enhance environmental performance.

Additionally, in green hiring, the firm operates with traditional involvement practices and green training focused on existing workers. Especially, the practitioners and scholars have targeted their maximum consideration on involvement (for example bi-directional communication flows) and green training (for example induction, training, and awareness campaigns) (Roscoe et al., 2019). Among green HRM practices, green training is considered as the maximum implemented practice (Chartered Institute of Personnel and Development [CIPD], 2013). In the same way, numerous scholars recommended that an increase in skills and employee environmental knowledge support significantly in environmental performance enhancement.

Green training enhances the worker's capability to identify the problems regarding the environment, to have a vast range of knowledge regarding difficult problems faced by the environment and an efficient understanding that how the environment influenced through their job practices (Roscoe et al., 2019). Acknowledgment for the green training because it supports the workers' skills to recognize the environmental issues, taking decisions accordingly, and react appropriately through their activities for environmental performance enhancement.

The companies develop an integrated relationship between green involvement practices and green training practices for the perception in which the workers perform according to the green behaviors. For instance, the involvement i.e. bi-directional communication flows to permit the administration to introduce the latest environmental values in the firm and it has a positive influence on the appropriate action recognition. Green involvement practices offer the opportunity to workers to practice their skills and green knowledge and hence, the organization's environmental performance enhances. The third practice regarding green HRM is compensation and green performance management which give the impression to be an emerging activity in firms. For Instance, the CIPD currently claimed that 21 % of the HR managers conducted a survey such as sustainability targets as a component of worker's performance investigation. Compensation practices and green performance management direct the workers to support their behavior with the environmental aims of the firm.

Such as the environmental targets as a component of employee performance management is an efficient method to specify the worker's commitment to the firm's towards sustainability (Roscoe et al., 2019). In addition to this, integrating environmental practice in performance evaluation offers the detailed data to workers regarding their role in the success of the company's environmental performance, it enhances the implementation of green behaviors between enhances employees 'sense of efficacy and extrinsically motivated individuals it supports to enhance the worker's willingness to suggest the eco-initiatives (Guerci, Longoni, & Luzzini, 2016). Moreover, pay off worker's environmental support has been resulted to enhance environmental performance. For the reason that there are clear empirical proves and efficient theoretical reasons for organizations to follow environmental sustainability, in various management sub-fields this subject has a significant impact, especially the Academy of Management annual conference in 2009 was entitled 'Green Management Matters'.

It plays an important role in general management disciplines, it represents the stakeholder theory, it discovered that the influence on the implementation of specific environmental management systems inside the organization by the stakeholder

pressures and however, influence on the environmental performance. For instance, the research study SCM currently discovered the influence on the implementation of green SCM practices by the stakeholder pressures and the impact on the adoption of green SCM practices by the regulatory stakeholder pressures and the role of the customer (Shi, Baldwin, & Koh, 2018).

In the same way, the empirical proof has been offered after considering the association among the implementation of green logistics practices and stakeholder pressures (Zaid, Jaaron, & Bon, 2018). Hypothetically the association among stakeholder pressures on environmental performance and environmental issues, it is claimed that the efficient reaction upon green-related stakeholder pressures permit the firm to grow their external and internal assets to enhance the environmental performance. Especially, it is claimed that the firm which reacts efficiently towards its stakeholders is assumed to grow extendedly their environmental-related processes (it is considered as their internal assets) and to enhance the approach of external links along with the information and competencies allocation on environmental-related problems (Yu, Ramanathan, & Nath, 2017).

It is unexpected due to the reason of stakeholder theory- even significant research work by the scholars' Saha, Chatterjee, and Gregar (2016) on the Harvard HRM model- it plays an important role for a clear understanding as a key theory which explains that why organizations implement and operate particular HRM activities (Calza, Cannavale, & Tutore, 2016; Hyatt & Berente, 2017). In this regard, the research work of HRM proves that stakeholder theory is understandable, For instance, in managing to downsize, managing change through HRM activities, and in developing strategic human resource development systems.

