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Green HRM and Employee Commitment: The Role of Training, Rewards, and Culture

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Abstract: This study aims to analyze the influence of green training, green rewards, and green organizational culture on employee commitment to the environment. It specifically examines the moderating role of green organizational culture and green rewards in this relationship. The research was conducted on employees working in environmentally friendly companies in Surakarta. The population of this study consists of company employees, with a sample of 100 respondents selected through purposive sampling. The sampling criteria targeted employees from companies implementing eco-friendly principles. Data was collected using questionnaires and observations. The analysis was conducted using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method with bootstrapping for parameter estimation. The results reveal that green training, green rewards, and green organizational culture have a significant direct effect on employee commitment to the environment. Additionally, green rewards fully mediate the relationship between green training and employee environmental commitment. Similarly, green organizational culture serves as a full mediator between green training and employee environmental commitment. This study highlights the critical role of green human resource practices in fostering employee commitment to environmental sustainability, providing valuable insights for organizations aiming to enhance their environmental performance.

Keywords: employee commitment, green organizational culture, green rewards, green training.

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INTRODUCTION

Environmental management is important for both large enterprises and small and medium-sized enterprises (SMEs). Understanding its drivers and implications has been the focus of much research over the last two decades (Torrent-Sellens et al., 2023). In recent years, environmental problems have emerged as one of the critical community priorities (Howard-Grenville et al., 2014; Potocan, 2016) and as a new development strategy of the organization (Amui, 2017). This subject has attracted many management scholars (Pinzone et al., 2016) because of its importance strategic.

The importance of developing sustainable organizations (Ren et al., 2018). Green human resources management (GHMR), known as a human resource management environment, is considered an important tool for sustainable organizations through strategy development (Renwick et al., 2013). From the fact, that to achieve GHRM can be found at the global level since not only benefits to organizations, in producing a good performance environment (Siyambalapitiya et al., 2018; Kim et al., 2019) and sustainable performance (Zaid et al., 2018), besides it is to motivate individuals in carrying out activities and generating green ideas (Jia et al, 2018), especially the commitment of employees towards the achievement of the environment at work (Luu, 2018). Employee commitment to the environment reflects the core, internal, individual motivation (Perez et al., 2009). Commitments from employees to the organization will be linked to attachments to the organization and reflect more specifically by identifying organizational values and acceptance of the organization's goals and targets (Paillé & Boiral, 2013). Therefore, a person is committed to environmental goals or has appropriate changes in attitudes and behavior to pursue the green values of the organization. In fact, trust leads to the permanent nature of consolidated commitments and, therefore, to use additionally in an effort to get success from the goals of green organizations (Pinzone et al., 2016). Furthermore, employee environmental commitment is important as a component of the overall business commitment of the business which contributes significantly to adding sustainable company performance (Liu et al., 2014).

The fact of socially relevant commitments has been attracted to consider even, a sense of commitment to socially relevant work has attracted the attention of the community (Raineri & Paillé, 2016). The concept of the employee environment is considered by several previous results that the notion in this study is mainly in understanding Green Human Resources Management (Pinzone et al., 2016; Luu, 2018). However, this will provide motivation regarding gap research. In various views that the policy environment of an organization can be related to the commitment of employees to manage the environment at work. However, the priority of this study was published in the field of GHRM which has focus and authority in promoting environmentally friendly behavior (Pham et al., 2019; Dumont et al., 2017) and environmental performance (Guerci et al., 2016; Masri & Jaaron, 2017). The effects of the GHRM practice that employees have commitments are still underdeveloped. Second, as confirmed by Blumberg & Pringle (1982), investigating the increased interaction of GHRM practices including two-way and three-way effects (e.g., green training with green awards, green training, green awards and green organizations for employee commitment to the environment. However, this process has been fully understood therefore, the purpose of this study is to look at the relationship between the environmental commitments of GHRM employees using a quantitative approach.

