

THE INFLUENCE OF GREEN HUMAN RESOURCE MANAGEMENT AND GREEN ORGANIZATIONAL CULTURE ON GREEN EMPLOYEE BEHAVIOR WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT SELAMAT SEMPURNA Tbk

Steven Jordy¹, Hamdani²

Faculty of Economics and Business, Muhammadiyah University of Tangerang, Indonesia
Email : stevenjordy46@gmail.com

ABSTRACT

This research aims to analyze the influence of Green Human Resource Management and Green Organizational Culture on Green Employee Behavior with Job Satisfaction as an Intervening Variable. This research uses a quantitative approach with a survey method involving a sample of 85 employee respondents who work at PT Selamat Selamat Tbk. Data was collected through a questionnaire which was measured using a Likert scale. Data analysis was carried out using the SmartPLS V.4.0 application to test direct and indirect relationships between variables. The research results show that: 1) Green Human Resource Management has a positive and significant effect on Job Satisfaction. 2) Green Organizational Culture has a positive and significant effect on Job Satisfaction. 3) Green Human Resource Management has a positive and significant effect on Green Employee Behavior. 4) Green Organizational Culture has a significant positive effect on Green Employee Behavior. 5) Job Satisfaction has a positive and significant effect on Green Employee Behavior. 6) Job Satisfaction cannot mediate the influence of Green Human Resource Management on Green Employee Behavior. (7) Job Satisfaction cannot mediate the influence of Green Organizational Culture on Green Employee Behavior.

Kata Kunci: Green Human Resource Management, Green Organizational Culture, Green Employee Behavior, Job Satisfaction.

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INTRODUCTION

In the era of globalization like today, companies in Indonesia are increasingly faced with the demand not only to achieve economic benefits, but also to contribute to the welfare of the community and the surrounding environment as conveyed by Daniri, in Ridwanto et al. (2023). One of the ways that is commonly implemented in order to achieve these goals is through corporate social responsibility (cahya, 2022).

In responding to environmental issues, the government supports companies to implement sustainable report disclosure through the issuance of Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies in Sarnisa et al. (2022). So inevitably the company must adapt to the surrounding social environment and at the same time to gain the trust of the community according to Cahya (2022). One of them is PT Selamat Selamat Tbk which has begun to implement a form of responsibility to meet business needs and consider the environmental impact of each of its operations.

The following data table shows the level of employee participation in green behavior based on various factors:

Table 1

Employee Involvement of PT Selamat Sempurna Tbk in Green Behavior

| Green Behavior | Employee Engagement (%) |
|------------------------------------|-------------------------|
| Plastic Waste Reduction | 30% |
| Saving Electrical Energy | 45% |
| Paper Recycling | 40% |
| Use of Eco-Friendly Transportation | 35% |
| Reduced Water Use | 25% |
| Participation in the Green Program | 50% |

Source: PT Selamat Sempurna Tbk (2024)

Standards for achieving the target of drinking percentage of implementation Green Employee Behavior alone is 50%, while from some projects green behavior at PT. Selamat Sempurna Tbk still has many substandard ones. In table 1 shows the level of employee engagement in various initiatives green behavior At PT Selamat Sempurna Tbk., it can be seen that only half of the employees are actively involved in the green activities held by the company. In addition, the level of community participation in saving electricity is still below standard (45%). The reduction of plastic waste is only 30% and the reduction of water is only 25%. This shows that PT. Selamat Sempurna has a problem green employee behavior which is still lacking and needs to be improved. Therefore, to overcome the problem of green employee behavior that is lacking in PT. Selamat Sempurna Tbk, Daily & Huang in Pratama et al. (2024) reveals that Green Human Resource Management (GHRM) which is a derivative of human resource management has a function to achieve sustainability. Sustainability in question is both in the process of industrial systems and human resources or workers.

According to Tahir et al. (2019) GHRM is a company's effort to successfully manage environmental management by avoiding negative impacts on the environment resulting from industrial activities. Meanwhile, the concept of GHRM itself is management that can help companies achieve an environmentally friendly culture and improve company performance to protect the environment (Darmawan et al., 2022). Research Saeed et al. (2019) shows that green human resource management practices (Green HRM) is effective in encouraging pro-environmental behavior of employees. By implementing practices such as green recruitment and selection, green training and development, and performance management and rewards systems focused on environmental sustainability, organizations can encourage employees to behave more pro-environmentally.