Especially, HRM research work literature offers three significant purposes for the implementation of stakeholder perception, which are motivated through the beliefs of stakeholder theory. Managerial one is the first reason which is associated with the influential beliefs of stakeholder theory, which is stated as, for instance, by Yong et al. (2020) the values that impact the administrative needs joining all significant stakeholders is exactly for organizing human resources as for various other management responsibilities. Human resource management activities could not be only generating to fulfill the worker's requirements. It is also not created for the reference of results for the bottom line. Firms which are very efficient in handling people to generate HRM systems that fulfill the requirement of all significant stakeholders.

The approach of various-stakeholder plays an important role to fulfill the need for the growth of the HR function's credibility (Tillou, 2018). The second reason- which is associated with the ethical value of the theory depends upon the perception in HRM

the stakeholder approach which would influence the context of distributive justice and procedural, and it would avoid the different kinds of inequality such as manipulation, subordination, and conflict. The concluding reason for integrating into HRM stakeholder orientation which depends upon the theory's descriptive beliefs- it is an analytical one. To as it constantly enhances the world description, the researchers stressed that the limitations of the HR beliefs must not be restricted to some particular performers.

Additionally, these are the perception of an intentionally focused HRM system, few firms are even operating HRM systems with particular targets to enhance customer service (Chao & Shih, 2018). Consequently, the researchers assume that an organization identifies the customer pressure for the sustainability of the environment which is further which is the adoption of green HRM activities, and these activities positively affect the performance regarding the environment. Here we discussed three particular HRM activities (such as compensation, green performance management, green training and involvement, and green hiring), the researchers developed the following pair of hypotheses:

HP1: Green hiring is in positive and significant relationship with the customer pressure on the environment related issues.

HP2: Green training is in positive and significant relationship with the customer pressure on the environment related issues.

HP3: Compensation and green performance management is in positive and significant relationship with the customer pressure on the environment related issues.

HP4: Customer pressure on the environment related issues is in positive and significant relationship with the environmental pressure.

HP 5: Customer pressure mediates the relationship between the green hiring and environmental pressure.

HP 6: Customer pressure mediates the relationship between the green training and environmental pressure.

HP 7: Customer pressure mediates the relationship between the compensation and green performance management and environmental pressure.

Materials and methods

A self-administered questionnaire is developed in this study to collect data from the targeted respondents, followed by the adoption of statistical tools and procedures for carrying out data analysis. Both statistical and inferential statistics were calculated for this study. Descriptive statistics, i.e. percentages and frequency distribution present demographic and other characteristics of the respondents. For inferential statistics, the

Partial Least Square Structural Equation Modeling (PLS-SEM) was chosen. Therefore, the hypotheses for this study were tested and analyzed through the PLS-SEM. Generally, the PLS-SEM is employed for analyzing multiple and complex relationships among latent and observed variables (Hair, Hult, & Ringle, 2016; Ong & Puteh, 2017). Hair, Matthews, Matthews, and Sarstedt (2017) suggest that the most suitable technique for model formulation, predicting outcomes and theory testing is PLS-SEM. Therefore, in comparison to other techniques, PLS-SEM is the relatively superior, powerful and a flexible technique for data analysis. For maximum survey response rate, significant efforts were made by the researchers. All the employees of manufacturing companies that are currently working in human resource department are the respondents and selected on the basis of simple random sampling. Resultantly, from a total of 315 questionnaires that were distributed to the respondents during the month of January 2020, 265 were received back. Furthermore, 13 questionnaires were also discarded during the data sorting process, as few questionnaires were not filled properly by the respondents. Thus, 80% response rate was obtained from the survey process.

