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Implementation Green Human Resources Management within Information Technology Companies in Indonesia

Ahmad Musofa*, Taufik Yuniardi*, Yayan Sudiarta*, Novan Hendriwibowo *, Ardhianiswari Diah Ekawati*, Fergyanto E. Gunawan*, Anak Agung Ngurah Perwira Redi*

** (Industrial Engineering Department, BINUS Graduate Program-Master of Industrial Engineering, Bina Nusantara University, Jakarta, Indonesia 14080.*

ABSTRACT
In recent years, there is an increasing effect of global warming on the standard of life. Environmentalists predict that increased economic activity is the primary explanation for these changes. The energy sector has a crucial role in developing businesses in Indonesia and all countries around the world. Address the concern of sustainability and global warming by adopting various green initiatives in the company. The concept of Green Human Resources Management (Green HRM) refers to the activities and policies of Human Resource Management in implementing sustainable environmentally friendly practices. Furthermore, better environmental performance is required to scale back pollution and waste generated by companies and employees. This study seeks to find the factors that influence the success of Green HRM in Information Technology companies, including personality, individual knowledge, organizational culture, digital transformation, and education and training. Using PLS-SEM (Partial Least Square-Structural Equation Modelling) analysis, the proposed concept is tested using SmartPLS 3.2.9 software.

Keywords **-** Green HRM, Personality, individual knowledge, organizational culture, digital transformation, and education and training

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I. INTRODUCTION

Indonesia is facing an energy crisis in 2020, which data shows Indonesia's oil reserves became 2.5 billion barrels or eight years or 0.2% of the world. Gas reserves are 1.53% of the world's gas reserves. Meanwhile, coal reserves in Indonesia are 3.7% of the world. Oil consumption is 1.7 million barrels a day, and production is 781 thousand barrels a day [1]. Indonesia is facing an energy deficit threat because currently, consumption is already greater than production. This is because the level of energy sources is decreasing, and there is a lack of initiatives to introduce new alternative energy sources. To reduce the carbon footprint of any company, essential efforts are needed. So environmentally friendly practices can play a vital role for the scenario; because of worldwide ecological concerns and increasing levels of pollution, it is a key requirement for companies to adopt environmentally friendly practices.

Increasing concern for the global environment and the development of international standards and environmental management protocols have created a need for business organizations to adopt environmental strategies and programs. In Green Human Resources Management (HRM), various Human Resources Management practices, such as recruitment and selection, performance appraisal, compensation, and training, are designed to create a workforce that understands and promotes green behaviour in organizations [2]. Green HRM consists of two main elements: the practice of environmentally friendly Human Resources Management and the preservation of knowledge capital [3].

The change in the concept of Human Resource Management towards Green HRM is accepted and implemented in western countries but slowly in eastern countries, including Asian countries. In connection with the COVID-19 pandemic, there are 3,914 companies in Greater Jakarta implementing Work From Home (WFH), 1,348 companies have closed the company's total operations with a total of 183,288 employees implementing WFH. Meanwhile, 2,566 companies closed part of their business activities with 874,343 WFH employees [4], which has affected Green HRM's implementation. In Indonesia, there are very

few research and studies and practice and performance of Green HRM, so more research is needed to provide broader and better insights to achieve sustainable development.

One study from Shah [5] discusses the development of a measurement scale for green HRM. The study also mentioned many studies had been developed related to this topic. Although many studies have been created, the pandemic situation opens a new paradigm and trend of applying green HRM. Therefore, this study seeks to find the factors that influence the success of Green HRM in Information Technology companies, including personality, individual knowledge, organizational culture, digital transformation, and education and training during the pandemic situation that is implemented in Indonesia.

The rest of this paper is organized as follows. Section 2 provides a comprehensive discussion related conceptual model, theoretical background, hypothesis and literature review. Section 3 introduces the conceptual model of this study. Section 4 elaborates the methodology, research instrument, and data collection. Section 5 reports the data analysis and results. Section 6 provides discussion, and Section 7 continue with theoretical and practical implications of the study. Finally, conclusions and future research directions are presented in Section 8.