Based on interviews with HR management of PT Selamat Sempurna Tbk, it was revealed that one of the main challenges for companies in implementing GHRM is that employees do not know much and are not actively involved in sustainability programs. Although the company has launched environmentally friendly programs such as reducing plastic waste, saving electrical energy, but still many employees feel that these programs have not been made a habit in the daily lives of employees at PT Selamat Sempurna Tbk.

It doesn't stop there, Imran et al. (2021) explains that Green Organization Culture (GOC) is critical to supporting the implementation of green employee behavior. Green organization culture is a set of values, symbols, assumptions, and organizational artifacts that reflect the obligation or desire to try to be an environmentally friendly organization (Tahir et al., 2019). Green organizational culture is controversial and changes over time as its causes, impacts, and solutions are perceived differently by stakeholders. So, it is crucial to review all the different views of green organizational culture to reach a thorough understanding of it (Tahir et al., 2019).

Although PT Selamat Sempurna Tbk has set green values, many employees feel confused about what they should do to achieve them. Some of the employees interviewed said that they were unable to do environmentally friendly things because of unclear communication between employees and management. Some employees also stated that while they feel proud to be part of a company committed to environmental sustainability, their daily experiences do not always reflect that. Aspects such as the lack of effective internal communication regarding environmentally friendly policies and the lack of appreciation for actions that support the environment, have an impact on their job satisfaction. Seeing this problem, the management is committed to assessing and improving the GHRM strategy and the company's environmentally friendly culture. A more integrated and participatory approach is needed for employees to feel more engaged and motivated to participate in sustainability projects (Mukhtar, 2023).

Research Krisnawati & Amalia (2023) found that green human resource management has a positive influence on green employee behavior, while the research Fawehinmi et al. (2020) found that green human resource management has no effect on green employee behavior. On the other hand, research Ilmi et al. (2024) confirms that green organizational culture affects the green employee behavior, but research Silaban & Nawangsari (2022) found that green organizational culture has no effect on green employee behavior. Results Ilmi et al. (2024) that there is an influence between job satisfaction against green employee behavior. Results Juhari & Yusliza (2022) that there is an influence between green human resource against between job satisfactionbut Putri & Setyaningrum (2023) argues that there is no influence between green human resource against between job satisfaction. Results: Haj & Anggiani (2023) that there is an influence between green organizational culture against between job satisfactionbut Mahayasa et al. (2023) argues that there is no influence between green organizational culture against between job satisfaction.

Through inconsistent results from previous studies, it is necessary to conduct re-research to ensure appropriate results. Therefore, job satisfaction will be used as a mediating variable to explain this relationship. This is very important to do at PT Selamat Sempurna Tbk because job satisfaction can help make appropriate employee environmentally friendly behavior planning.

Based on the gap research that has been described, a study entitled "The Influence of Green Human Resource Management and Green Organizational Culture on Green Employee Behavior with Job Satisfaction as an Intervening Variable at PT Selamat Sempurna Tbk" was conducted.

LITERATURE REVIEW

Green Employee Behavior

According to Katz et al. (2022), Employee Green Behavior (EGB) is a measurable action of employees related to their responsibility towards the environment and their contribution to preserving the environment. According to Zhang et al. (2021), there are 4 indicators of Employee Green Behavior, including:

1. Environment-Based Learning

Environment-focused learning reflects efforts to protect and preserve nature. It can also provide a motivational boost for individuals, particularly employees, to carry out their daily tasks in a more environmentally friendly way, known as eco-friendly behaviour in an organisational context.

2. Personal Practice

Each individual has the ability to evaluate his or her own behavior, and this has an effect on his or her peers as well as the organizations around him. Support for environmental initiatives from employees is highly valued by the organization, which recognizes the positive attitude and actions of each individual.

3. Influencing Coworkers

When employees feel the benefits of the eco-friendly behaviors they adopt, they are likely to have a positive view of their individual interests, policies, and strengths.

4. Organizational Voice

The voice that an individual or group feels towards an employee's efforts in eco-friendly behavior does not only reinforce the positive relationship between those actions. It also serves as a mediation model within the framework of measuring employee eco-friendly behavior.