The scale to measure the degree of stakeholder pressures depends upon the research work by Kazancoglu, Sagnak, and Kayikci (2020). The scale used to estimate the green HRM activities is taken from Roscoe et al. (2019). Especially, the researcher interrogates from the HR respondents to limit the particular adopted activities by green HRM associated with green training and involvement, green hiring, compensation on a seven-point scale (1 not implemented; 7 fully implemented), green performance management.. By using the Kinder, Lydenberg, and Domini (KLD) strength parameters to estimate the improvement in the environmental performance (Akram, Abrar, & Raza, 2019). As a result, the researcher claimed the governing industry and industry size. Mostly the organizations recommended having higher implementation rates for the environmental activities (Longoni, Luzzini, & Guerci, 2018).

Results

There are two stages in PLS-SEM analysis, the first is the measurement or outer model assessment, and the second is the structural or inner model assessment. The outer model focuses on determining the relationship between the exogenous latent constructs and their indicators, while the inner model specifies the relationship among the endogenous and exogenous latent variables involved in the model (Henseler, Hubona, & Ray, 2016). Therefore, Smart PLS 3 is employed for estimating these models as this software performs well in assessing the structural and measurement models and the significance of the model (Ringle, Sarstedt, & Mitchell, 2018). For this research, we

estimated the outer model in the first step by determining a few key criteria, which involves convergent and discriminant validities, construct and item reliability, and internal consistency reliability (Hair, Sarstedt, & Ringle, 2019; Henseler, Ringle, & Sarstedt, 2015; Nuseir, Basheer, & Aljumah, 2020). All these criteria are discussed below in detail.

Primarily, outer loadings for each construct were measured for item reliability, which is expected to lie within 0.40-0.70, to be acceptable (Asada, Basheerb, & Irfanc, 2020; Hair et al., 2019), however, if outer loadings exceed 0.70, then it is considered to be more suitable (Henseler et al., 2016). Moreover, the 0.81-1.00 range for item loadings indicates that loadings are very strong (Basheer, Hafeez, Hassan, & Haroon, 2018; Hair et al., 2019). According to Henseler et al. (2016), item loadings are moderate if the values fall within 0.50-0.80. However, above 0.70 item loadings are considered as necessary.

Table 1. Outer loading

	CNPR	ENVRPR	GPMC	GRM	GRTNI
CNPR1	0.906				
CNPR2	0.900				
CNPR3	0.869				
CNPR4	0.885				
CNPR5	0.822				
CNPR6	0.873				
CNPR7	0.844				
CNPR9	0.893				
ENVRPR1		0.885			
ENVRPR2		0.912			
ENVRPR4		0.892			
ENVRPR5		0.867			
ENVRPR6		0.813			
ENVRPR7		0.898			
ENVRPR8		0.903			
ENVRPR9		0.843			
GPMC1			0.880		
GPMC2			0.833		

GPMC3			0.904		
GPMC4			0.911		
GPMC5			0.865		
GRM1				0.886	
GRM2				0.896	
GRM3				0.898	
GRM4				0.885	
GRM5				0.915	
GRM6				0.883	
GRTNI1					0.918
GRTNI2					0.870
GRTNI3					0.931
GRTNI4					0.906
GRTNI5					0.927

Based on the Cronbach alpha coefficient's assumption that each item has equal contribution towards their respective constructs, and this measure does not take into account the individual item loadings, has made it a widely used and accepted measure by the researchers to check construct validity. However, this measure still has a limitation, i.e. argue that it does not provide accurate construct reliability, i.e. it overestimates or underestimates the construct reliability. Thus, unreliable and accurate internal consistency reliability can be achieved through composite reliability coefficient (Hair et al., 2016; Henseler et al., 2016).

Table 2. Reliability

	Cronbach's Alpha	rho_A	CR	(AVE)
CNPR	0.956	0.957	0.963	0.765
ENVRPR	0.957	0.959	0.964	0.769
GPMC	0.926	0.930	0.944	0.773
GRM	0.950	0.951	0.960	0.799
GRTNI	0.948	0.951	0.960	0.829

In view of Henseler et al. (2016) and Hair et al. (2017), composite reliability measure takes account of any changes in outer loadings of each indicator. Therefore, average variance extracted (AVE) and outer loadings were calculated to determine each

construct's convergent validity, where AVE gives the mean value of the square loadings for each indicator.