Green human resource management (GHRM) is generally defined as an aspect of environmental management HRM (EM) (Renwick et al., 2013). At the same time, GHRM can be seen as new research aimed at understanding environmental management through the dissemination of HRM practices in organizations (Jackson & Seo, 2010; Jabbour, 2015). Based on AMO theory, GHRM applications have been increasingly studied by scholars to develop the ability of green as a green exercise; Green motivation of employees, as a green award and provide green opportunities, green organizational culture (Tang et al., 2018; Pham et al., 2019; Masri & Jaaron, 2017). This study aims to analyze the green reward and green organizational culture able to moderate the green training and employee commitment to the environment.

Green human resource management is generally defined as an aspect of human resource management that is part of environmental management (Renwick et al., 2013). At the same time, green human resource management can be seen as new research aimed at identifying environmental management through the

development of the application of human resource management in organizations (Jackson & Seo, 2010; Jabbour, 2015). The results of several studies currently applying green human resource management can improve human resource development capabilities such as green training, employee motivation in environmental preservation through rewards or opportunities and organizational opportunities to improve organizational culture through environmentally friendly organizational culture (Tang et al., 2018; Pham et al., 2019; Masri & Jaaron, 2017).

Employee commitment to the organization is a human resource outcome that shows the importance of employee attitudes within the organization to provide value and be accepted as a goal that contributes at work (Paillé & Mejía-Morelos, 2014). This provides a reflection of employees' internal motivation and responsibility. In the context of environmental awareness Perez et al. (2009) employee's internal motivation is the employee's commitment to the environment as an internal motivation to increase environmental awareness. Raineri & Paillé (2016) noted that employee responsibility for environmental issues, then this concept reflects the internal motivation of employees, and this is used in seeing commitment in seeing environmental aspects (Luu, 2018).

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Human resource practices include green training, green rewards can increase employee commitment to the environment to increase knowledge sharing and employee perceptions of green human resource management (Ren et al., 2018; Harvey et al., 2013). For agencies, training for the environment gives employees an understanding of the environment and helps absorb the mindsets of the importance of environmental expertise with the commitment of employees to manage the environment well (Perron et al., 2006). Pinzone et al. (2016) state that the effect of building green competencies includes training in collective green commitments. Ren et al. (2018) states that compensation is a component in organizational outcomes in the form of employee commitment to the environment. Luu (2018) expressed appreciation for employee behavior in relation to employees' commitment to the environment through an organizational culture that was developed to care more about the environment starting from top leaders to employees systematically with various training programs, performance appraisals and awards (Jabbour & Santos, 2008) and various environmental and ecological oriented policies (Fernández et al., 2003). This condition can bring positive changes in the knowledge of employees who care about the environment, expertise and have consequences for implementing green behavior in the workplace (e.g. employee commitment to the environment). Green Banking is any type of banking mechanism where environmental benefits will be obtained. A conventional bank that runs Green Banking by directing its core operations towards environmental improvement. Green Banking is an inclusive banking strategy that will ensure substantial economic development and promote environmentally friendly practices (Lalon, 2015).

Green Banking is an operational activity in the financial sector with a special focus on environmental, ecological and social factors, targeting the conservation of nature and natural resources. This term broadly includes the creation of awareness and promotion of environmentally friendly projects and practices, and overall carbon reduction (Tu & Dung, 2017). Through green banking, a financial institution is not only required to improve their own standards, but also plays an active role in the promotion of projects and environmentally

friendly practices through funding funds provided by banks. Green banking financing is more than ordinary investment financing, this investment consists of elements such as the design of an environmentally friendly and climate friendly financial system as a whole and management of environmental and climate risks in financial institutions (Zhang et al., 2022).

Green Banking is a financial institution that gives priority to sustainability in its business practices (Park & Kim, 2020). In this understanding, Green Banking has four elements of life, namely nature, well-being, economy and society. "Green" banks will integrate the four elements into business principles that care for ecosystems and the quality of human life. So that in the end what appears is output in the form of efficiency of company operating costs, competitive advantage, strong corporate identity and brand image and achievement of balanced business targets.

Alshebami (2021) states that banks that implement green banking aim to be able to meet the desires of the public to be more concerned with environmental issues, increase competitiveness, improve corporate image, open new market opportunities and increase product value. Some other benefits of green banking are minimizing the use of paper in conducting banking transactions to be diverted through internet banking, SMS banking, phone banking and ATM banking so that people will get used to behaving in technology-based banks.