Green human resource management

Green human resource management is also defined by Ababneh (2021) as a workforce that has awareness and commitment to environmentally friendly initiatives, which are applied in various human resource processes, including recruitment, training, talent management, compensation, and separation. As conveyed by Kania (2024). That this concept is a complex construction, consisting of seven dimensions that focus on the green aspect, namely job design, recruitment and selection, training and development, performance management, compensation management, health and safety, and labor relations.

According to Arulrajah & Opatha (2016), the indicators of green human resource management focus on reducing negative carbon impacts through various activities carried out, namely:

1. Green Human Resource Planning

Planning to estimate the number and characteristics of employees required in its implementation in the company. It includes a wide range of environmental management activities and strategies that can align demand with work based on environmental aspects.

2. Green Job Design dan Analysis

Include environmental elements in whole or part of the job description.

3. Green Induction

Forming employee attitudes to have a mindset that cares about environmental conservation.

4. Green Performance Evaluation

The relationship between environmental management goals and targets in employee assessments, maintaining environmental performance standards, setting environmental targets and responsibilities, and providing feedback on environmental performance that has been carried out by workers.

5. Green Health dan Safety Management

Creating an environmentally friendly work environment by holding various environmentally oriented activities to reduce stress and formulate strategies in maintaining a healthy environment and occupational safety.

6. Green Employee Discipline

The process of employee discipline in implementing environmental management by sanctioning violations that occur, socializing applicable rules, and developing progressive discipline to support the successful implementation of Green Human Resource Management.

Green organizational culture

Milenxi & Murwaningsari (2023) explained that *Green organizational culture* includes beliefs, values, norms, symbols, and social stereotypes that share about environmental management in organizations, as well as shaping the expected behavior of each individual. Afsar et al (2019) reveal that symbolism in environmental management and protection in this environmentally friendly culture shapes the perspectives and actions of organizational members. The following is a brief explanation of the indicators of green organizational culture (Kusuma, 2024):

1. Confidence in performance

This includes the view that an organization's performance is not only assessed in terms of finance, but also from social and environmental impact. This encourages the spirit to innovate and improve efficiency.

2. Overall industry culture

Demonstrate that the organization's culture must be in line with existing sustainable trends and practices in the industry. Organizations need to adapt to environmental changes and more environmentally friendly policies.

3. Limitations in the organization

Describe the structures and regulations that exist within the organization that can affect the implementation of sustainable practices. Organizations must pay attention to existing constraints to support changes towards a greener culture.

4. Cultural fragmentation

Describe the differences and variations in values and norms within the organization. This fragment can hinder collaboration and the implementation of green initiatives if not managed properly.

5. Symbolic actions

Refers to a symbolic step or initiative that shows the organization's commitment to sustainability. This can be a policy, event, or program that educates and inspires members of the organization.

6. Alternative philosophy for business

Emphasizing the need for a new way of doing business that prioritizes sustainability. This approach emphasizes that profit does not have to be the only goal, but must be balanced with social and environmental responsibility.

7. Individual resilience to change

Demonstrate the ability of individuals in the organization to adapt and deal with changes related to sustainable practices. This resilience is critical to encouraging engagement and participation in green efforts.

Job Satisfaction

According to Yuda & Ardana (2017), job satisfaction is a feeling of happiness or positive emotions experienced by a person as a result of work experiences that are personal, not collective. Meanwhile, Monica & Putra (2017) emphasized that job satisfaction is an emotional response that arises from an individual's assessment of their current job.

According to Amirullah & Yunus (2020), there are five indicators of job satisfaction, namely:

1. Salary

Salary is the payment that employees receive in return for the work they do.

2. The work itself

Jobs that are engaging and in line with employees' abilities can increase their satisfaction.

3. Promotion

Opportunities for employees to get a higher position or greater responsibility.

4. Supervision

Includes the way the boss or manager manages and leads the team.

5. Co workers

Relationships between employees in the workplace. Good interaction and support from coworkers often help employees feel more comfortable and satisfied in their workplace.

METHODE

This research uses quantitative research type. According to Sugiyono (2022:2) research method a scientific way to obtain data for a specific purpose. In research methods, there are various approaches used and one of them can be seen as a quantitative research method, a quantitative research method is a research method based on the philosophy of positivism, which is used to research a certain population or sample, the sampling technique is generally carried

out randomly, data collection uses research instruments, data analysis is quantitative statistical in nature with the aim of testing the established hypothesis (Sugiyono, 2022:7).