After measuring the convergent validity, the discriminant validity was measured, which explains that to what extent a particular measure of a construct is unique in nature than the other measures in empirical terms (Basheer, Siam, Awn, & Hassan, 2019; Naala, Nordin, & Omar, 2017). In a study, if a discriminant validity is established, it means that a particular construct is unique as it does not measure phenomena outside its specified boundaries (Hair et al., 2016; Hameed, Nawaz, Basheer, & Waseem, 2019). Cross loadings and Fornell-Larcker criterion are the commonly applied research methods for assessing the construct's discriminant validity. However, the AVE analysis is employed in this study to observe whether the AVE's square values for each construct exceed the correlation values for any two latent constructs. Since, an adequate level of discriminant validity is achieved in this research which resulted in the completion of measurement model estimation.

Table 3. Validity

	CNPR	ENVRPR	GPMC	GRM	GRTNI
CNPR	0.875				
ENVRPR	0.735	0.877			
GPMC	0.715	0.744	0.879		
GRM	0.697	0.691	0.820	0.894	
GRTNI	0.667	0.698	0.815	0.891	0.811

By analyzing a potential linkage between endogenous and exogenous latent constructs in this study, the inner model will be determined. Inner model observes the linkage among constructs, and the predictive ability of the model (Hair et al., 2016; Hameed, Waseem, & Dahri, 2020). In addition, it also performs the path-coefficient analysis in order to test whether the hypothesized relationship exists among endogenous and exogenous latent constructs involved in the model. Therefore, 5000 samples were chosen for the 361 cases to test the significance of relationships and relationships among path-coefficients. From the procedure, the standard errors, t-statistics, beta coefficients, and path-coefficients' significance are obtained for testing the proposed hypotheses (Hair et al., 2016; Hair et al., 2017; Henseler et al., 2016).

Table 4. Direct relationships

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CNPR -> ENVRPR	0.935	0.936	0.012	80.751	0.000
GPMC -> CNPR	0.485	0.484	0.150	3.246	0.001
GPMC -> ENVRPR	0.454	0.453	0.141	3.213	0.001
GRM -> CNPR	0.275	0.268	0.112	2.460	0.007
GRM -> ENVRPR	0.257	0.250	0.104	2.475	0.007
GRTNI -> CNPR	-0.022	-0.011	0.116	0.192	0.424
GRTNI -> ENVRPR	0.221	0.211	0.108	2.292	0.001

Table 5. Mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
GPMC -> CNPR -> ENVRPR	0.454	0.453	0.141	3.213	0.001
GRM -> CNPR -> ENVRPR	0.257	0.250	0.104	2.475	0.007
GRTNI -> CNPR -> ENVRPR	-0.021	-0.011	0.108	0.192	0.424

Result discussions

The recognition of the association among green HRM practices and stakeholder pressure and influence of stakeholder pressure and green HRM practices on performance, the significant participation of this research work associates with the moderator role of green HRM activities on the association among stakeholder performance and pressures. This could be similar with the outcomes of the Kim, Kim, Choi, and Phetvaroon (2019) who also exposed that green HRM positively influenced the sustainable environment of the country. The researcher stated the proves that

activities of green HRM are the instrument by which the complete pressure by stakeholder impacts environmental performance.

On the other hand, the researcher claimed two practices regarding green HRM (such as green performance compensation and management; green involvement and training) it permits the firms to acknowledge the customer pressure through enhancement of environmental performance successfully and this findings are similar to the outcomes of the recent study by Singh, Del Giudice, Chierici, and Graziano (2020) who also concluded that the practices of green HRM could improve the sustainable environment of the country. Consequently, the researchers claimed that the pair of activities regarding green HRM is referred in this research which is not capable that an organization efficiently cope with governing pressure by stakeholder for the enhancement of performance regarding the environment. According to the expectation, the pressure by the regulatory authority is associated not only with the green HRM but also with the extended pair of systems regarding environmental management across various integrated functions for example SCM and operations.