II. CONCEPTUAL MODEL, THEORETICAL BACKGROUND, AND HYPOTHESES

Green HRM is defined as incorporating elements of Green Management into job design, recruitment, training and development, motivation, and human resource management maintenance functions to enhance pro-environmental behaviour, be consistent with employee expectations, and achieve organizational goals [5]. Another opinion is that Green HRM is defined as human resources management practices adopted by organizations to enhance environmentally friendly performance in employee workplaces [6]. Green HRM may be a relatively new and emerging idea that has taken centre stage to understand the importance of environmental issues and their role in organizations. This concept is often linked to the "Green Movement", which guides the thought of sustainable practices across various organizational functions. Green Movement consists of four principles: Environmentalism (Environmentalism), Sustainability (Sustainability), Non-Violence (Non-Violence), and Social Justice (Social Justice). Proponents of this principle are referred to as "Greens". Whereas Greens cares about the movement for peace, environmental sustainability, and without acts of violence [7], Green HRM is not a stand-alone concept. This study describes factors that influence the success of green HRM within Information Technology companies in Indonesia. The conceptual model of the study is depicted in Fig 1.

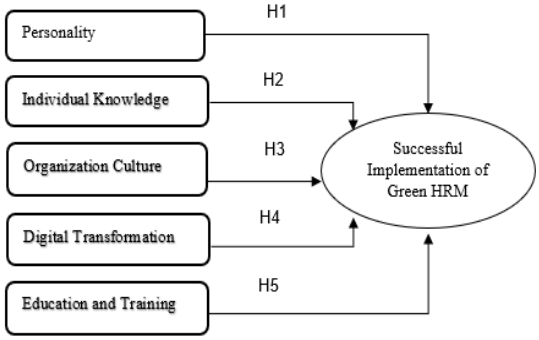

Figure 1. Conceptual Model

2.1 Personality (PE)

Humans have differences that supported their psychological aspects. These differences are often categorized on various levels [8]. Within the psychological trait theory of personality, the massive five personality traits are also mentioned because the five-factor model and thus the OCEAN model are the suggested taxonomies, or groupings, of personality traits developed from the 1980s onwards. The very best five personality traits are extraversion (extroversion), friendliness (agreeableness), openness (openness), conscientiousness (conscientiousness), and neuroticism (neuroticism). Whereas within the HEXACO personality structure model, the human personality model makes six factors or dimensions, including Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O). Each factor consists of traits with characteristics that indicate high and low levels of these factors, and the HEXACO model is exclusive mainly thanks to the addition of the Honesty-Humility dimension [9].

Behavioural models towards the environment are very diverse considers basic personality because of the cause and basis of a person's values, ideologies, attitudes, and mentions the long-term effects of the onset of nature on one's future life. This connects a person's character, traits, talents, values, frame of mind, and environmental behaviour, which shows how Green Environment behaviour is influenced by personality. In other studies, openness is said to be more frequent pro-environmental behavior, and also this relationship is also entirely mediated by attitudes towards the environment and relationships with nature [10]. Given all the above discussion, it is hypothesized:

H1: Personality influences the success of Green HRM.

2.2 Personality (PE) Individual Knowledge (IK)

An employee who knows environmentally friendly behaviour and greening in accordance together with his education and life background is what this study refers to. Rarely will individuals exhibit pro-environmental behaviour or act in an environmentally friendly manner if they need little knowledge of the impact of their actions on the environment. If an employee does not know greening and its effects on the environment and society, it is tough to be environmentally friendly [11]. The more knowledge employees have about environmentally friendly behaviour and, therefore, the impact of their behaviour, the better it's to predict environmentally friendly behaviour. Thus, our hypothesized is:

H2: Individual knowledge influences the success of Green HRM

2.3 Organization Culture (OC)

Organizational culture may be a collection of values and elements that determine the identity and treatment of a corporate organization. Organizational culture is a component of the company's strategy to realize the goals that began within the company's vision and mission [12].

The size and indicators of organizational culture provide a characteristic of organizational culture in dynamic companies, namely: a) Innovation and Risk Taking. The extent to which employees are encouraged to be innovative and dare to require risks. b) Attention to detail. The degree to which employees are expected to demonstrate accuracy and analytical skills. c) Result Orientation. The degree to which management focuses more on results than on the techniques for achieving them and, therefore, the processes want to achieve them. d) Human Resources Orientation. The degree to which management decisions are made considers their effect on the people within the organization. e) Team Orientation. The degree to which work activities are performed in teams instead of individuals. f) Aggressiveness. The degree to which employees exhibit aggressive and competitive traits. g) Stability. The extent to which organizational activity is emphasized to take care of the established order instead of growth. It also defines "Organizational culture is the set of shared values, beliefs, and norms that influence how employees think, feel, and behave toward each other and toward people outside the organization [13].