This method uses the number and characteristics possessed by the population. This study uses a sampling technique. The sampling method uses simple random sampling, which is in the form of a sample that will be taken randomly regardless of the level in the population (Sugiyono, 2019:85). Data analysis is quantitative, with the aim of testing the hypothesis that has been determined, because there are variables to be studied and aims to present a factual picture and the relationship between variables to be studied in a structured, factual and accurate manner, namely green human resources management (X1) and green organizational culture (X2) against green employee behavior (Y) job satisfaction (Z). The object of the study was carried out on employees of PT Selamat Sempurna Tbk. To determine the sample taken in this study as many as 85 respondents. Data was obtained from the distribution of questionnaires. Primary data processing using SmartPLS V40. As an evaluation material. Meanwhile, the data analysis used in this study includes descriptive statistical analysis, SEM PLS analysis, external model, validity test, reliability test, internal model, and hypothesis test.

RESEARCH RESULT AND DISCUSSION

Measurement of Validity and Reliability

The measurement of **validity** is a crucial stage in research, aimed at evaluating how accurately the instrument used measures the research variables. Instrument validity reflects the extent to which the questions or indicators in the study accurately represent the concept being measured. A valid instrument will produce reliable data that can serve as a basis for decision-making in research.

According to research conducted by Martias & Study Program, (2021) and Furadantin, (2018) the quality of a research instrument's representation can be determined by its level of validity. To ensure that the instrument used is truly valid, it is necessary to test the relationships between variables using several validity testing methods, including:

1. Discriminant Validity Test

- Discriminant validity measures the extent to which a construct in the study differs from other constructs within the same model.
- This test aims to ensure that each construct has unique indicators and does not have an excessively high correlation with indicators of other constructs.
- One method used to measure discriminant validity is by comparing the square root of the Average Variance Extracted (AVE) with the correlation between constructs. If the square root of AVE is greater than the correlation between constructs, then the construct is considered to have **good discriminant validity**.

2. Average Variance Extracted (AVE) Test

- Average Variance Extracted (AVE) is used to assess the extent to which a construct can explain the variance of the indicators that form it.
- A higher AVE value indicates that the indicators used in the construct have a strong relationship with the measured construct.
- In this study, the expected AVE value **must be greater than 0.50**. If the AVE value exceeds this threshold, it can be concluded that more than **50% of the variance** in

the indicators can be explained by the respective construct, ensuring that convergent validity is met.

In addition to validity testing, this study also conducted a reliability test to assess the extent to which the research instrument maintains internal consistency in measuring the same variable repeatedly. Reliability testing is performed by examining the values of Composite Reliability and Cronbach's Alpha, both of which must be greater than **0.70** to be considered highly reliable.

Based on the analysis conducted, the results of the validity and reliability tests in this study can be seen in detail in the table below. The data in the table will illustrate to what extent the research instrument meets the required validity and reliability standards, making it suitable for further analysis.

Table 2.
Validity Test Results

| Variables | Indicator | Loading | Cut Value | Cut Value | Validity |
|---|-----------|---------|----------------|-----------|-------------|
| | | Factor | Loading Factor | AVE | Convergence |
| Green Human Resources Management | X1.1 | 0.800 | 0.7 | 0.5 | Valid |
| | X1.2 | 0.775 | 0.7 | 0.5 | Valid |
| | X1.3 | 0.802 | 0.7 | 0.5 | Valid |
| | X1.4 | 0.751 | 0.7 | 0.5 | Valid |
| | X1.5 | 0.818 | 0.7 | 0.5 | Valid |
| | X1.6 | 0.779 | 0.7 | 0.5 | Valid |
| | X1.7 | 0.769 | 0.7 | 0.5 | Valid |
| | X1.8 | 0.858 | 0.7 | 0.5 | Valid |
| | X1.9 | 0.719 | 0.7 | 0.5 | Valid |
| | X1.10 | 0.773 | 0.7 | 0.5 | Valid |
| | X1.11 | 0.747 | 0.7 | 0.5 | Valid |
| | X1.12 | 0.817 | 0.7 | 0.5 | Valid |
| Green Employee Behavior | X2.1 | 0.800 | 0.7 | 0.5 | Valid |
| | X2.2 | 0.765 | 0.7 | 0.5 | Valid |
| | X2.3 | 0.722 | 0.7 | 0.5 | Valid |
| | X2.4 | 0.781 | 0.7 | 0.5 | Valid |
| | X2.5 | 0.762 | 0.7 | 0.5 | Valid |
| | X2.6 | 0.859 | 0.7 | 0.5 | Valid |
| | X2.7 | 0.752 | 0.7 | 0.5 | Valid |
| | X2.8 | 0.857 | 0.7 | 0.5 | Valid |
| | X2.9 | 0.803 | 0.7 | 0.5 | Valid |
| | X2.10 | 0.805 | 0.7 | 0.5 | Valid |
| | X2.11 | 0.809 | 0.7 | 0.5 | Valid |
| | X2.12 | 0.775 | 0.7 | 0.5 | Valid |