Conclusion

The researchers discover a significant impact on environmental performance by the consumer pressure and green HRM. This is realistic and dependable as per the earlier research literature regarding this discussed subject, referring that environmental compliance has been stressed for long-term manufacturing (it provides the influence on the ecosystem by the manufacturing processes), on the other hand, currently, service of organizations only upcoming with this research topic. Additionally, however, the organizations from the manufacturing industry are considered as a high source of pollution, there is a lot of analyses by the various academic institutions, customers, and social groups. As a result, the organizations from the manufacturing industry are way more experienced in dealing with various problems regarding the environment, and however, it is estimated to attain efficient outcomes. (Calza et al., 2016; Hyatt & Berente, 2017). The limitation of the current study is that the n information recognized through this research affects the significant role of green HRM activities performance in emerging environmental performance. The flaws and their significant role are largely recognized by current research work literature. For instance, Roscoe et al. (2019) claimed that most widely research work regarding green HRM targeted the influence on the environmental performance of particular HRM activities; as a result, the researchers open for research work at the same time that reflect the different impacts on the environmental performance of various HRM activities. This research work recommended that how various stakeholder pressures tend to move towards the

adoption of various environmental activities for enhancing environmental performance at a variant amount. These studies play an important role to acknowledge how stakeholder pressures represent at the functional level and what are its findings. According to the researcher's efficient data information, an empirical examination regarding the association among the adoption of green HRM activities and stakeholder pressures which is not there yet.

References

- Akram, F., Abrar, M. and Raza, S., (2019). A Role a Corporate Governance and Firm's Environmental Performance: A Moderating Role of Institutional Regulations. *International Journal of Management Studies*, 25(2), 19-37.
- Asada, A., Basheerb, M. F. and Irfanc, M., (2020). Open-Innovation and Knowledge Management in Small and Medium-Sized Enterprises (SMEs): The role of External Knowledge and Internal Innovation. *Revista Argentina de Clínica Psicológica*, 29(4), 80-90.
- Basheer, Hafeez, M. H., Hassan, S. G. and Haroon, U., (2018). Exploring the Role of TQM and Supply Chain Practices for Firm Supply Performance in the Presence of Organizational Learning Capabilities: A Case of Textile Firms in Pakistan. *Paradigms*, 12(2), 172-178.
- Basheer, Siam, M., Awn, A. and Hassan, S., (2019). Exploring the role of TQM and supply chain practices for firm supply performance in the presence of information technology capabilities and supply chain technology adoption: A case of textile firms in Pakistan. *Uncertain Supply Chain Management*, 7(2), 275-288.
- Calza, F., Cannavale, C. and Tutore, I., (2016). The important effects of national culture on the environmental proactivity of firms. *Journal of Management Development*, 35(8), 1011-1030.
- Chao, M., Shih, C.-T., (2018). Customer service-focused HRM systems and firm performance: evidence from the service industry in Taiwan. *The International Journal of Human Resource Management*, 29(19), 2804-2826.
- Chen, Y. S., Lin, S. H. and Lin, C. Y., (2020). Improving green product development performance from green vision and organizational culture perspectives. *Corporate Social Responsibility and Environmental Management*, 27(1), 222-231.
- Famiyeh, S., Adaku, E. and Gyampah, K., (2018). Environmental management practices, operational competitiveness and environmental performance. *Journal of Manufacturing Technology Management*, 29(3), 588-607.
- Guerci, M., Longoni, A. and Luzzini, D., (2016). Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289.
- Hair, Hult, G. T. M., & Ringle, C., (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage publications.
- Hair, Matthews, L. M., Matthews, R. L. and Sarstedt, M., (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123.