Having a Green Policy and environmentally friendly activities within the organization can provide a culture where employees will attempt to behave and act by the foundations of the Green Movement. Environmentally friendly human resource management tools within the workplace can make employees understand the green concept and appreciate this culture in their organizations. Therefore, employees who have worked during a pro-environmental culture are going to be easier to manage in applying the Green HRM management concept, and this leads to the following hypothesized:

H3: Organizational culture influences the success of Green HRM

2.4 Digital Transformation (DT)

About technological developments it is leading to a digital divide that happens in every organization. More precisely, the digital divide also refers to the higher use of data and Communication Technology (ICT) by various countries from developed to developing countries or maybe to a variety of ICT experts or specialists trained in developed countries as compared to those from developing countries. This gap can occur for various reasons—definition of digital transformation as using technology to increase the performance or range of a company generally. Also, emphasize where Digital transformation is the third and highest level of attained digital skills when digital use is carried out. It also facilitates innovation and creativity and encourages significant changes in the professional or knowledge field. Definition, Another fairly common form of digital transformation is the change caused or influenced by the use of digital technology in every aspect of human life [14].

Therefore, digital transformation concerning ICT access can cause behaviours and actions incompatible with environmentally friendly behaviour and environmental management; conversely, those with more access to ICTs and better knowledge of their use were ready to exhibit more environmentally friendly behaviours. Thus, our hypothesized is:

H4: Digital transformation influences the success of Green HRM

2.5 Education and Training (ET)

The organization's success in training and educating employees to behave in an environmentally friendly manner and act in a pro-environment manner is one of the factors that influence the successful practice of Green HRM. Education and training programs must cover a good range of various issues, including social and environmental in the least levels, from rock bottom level to the highest level. The Orientation Green Program should be included as an integral part of all training steps for workers. Employees must be told

of environmentally friendly policies and procedures, etc. it is vital to think pro-environment and be environmentally friendly. Organizations with more environmentally friendly levels of performance and behavior can increase employees' general outlook and cause high attention of potential employees who have an interest within the company. Also, it is necessary to enhance the environment in leading the organization to extend the competence of employees to form products supported by environmental regulations [15].

Working consistently with environmental standards and increasing productivity will cause a discount on negative environmental effects. As mentioned above, training has a crucial role as a key to achieving Green HRM goals. Therefore, we hypothesized:

H5: Education and training influences the success of Green HRM

III. METHODOLOGY OF RESEARCH

3.1 Research Instrument Development

This study seeks to find the factors that influence the success of Green HRM in Information Technology companies, including personality, individual knowledge, organizational culture, digital transformation, and education and training.

3.2 Data Collection and Sample

This study seeks to find the factors that influence the success of Green HRM in Information Technology companies, including personality, individual knowledge, organizational culture, digital transformation, and education and training.

Primary data for this research are obtained from employees of Information Technology companies in Indonesia by sending online questionnaires using the google forms link. For this study, a questionnaire on a Likert scale was developed where the respondents used a score of 5 = strongly agree, score 4 = agree, score 3 = neutral, score 2 = disagree, score 1 = strongly disagree.

The results of a survey by the Central Agency of Statistics on the state of employment in Indonesia in February 2020 amounted to 131,030,000 people and 0.72% working within the Information Technology and Communication sector; the whole employee was 943,416 population in this sector. The sampling uses a 5% margin of error and 943,416 as population, leading to 399.8 rounded to 400 employees as sample size. Meanwhile, secondary data were obtained from preliminary studies on Green HRM. For detailed respondents, demographic profiles, see Table 1.

Table 1. Sample demographics

Variable	Frequency	Percent
Gender		
Male	231	58
Female	169	42
Total	400	100
Age		
18 - 22 years	15	4
22 - 27 years	77	19
27 - 32 years	151	38
> 32 years	157	39
Total	400	100
Education		
Postgraduate	45	11
Undergraduate	311	78
Diploma	35	9
High School	9	2
Total	400	100
Work Experiences		
00 - 06 months	57	14
01 - 03 years	57	14
03 - 05 years	120	30
> 5 years	166	42
Total	400	100
Familiarity with Green HRM		
Familiar	147	37
Not Familiar	253	63
Total	400	100

IV. DATA ANALYSIS AND RESULTS

PLS-SEM (Partial Least Square-Structural Equation Modelling) was adopted to analyze our model. PLS-SEM has become the quality in Business and Management research in investigating causal relationships between latent constructs. PLS-SEM is extremely attractive to researchers because it allows estimating complex models with many constructs, indicator variables, and structural paths without imposing distribution assumptions on data or not supported many assumptions [16]. In this study, SmartPLS 3.2.9 was used as the main tool to analyze data. Details of measurement model analysis and structural model analysis are listed in the following sections.