| Variables | Indicator | Loading | Cut Value | Cut Value | Validity |
|-------------------------|-----------|---------|----------------|-----------|-------------|
| | | Factor | Loading Factor | AVE | Convergence |
| | X2.13 | 0.779 | 0.7 | 0.5 | Valid |
| | X2.14 | 0.744 | 0.7 | 0.5 | Valid |
| Job Satisfaction | Z.1 | 0.852 | 0.7 | 0.5 | Valid |
| | Z.2 | 0.831 | 0.7 | 0.5 | Valid |
| | Z.3 | 0.850 | 0.7 | 0.5 | Valid |
| | Z.4 | 0.835 | 0.7 | 0.5 | Valid |
| | Z.5 | 0.801 | 0.7 | 0.5 | Valid |
| | Z.6 | 0.803 | 0.7 | 0.5 | Valid |
| | Z.7 | 0.808 | 0.7 | 0.5 | Valid |
| | Z.8 | 0.752 | 0.7 | 0.5 | Valid |
| | Z.9 | 0.841 | 0.7 | 0.5 | Valid |
| | Z.10 | 0.757 | 0.7 | 0.5 | Valid |
| | Z.11 | 0.840 | 0.7 | 0.5 | Valid |
| | Z.12 | 0.839 | 0.7 | 0.5 | Valid |
| Green Employee Behavior | Y1 | 0.809 | 0.7 | 0.5 | Valid |
| | Y2 | 0.846 | 0.7 | 0.5 | Valid |
| | Y3 | 0.803 | 0.7 | 0.5 | Valid |
| | Y4 | 0.835 | 0.7 | 0.5 | Valid |
| | Y5 | 0.832 | 0.7 | 0.5 | Valid |
| | Y6 | 0.807 | 0.7 | 0.5 | Valid |
| | Y7 | 0.834 | 0.7 | 0.5 | Valid |
| | Y8 | 0.866 | 0.7 | 0.5 | Valid |
| | Y9 | 0.844 | 0.7 | 0.5 | Valid |
| | Y10 | 0.719 | 0.7 | 0.5 | Valid |

The reliability test in this study aims to assess the extent to which the measuring instrument used in this study is reliable or trustworthy. The reliability test is to look at the composite reliability. Composite reliability tests the reliability value of indicators in a construct. The construct is declared reliable if the Composite reliability and Cronbach alpha values are 0.70.

Table 3.
Reliability Test Results

| Variable | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|-------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Green Employee Behavior | 0.946 | 0.947 | 0.954 | 0.673 |

| Variable | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|----------------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Green Human Resources Management | 0.943 | 0.945 | 0.951 | 0.616 |
| Green Organizational Culture | 0.953 | 0.954 | 0.958 | 0.620 |
| Job Satisfaction | 0.955 | 0.955 | 0.960 | 0.669 |

Validity and Reliability Testing of PLS Analysis Results

Based on the analysis using Partial Least Squares (PLS), as presented in the table above, it can be observed that all indicators in this study meet the convergent validity requirements. This is demonstrated by the loading factor values for all indicators being greater than 0.70, as well as the Average Variance Extracted (AVE) values for each construct exceeding the minimum threshold of 0.50. Thus, it can be concluded that all indicators used in this study have good convergent validity.

More specifically, the validity of each construct is indicated by the AVE and loading factor values as follows:

1. Green Employee Behavior

- 1) Has an AVE value of 0.673, which significantly exceeds the minimum AVE threshold of 0.50.
- 2) The loading factor values for each indicator are greater than 0.70, indicating that each indicator strongly contributes to the Workload construct.
- 3) Therefore, all indicators within the green employee behavior construct are considered valid.