- Hameed, Nawaz, M., Basheer, M. F. and Waseem, M., (2019). The Effect of Amanah Ikhtiar Malaysia (AIM) on Microenterprise Success in Sabah State Malaysia. *Dialogue (1819-6462)*, 14(2), 223-238.
- Hameed, Waseem, M. and Dahri, A. S., (2020). Effect of enterprise risk management system and implementation problem on financial performance: An empirical evidence from Malaysian listed firms. *Abasyn University Journal of Social Sciences*, 13(1), 1-12.
- Henseler, J., Hubona, G. and Ray, P. A., (2016). Using PLS path modeling in new technology research: updated guidelines. *Industrial Management & Data Systems*.
- Henseler, J., Ringle, C. M. and Sarstedt, M., (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Hyatt, D. G., Berente, N., (2017). Substantive or symbolic environmental strategies? Effects of external and internal normative stakeholder pressures. *Business Strategy and the Environment*, 26(8), 1212-1234.
- Joensuu, K., Mäkelä, M. and Onkila, T., (2018). Contradictory stakeholder expectations for sustainability reporting—a social contract theory approach *Social Innovation and Sustainable Entrepreneurship*: Edward Elgar Publishing.
- Kazancoglu, Y., Sagnak, M. and Kayikci, Y., (2020). Operational excellence in a green supply chain for environmental management: A case study. *Business Strategy and the Environment*, 29(3), 1532-1547.
- Kim, Y. J., Kim, W. G., Choi, H.-M. and Phetvaroon, K., (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International journal of hospitality management*, 76, 83-93.
- Longoni, A., Luzzini, D. and Guerci, M., (2018). Deploying environmental management across functions: the relationship between green human resource management and green supply chain management. *Journal of Business Ethics*, 151(4), 1081-1095.
- Naala, M., Nordin, N. and Omar, W., (2017). Innovation capability and firm performance relationship: A study of pls-structural equation modeling (Pls-Sem). *International Journal of Organization & Business Excellence*, 2(1), 39-50.
- Napathorn, C., (2018). Contextual influences on HRM practices in social enterprises: the case of Thailand. *International Journal of Emerging Markets*, 13(6), 1969-2000.
- Nuseir, M. T., Basheer, M. F. and Aljumah, A., (2020). Antecedents of entrepreneurial intentions in smart city of Neom Saudi Arabia: Does the entrepreneurial education on artificial intelligence matter? *Cogent Business & Management*, 7(1), 18-41.
- Ong, M. H. A. and Puteh, F., (2017). Quantitative Data Analysis: Choosing Between SPSS, PLS, and AMOS in Social Science Research. *International Interdisciplinary Journal of Scientific Research*, 3(1), 14-25.
- Ozdemir, S., Zhang, S. and Gupta, S., (2020). The effects of trust and peer influence on corporate brand—Consumer relationships and consumer loyalty. *Journal of Business Research*, 117, 791-805.