Green Banking is translated as an effort by banks to prioritize the fulfillment of sustainability in lending or operational activities. Banks, indeed, are not directly classified as contributors to high environmental pollution (Urban & Wójcik, 2019). The use of energy, water and other natural resources in banking activities is not as severe as the use by other sectors, such as mining and processing industries. However, banking cannot necessarily be released from the problem of increasing environmental degradation. By providing loans or financing to its customers, banks can be a trigger for activities that have an impact on the environment. Until now, the debate about which party (bank or debtor) must be responsible for the environmental impacts caused. Some banks have tried to do the selection since the beginning of the financing proposed by prospective debtors. Banks have full rights to reduce financing or not, depending on the extent to which activities to be financed with bank loans have an impact on the environment (Goyal & Joshi, 2011).

Along with the high energy needs to support development, sustainable finance activities at the beginning of the year will prioritize efforts to develop new renewable energy and energy conservation (Sharma et al., 2022). The position of Indonesia, which is currently in need of high economic growth for the utilization of demographic bonuses and to get out of the middle-income trap, requires a fairly high energy supply. Support to the energy sector will be accompanied by support for the development of priority economic sectors, namely sectors that have a high multiplier effect such as agriculture in a broad sense, processing industry, infrastructure, MSMEs and energy.

METHODS

This study includes research conducted on employees in the city of Surakarta. The population in this study are company employees in the city of Surakarta. The sample method used by researchers is purposive sampling, that is sampling with the aim because the respondents sampled are employees who work with companies applying the principle of environmentally friendly (environmental friendly), so the number of samples in this study amounted to 100 employees. Data collection techniques using questionnaires and observations. The approach used to determine the effect of these latent variables is the Structural Equation Model-Partial Least

Square (SEM-PLS) method with the bootstrap parameter estimation method. Structural Equation Model –Partial Least Square (SEM-PLS) is a multivariate analysis method that can be used to describe the simultaneous linear relationship between observed variables (indicators) and variables that cannot be measured directly (latent variables). The SEM-PLS equation model can be seen in Figure 1.