2. Green Human Resources Management

- 1) Has an AVE value of 0.616, which is also significantly higher than the 0.50 AVE threshold.
- 2) The loading factor values for each indicator exceed 0.70, suggesting that all indicators strongly contribute to the Employee Loyalty construct.
- 3) Consequently, the green human resources management construct is deemed valid based on convergent validity criteria.

3. Green Organizational Culture

- 1) Has an AVE value of 0.620, which is higher than the minimum 0.50 AVE threshold.
- 2) The loading factor values for each indicator are also greater than 0.70, confirming that these indicators have a strong relationship with construct.
- 3) Thus, the Green Organizational Culture construct is considered valid based on the convergent validity test.

4. Job Satisfaction

- 1) Has an AVE value of 0.669, which is higher than the minimum 0.50 AVE threshold.

- 2) The loading factor values for each indicator are also greater than 0.70, confirming that these indicators have a strong relationship with construct.
- 3) Thus, the job satisfaction construct is considered valid based on the convergent validity test.

Additionally, a reliability test was conducted to ensure the consistency of the measurement results, using Composite Reliability and Cronbach's Alpha values. The results from Table 3 show that:

- The Composite Reliability values for all constructs exceed **0.70**, indicating that the indicators within each construct have a high level of internal consistency.
- The Cronbach's Alpha values for each construct are also greater than **0.70**, suggesting that the questionnaire used has good reliability.

Based on these validity and reliability tests, it can be concluded that all constructs in this study meet the standards for convergent validity and demonstrate high reliability. Therefore, the questionnaire used can be considered reliable and consistent, making it suitable for further analysis in this study.

Inner Model

The results of the Inner Model measurements can be seen in the Hypothesis Test and Determination Coefficient (R Square) below:

1. Hypothesis Testing

Hypothesis testing in this study was conducted by comparing the t-table value with the t-count value. The comparison between t-count and t-table aims to determine whether there is a significant influence between the independent and dependent variables in this study.

The t-count value was obtained through the bootstrapping method, which was performed using SmartPLS software. This bootstrapping technique is used to address potential issues in the study, particularly related to the non-normality of data distribution. By applying bootstrapping, parameter estimation becomes more accurate and can be used to test hypotheses more reliably. In this study, hypothesis testing was conducted using the t-statistic value. For a significance level (α) of 5% (0.05), the threshold t-table value used is 1.96. The criteria for decision-making in hypothesis testing are as follows:

- The alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected if t-statistic > 1.96 . This indicates that there is a significant influence between the tested variables.
- The null hypothesis (H_0) is accepted and the alternative hypothesis (H_a) is rejected if t-statistic ≤ 1.96 . This means that there is no significant influence between the tested variables.

Additionally, hypothesis testing was also conducted by analyzing the output path analysis generated by SmartPLS software. This output path analysis illustrates the relationship between independent and dependent variables and provides an overview of the direction and strength of the influence between variables in this study.

By using this method, the results of hypothesis testing can serve as a basis for decision-making regarding the validity of relationships between the studied variables, ensuring more accurate conclusions that align with the research objectives.

Table 4.
Results of Hypothesis Test

| Construct | Original sample (O) | T statistics | P values |
|---|---------------------|--------------|----------|
| Green Human Resources Management -> Green Employee Behavior | 0.224 | 2.138 | 0.033 |
| Green Organizational Culture -> Green Employee Behavior | 0.444 | 3.175 | 0.002 |
| Green Human Resources Management -> Job Satisfaction | 0.354 | 2.395 | 0.017 |
| Green Organizational Culture -> Job Satisfaction | 0.572 | 3.981 | 0.000 |
| Job Satisfaction -> Green Employee Behavior | 0.301 | 2.461 | 0.014 |
| Green Human Resources Management -> Job Satisfaction -> Green Employee Behavior | 0.107 | 1.675 | 0.094 |
| Green Organizational Culture -> Job Satisfaction -> Green Employee Behavior | 0.172 | 2.028 | 0.043 |

Source: Processing with *SmartPLS*, 2024

1) Green Human Resource Management has an effect on Green Employee Behavior

Green human resource management has an effect on green employee behavior, giving a path efficiency value of 0.224 and has a p-value of 0.033 and a t-statistical value of 2.138 (t-statistic > t table 1.967) or (p-value < 0.05). It shows that green human resource management has an effect on green employee behavior, which means that h1 is accepted, because the t-statistical value meets the requirements, namely (t-statistics > t-table 1.967).