- Ringle, Sarstedt, M. and Mitchell, R., (2018). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, 14, 1-27.
- Roscoe, S., Subramanian, N. and Jabbour, C. J., (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749.
- Saha, N., Chatterjee, B. and Gregar, A., (2016). The impact of SHRM on sustainable organizational learning and performance development. *International Journal of Organizational Leadership*, 5, 63-75.
- Sharma, A., (2020). Sustainability research in business-to-business markets: An agenda for inquiry. *Industrial Marketing Management*, 88, 323-329.
- Shi, G. V., Baldwin, J. and Koh, S. L., (2018). Fragmented institutional fields and their impact on manufacturing environmental practices. *International Journal of Production Research*, 56(2), 431-446.
- Singh, S. K., Del Giudice, M., Chierici, R. and Graziano, D., (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119-122.
- Skarmeas, D., Zeriti, A. and Argouslidis, P., (2019). Importer and exporter capabilities, governance mechanisms, and environmental factors determining customer-perceived relationship value. *Industrial Marketing Management*, 78, 158-168.
- Tang, M., Walsh, G. and Lerner, D., (2018). Green innovation, managerial concern and firm performance: An empirical study. *Business Strategy and the Environment*, 27(1), 39-51.
- Tillou, C., (2018). An analysis of the role of HR professionals in consultant retention. *Management Avenir*(5), 91-112.
- Ullah, M., (2017). Integrating environmental sustainability into human resource management: A comprehensive review on green human resource management. *Maghreb Review of Economic and Management*, 423(4167), 1-17.
- Van, Q., Nguyen, T. and Nguyen, M. H., (2019). Sustainable development and environmental policy: The engagement of stakeholders in green products in Vietnam. *Business Strategy and the Environment*, 28(5), 675-687.
- Yong, J. Y., Yusliza, M. Y. and Ramayah, T., (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yu, W., Ramanathan, R. and Nath, P., (2017). Environmental pressures and performance: An analysis of the roles of environmental innovation strategy and marketing capability. *Technological Forecasting and Social Change*, 117, 160-169.
- Zahra, M., Hameed, W. U., Fiaz, M. and Basheer, M. F., (2019). Information Technology Capability a Tool to Expedite Higher Organizational Performance. *UCP Management Review (UCPMR)*, 3(1), 94-112.

Zaid, A. A., Jaaron, A. A. and Bon, A. T., (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production*, 204, 965-979.

WPŁYW PRAKTYK ZWIĄZANYCH Z ZIELONYMI ZASOBAMI LUDZKIMI NA EFEKTYWNOŚĆ ŚRODOWISKOWĄ

Streszczenie: Obecnie zrównoważone środowisko stało się najważniejszą kwestią dla organizacji, a także realizuje intencje ostatnich badań. Dlatego głównym celem obecnego badania jest zbadanie wpływu praktyk zielonego HR na zrównoważoną efektywność środowiskową. Oprócz tego w badaniu zbadano również pośredniczącą rolę nacisku interesariuszy w związku między praktykami zielonego HR a zrównoważonymi działaniami środowiskowymi. Kwestionariusz został rozesłany do firmy produkcyjnej w Indonezji. Do analizy danych wykorzystano PLS-SEM. Wyniki wskazują, że zielone szkolenie zwiększa zdolność pracownika do identyfikowania problemów dotyczących środowiska, do posiadania szerokiego zakresu wiedzy na temat trudnych problemów, z jakimi boryka się środowisko oraz do skutecznego zrozumienia, jak środowisko wpłynęło na ich praktyki zawodowe. Firmy, które dążą do osiągnięcia wybitnych wyników w zakresie ochrony środowiska, mają wyznaczyć pracowników o większej wrażliwości na środowisko i kompetencjach. Obecne badania będą pomocne dla decydentów, studentów i badaczy w zrozumieniu problemów związanych z zielonym ZZL i zrównoważonym działaniem w zakresie środowiska w Indonezji.

Slowa kluczowe: zielony HR, zrównoważone środowisko, interesariusze

绿色人力资源实践对环境绩效的影响

摘要: 目前, 可持续环境已成为组织的首要问题, 也达到了近期研究的目的。因此, 本研究的主要目的是调查绿色人力资源实践对可持续环境绩效的影响。除此之外, 该研究还研究了利益相关方压力在绿色人力资源实践与可持续环境绩效之间的关系中的中介作用。问卷在印度尼西亚的制造公司中分发。采用 PLS-SEM 进行数据分析。结果表明, 绿色培训增强了工人识别与环境有关的问题的能力, 使他们对环境所面临的棘手问题有广泛的了解, 并有效地了解了环境如何影响其工作实践。致力于实现出色环保性能目标的公司预计将任命具有更高环境敏感性和能力的工人。当前的研究将有助于政策制定者, 学生和研究人员了解印度尼西亚的绿色人力资源管理和可持续环境绩效相关问题。

关键词: 绿色人力资源, 可持续环境, 利益相关者