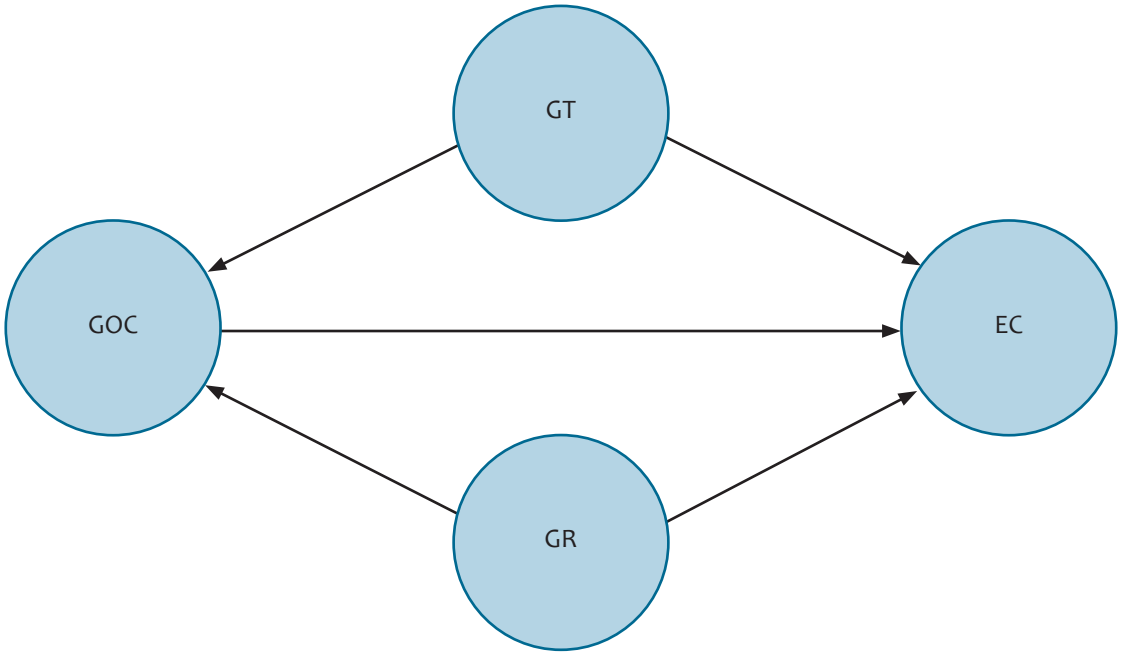

Figure 1 SEM-PLS model employee commitment to the environment

The research variables used consisted of two exogenous latent variables, namely green training (GT) and green reward (GR) and two endogenous variables, namely green reward (GR) and green organization culture (GOC)

RESULTS AND DISCUSSION

Convergent validity of the measurement model with the indicator reflective mode is assessed based on the correlation between the item score/component score with the construct score. The reflective measure is said to be high if the correlation is more than 0.7, but the measurement of loading values from 0.5 to 0.6 is considered sufficient. The results of the loading values are presented in Table 1.

Based on Table 1, it is known that there is one indicator that has a loading value of < 0.7, namely the EC_2 indicator (0.643). while other indicators have a loading value of > 0.7. so that most indicators have a high reflective measure.

Composite reliability measures that true value of a construct's reliability and is better at estimating the internal consistency of a construct. Composite reliability must be greater than 0,7. The results of testing composite reliability are presented in Table 2.

Based on Table 2, it can be seen that all latent variables have a composite reliability value greater than 0.7. This means that the predetermined indicators have been able to measure each latent variable (construct) properly or it can be explained that the four measurement variables are reliable.

Table 1 Loading Value Measurement Model

Variables		Loading value	Standard deviation	t-statistic	p-value
Green training (GT)	GT_1	0.775	0.043	17.818	0.000**
	GT_2	0.747	0.044	16.893	0.000**
	GT_3	0.721	0.067	10.824	0.000**
	GT_4	0.769	0.050	15.364	0.000**
	GT_5	0.778	0.034	22.968	0.000**
	GT_6	0.750	0.048	15.510	0.000**
Green reward	GR_1	0.752	0.037	13.908	0.000**
(GR)	GR_2	0.812	0.030	21.708	0.000**
	GR_3	0.828	0.052	27.989	0.000**
	GR_4	0.782	0.047	15.079	0.000**
Green organizational	GOC_1	0.770	0.039	19.916	0.000**
culture (GOC)	GOC_2	0.704	0.057	12.324	0.000**
	GOC_3	0.743	0.057	13.099	0.000**
	GOC_4	0.777	0.050	15.694	0.000**
	GOC_5	0.740	0.047	15.786	0.000**
Employee	EC_1	0.781	0.047	16.453	0.000**
commitment (EC)	EC_2	0.643	0.068	9.486	0.000**
	EC_3	0.752	0.054	13.879	0.000**
	EC_4	0.833	0.030	27.965	0.000**
	EC_5	0.765	0.042	18.322	0.000**
	EC_6	0.824	0.037	21.975	0.000**
	EC_7	0.769	0.046	16.760	0.000**
	EC_8	0.730	0.054	13.398	0.000**

*) very significant at the 1% sig level

Table 2 Composite Reliability Value

Variables	Composite Reliability value
Green training (GT)	0.889
Green reward (GR)	0.872
Green organizational culture (GOC)	0.863
Employee commitment (EC)	0.918

Analysis of the SEM-PLS equation model result obtained from the path diagram shown in Figure 2.