2) Green Organizational Culture has an effect on Green Employee Behavior

Green organizational culture has an effect on green employee behavior, giving a path efficiency value of 0.444 and has a p-value of 0.002 and a t-statistical value of 3.175 (t-statistic > t table 1.967) or (p-value < 0.05). It shows that green organizational culture has an effect on green employee behavior, which means that the second hypothesis is accepted, because the t-statistical value meets the requirements, namely (t-statistics, > t-table 1.967).

3) Green Human Resource Management has an effect on Job Satisfaction

Green human resource management has an effect on job satisfaction, giving a path efficiency value of 0.354 and has a p-value of 0.017 and a t-statistical value of 2.395 (t-statistic > t table 1.967) or (p-value < 0.05). It shows that green human resource management has an effect on

job satisfaction, which means that the fourth hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1.967$).

4) Green Organizational Culture affects Job Satisfaction

Green organizational culture has an effect on job satisfaction, giving a path efficiency value of 0.572 and having a p-value of 0.000 and a t-statistical value of 3.981 ($t\text{-statistic} > t\text{ table } 1.967$) or ($p\text{-value} < 0.05$). It shows that green organizational culture has an effect on job satisfaction, which means that the fifth hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistic} > t\text{-table } 1.967$).

5) Job Satisfaction Affects Green Employee Behavior

Job satisfaction has an effect on green employee behavior, giving a path efficiency value of 0.301 and has a p-value of 0.014 and a t-statistical value of 2.461 ($t\text{-statistic} > t\text{ table } 1.967$) or ($p\text{-value} < 0.05$). It shows that job satisfaction has an effect on green employee behavior, which means that the third hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1.967$).

6) Job Satisfaction Cannot Mediate the Influence of Green Human Resource Management on Green Employee Behavior

Job satisfaction cannot mediate the influence between *green human resource management* on *green employee behavior*, giving a path coefficient value of 0.107 and having a p-value of 0.094 and a t-statistical value of 1.675 ($t\text{-statistic} < t\text{ table } 1.967$) or ($p\text{-value} > 0.05$). It shows that *job satisfaction* cannot mediate the influence of *green human resource management* on *green employee behavior*, which means that the sixth hypothesis is rejected.

7) Job Satisfaction Can Mediate the Influence of Green Organizational Culture on Green Employee Behavior

Job satisfaction can mediate the influence between *Green Organizational Culture* towards *green employee behavior*, It gives a path coefficient value of 0.172 and has a p-value of 0.043 and a t-statistical value of 2.028 ($t\text{-statistic} < t\text{ table } 1.967$) or ($p\text{-value} > 0.05$). Showing that *job satisfaction* cannot mediate the influence between *Green Organizational Culture* towards *Green Employee Behavior* which means the seventh hypothesis is accepted.

2. Coefficient of Determination (R Square)

Variance analysis (R^2) or Determination Test is to find out how much influence the independent variable has on the dependent variable, the value of the determination coefficient can be shown in the table below:

Table 5.
Coefficient of Determination (R Square)

| Variable | R Square | R Square Adjusted |
|-------------------------|----------|-------------------|
| Job Satisfaction | 0,818 | 0,813 |
| Green Employee Behavior | 0,872 | 0,867 |

Source: SmartPLS Output

Based on the R-Square values in the table, it shows that Green Employee Behavior and Job Satisfaction are able to explain the variability of the construct which is the result of testing the

goodness of fit model. The R Square value for the Green Employee Behavior variable is 0.872 or 87.2% (100%-87.2%), and the rest is 12.8%. influenced by other external variables. The R Square value for the Job Satisfaction variable is 0.818 or 81.8% (100%-81.8%), and the rest is 18.2%. influenced by other external variables.

There are three grouping categories in the R Square value, namely the strong category, the moderate category, and the weak category (Ilma et al., 2018) and (Exchange, 2023). Ilma et al stated that R Square 0.75 is included in the weak category (Ilma et al., 2018) and (Exchange, 2023). In this study, the R Square value >0.75 which means the R Square value is included in the strong category.

DISCUSSION

1) Green Human Resource Management Affects Green Employee Behavior

Green human resource management has an effect on green employee behavior, which means that the hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1,967$). Chaudhary (2020) found that green human resource management has an influence on employee behavior. Prayuda (2023) also stated the same result that green human resource management has an influence on green employee behavior.