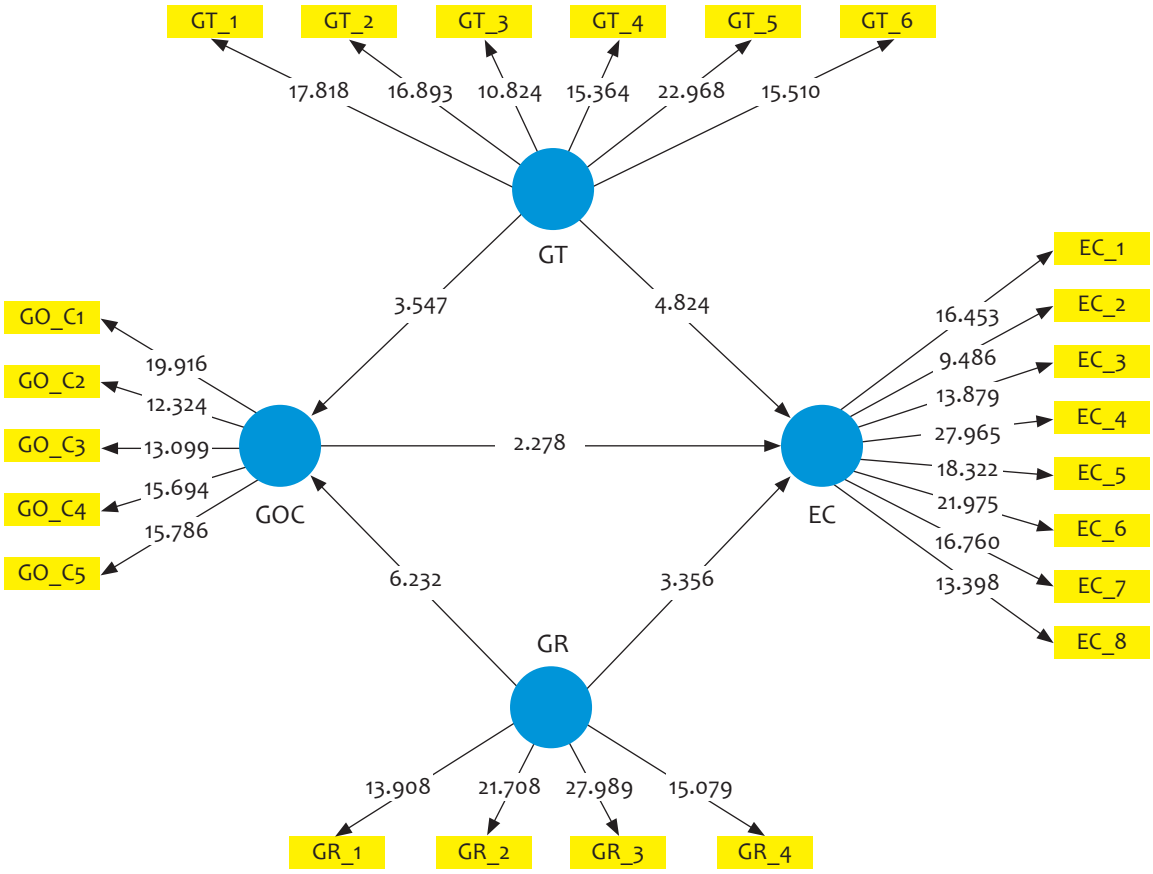

Figure 2 Employee commitment path diagram

The structural model (inner model) is a model that describes the influence between latent variables which are evaluated using R^2, Q^2, Goodness of Fit and path coefficients. The value of R^2 for green organizational culture was 0.807. This value explains that the variability of green organizational culture variable can be explained by the variability of the green training and green reward variables by 80.7%. The value of R^2 employee commitment was 0.840, can be explained by the green training, green reward and green organizational culture variables by 84%. The value of R^2 indicates that the SEM-PLS model is good, because the R^2 is > 0.67. The criterion of R^2 value is 0.67 indicating a good model, 0.53 indicating a moderate model and 0.19 indicating a weak model (Chin, 1998).

The Q^2 value is 0.969, the value is > 0, so it shows that the model has predictive relevance. The value of Q^2explains that the latent variable used in the model is a latent variables that has a good prediction relevance, which is 96.9%. The Goodness of Fit value was obtained at 0.694. This value indicates a large Goodness of Fit (GOF) value. According to Tenenhaus et al. (2005), the GOF value is small = 0.1, medium –0.25 and large = 0.38. The results of the path coefficient and t statistical value obtained through the bootstrapping process are presented in Table 3.

Table 3 The result of Path Coefficient

Variables	Path Coefficient	Standard deviation	t-statistic	p-value
GT → GOC	0.340	0.096	3,547	0.000**
GR → GOC	0.593	0.095	6.232	0.000**
GT → EC	0.407	0.084	4.824	0.000**
GR → EC	0.346	0.103	3.356	0.001**
GOC → EC	0.212	0.093	2.278	0.023*

Based on Table 3, it is known that the latent variables green training, green reward and green organizational culture have an influence on employee commitment to the environment. The influence of green training and green reward variables on employee commitment to the environment is very significant with the p values 0.000 and 0.001 ($p < 0.000$). while the effect of green organizational culture on employee commitment to the environment is significant with a p value of 0.023 ($p < 0.05$). These three variables have a positive influence.

The result shows that green training, green reward and green organizational culture have an influence on employee commitment to the environment. These three variables have a positive influence. Human resource practices include green training (green training), green rewards (green rewards) can increase employee commitment to the environment to increase knowledge sharing and employee perceptions of green human resources management (Ren et al., 2018; Harvey et al., 2013). For agencies, training for the environment provides employees with an understanding of the environment and helps absorb important mindsets of environmental expertise with employee commitment to managing the environment well (Perron et al., 2006). Pinzone et al. (2016) stated that the effect of building green competence includes training in a collective green commitment. Ren et al. (2018) stated that compensation is a component in organizational outcomes in the form of employee commitment to the environment. Luu (2018) states appreciation for employee behavior in relation to employee commitment to the environment through an organizational culture that is developed to be more concerned about the environment starting from top leaders to employees systematically with various training programs, performance appraisals and awards (Jabbour & Santos, 2008) and various policies that are environmentally and ecologically oriented (Fernández et al., 2003). This condition can bring positive changes in employees' knowledge of environmental concerns, skills and consequences for adopting green behavior in the workplace (for example, employee commitment to the environment).

Green training can affect employee commitment to the institutional environment, so green rewards can be used as moderation to increase employee commitment to the environment. Green reward is a self-concept related to one's personality. Green Reward is in fact formed by individual circumstances and other people treat the concerned. One of the factors that influence it is green training.

Green training shows the form of response to an employee's work environment conditions. The existence of green training which is getting higher means that it will make a person's belief stronger that he has good ability to complete his work. The higher the green training the employee feels, the greener rewards he has and ultimately the employee's performance. Green reward possessed by employees if high, it will further increase employee commitment to the environment because with a high level of self-esteem makes them feel valued so that employees try to work better, and their performance is increasing. If the green reward owned by an employee is low, then the performance will decrease. The results of this study also proved empirically that there was a positive effect of green reward on performance.

Research conducted by Engko (2008) states that individuals who have a high green culture organization in certain situations will devote all their efforts and attention in accordance with the demands of the situation in achieving the goals and performance that have been determined. Failure to achieve a target goal will make individuals try even harder to achieve it again and overcome the obstacles that make it fail and then will set another higher target. Individuals who have a low green culture organization when faced with difficult situations and high levels of task complexity will tend to be lazy to try or prefer cooperation. Individuals who have a low green culture organization also set lower targets and have confidence in the success of achieving targets that are also low so that the business undertaken is weak.

Green training, green rewards and green organizations culture can influence green training on employees' commitment to the environment. Employees are expected to be able to create green rewards and green culture organization that exists in each employee to carry out the tasks mandated by the company.

CONCLUSION

Green training has a positive influence on employee commitment to the environment. The green rewards have a positive influence on employee commitment to the environment. Green culture organizations have a positive influence on employee commitment to the environment. Green training has a positive effect on employee commitment to an environment that is moderated by a green culture organization and a green reward. It is necessary to evaluate employees' commitment to the environment by supervising green rewards and employee green culture organizations so that employee commitment to the environment can be increased. Implementation of green training through discussion of green rewards and green culture organization as an effort to increase employee commitment to the environment. Future researchers can develop mediating variables in addition to Green Rewards and Green culture organization as an effort to increase employee commitment to the environment.

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