2) Green Organizational Culture Affects Green Employee Behavior

Green organizational culture has an effect on green employee behavior, which means that the second hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics}, t\text{-table} > 1.967$). LMI et al. (2024) found that green organizational culture has a positive and significant influence on green employee behavior.

3) Job Satisfaction Affects Green Employee Behavior

Job satisfaction has an effect on green employee behavior, which means that the third hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1,967$). This is in line with the results of the research by Ilmi et al. (2024) that there is an influence between job satisfaction and green employee behavior.

4) Green Human Resource Management Affects Job Satisfaction

Green human resource management has an effect on job satisfaction, which means that the hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics}, > t\text{-table } 1,967$). This is in line with the results of research by Juhari & Yusliza (2022) that there is an influence between green human resources and job satisfaction.

5) Green Organizational Culture Affects Job Satisfaction

Green organizational culture has an effect on job satisfaction, which means that the hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics}, > t\text{-table } 1,967$). This is in line with Haj & Anggiani's (2023) research that there is an influence between green organizational culture and job satisfaction.

6) Job Satisfaction Does Not Mediate the Influence of Green Human Resource Management on Green Employee Behavior

Job satisfaction cannot mediate the influence between green human resource management on green employee behavior, which means that the hypothesis is rejected, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1,967$). This is not in line with the results of Haj & Anggiani's (2023) research that there is an influence between green human

resources on green employee behavior through job satisfaction. Previous research has not been found that supports the results of a hypothesis similar to this study, thus making a new contribution in filling the existing literature gap.

7) Job Satisfaction Can Mediate the Influence of Green Organizational Culture on Green Employee Behavior

Job satisfaction can mediate the influence between green organizational culture and green employee behavior, which means that the hypothesis is accepted, because the t-statistical value meets the requirements, namely ($t\text{-statistics} > t\text{-table } 1,967$). This is in line with the results of research by Fawehinmi, et al. (2020) that there is an influence between green organizational culture and green employee behavior through job satisfaction.

CONCLUSION

1. This study aims to determine the influence of Green Human Resource Management and Green Organizational Culture on Green Employee Behavior of PT Selamat Sempurna Tbk, so the following conclusions are drawn:
2. Green human resource management has an effect on green employee behavior. This is evidenced by the statistical t-value of $2.138 > \text{table } t\text{-}1.967$ at the significance level of $0.033 < 0.05$. This shows that the implementation of environmentally friendly human resource management practices can encourage employee behavior that is more concerned about environmental sustainability aspects.
3. Green organizational culture affects green employee behavior. This is evidenced by the statistical t-value of $3.175 > \text{table } 1.967$ at a significance level of $0.002 < 0.05$. This indicates that an organizational culture that supports environmental values can increase employee behavior that is proactive in preserving the environment.
4. Green human resource management has an effect on job satisfaction. This is evidenced by the statistical t value of $2.395 > \text{table } t\text{-}1.967$ at a significance level of $0.017 < 0.05$. This shows that human resource management practices that focus on environmental sustainability can increase employee job satisfaction.
5. Green organizational culture affects job satisfaction. This is evidenced by the statistical t of $3.981 > t\text{-table of } 1.967$ at the significance level of $0.000 < 0.05$. This indicates that an organizational culture that supports environmental sustainability values plays an important role in increasing employee job satisfaction.
6. Job satisfaction affects green employee behavior. This is evidenced by the statistical t-value of $2.461 > \text{table } t\text{-}1.967$ at a significance level of $0.014 < 0.05$. This shows that high levels of job satisfaction can encourage employee behavior that cares more about sustainability and the environment
7. Job satisfaction cannot mediate the influence of green human resource management on green employee behavior. This is evidenced by the statistical t of $1.675 > t\text{-table of } 1.967$ at the significance level of $0.094 < 0.05$. This shows that although Green Human Resource Management has a direct effect on Green Employee Behavior, job satisfaction does not play a mediating role in the relationship.
8. Job satisfaction can mediate the influence of green organizational culture on green employee behavior. This is evidenced by the statistical t of $2.028 > t\text{-table of } 1.967$ at

the significance level of $0.043 < 0.05$. This shows that job satisfaction plays a significant role as a mediator in strengthening the influence of an environmentally friendly organizational culture on the behavior of employees who care about sustainability.

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