4.1 Measurement Model Analysis

The outer model shows how the manifest or observed variable represents the latent variable to be measured. In conducting the analysis, this model specifies the relationship between latent variables and their indicators. The validity test is a measure of whether each question presented in the form of a questionnaire can represent the variable under study. The validity measurement was done by using Convergent validity and discriminant validity.

The results in Table 2 show that the 5 variables used in this Green HRM study include Personality, Individual Knowledge, Organizational Culture, Digital Transformation, and Training Education in each question representing each variable having an Internal Consistency Reliability (Cronbach's Alpha α > 0.6 and Composite Reliability CR > 0.7), Indicator Reliability (>=0.7), Convergent Validity (Average variance extracted (AVE) > 0.5) and Discriminant Validity (Fornell-Lacker's Criterion) were assessed, hence the questions are representing each variable meets the requirements. Furthermore, the reliability measurement shows the accuracy of the consistency of respondent's answers in the variables used to determine whether the respondent is consistent in answering each problem in this study.

AVE value greater than > 0.5. that show convergent validity. It is evident from Table 3. that the diagonal elements (the square root of AVE) for each construct is more than its highest correlation with other constructs that show discriminant validity among the constructs. The inner model can be evaluated by looking at the r-square, path coefficient, T-statistic (bootstrapping), predictive relevance, and model fit.

4.2 Structural Model Analysis

The inner model can be evaluated by looking at the r-square, path coefficient, T-statistic (bootstrapping), predictive relevance, and model fit.

4.2.1 Coefficient of Determination (R2)

The coefficient of Determination (R2) is calculated to evaluate the predictive power of the model. Fig 2. shows the results of structural model analysis. The endogenous construct, namely IM (49.7%). Thus, the proposed model has moderate level predictive power to explain successful Green HRM implementation.

4.2.2 Hypothesis Testing

Path coefficient evaluation is used to show how strong is the effect or influence of the independent (exogenous) variable on the dependent (endogenous) variable. Meanwhile, to determine whether a hypothesis is accepted or rejected, observations are made on the significance value between the constructs, t-statistics, and p-values. For hypothesis testing, the bootstrapping procedure was used with 5000 bootstrap subsamples. Path coefficients with the relevant t and p values have been considered for the evaluation of results. Table 5. lists results of hypotheses testing

4.2.3 Predictive Relevance (Q2)

To know the predictive relevance of the structural model, Q2 is estimated. It helps in understanding whether an endogenous variable is predicted correctly by its indicators in the reflective model. To obtain the value of Q2, we used the blindfolding procedure for an omission distance of 7. Values of Q2 for all endogenous variables IM (0.404) is above the threshold value zero that show the predictive relevance of the model [17].

It can be explained that the biggest influence is shown on the influence of the education and training variables on the success of Green HRM with a value of 8,486. Then the second biggest influence is the influence of personality variables on the success of Green HRM with a value of 3.842. The third most significant influence is the influence of the Digital Transformation variable on the success of Green HRM with a value of 3.255. The fourth-largest influence is the influence of individual knowledge variables on the success of Green HRM, with a value of 2.741. Then the smallest is the influence of organizational culture variables on the success of Green HRM of 0.848. Based on this description, it can be concluded that the model in this variable has a positive path coefficients value. This can be seen because the greater the value of the path coefficients, the stronger the influence or relationship between these variables.

Table 2. Results of Cronbach's Alpha, Composite Reliability, and AVE Analysis

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Digital Transformation	**0,777**	**0,799**	**0,899**	**0,816**
Education Training	**0,757**	**0,768**	**0,860**	**0,672**
Individual Knowledge	**0,732**	**0,743**	**0,881**	**0,788**
Organization Culture	**0,748**	**0,790**	**0,849**	**0,653**

Personality	**0,756**	**0,763**	**0,845**	**0,576**
Successfully of Green HRM	**0,810**	**0,811**	**0,913**	**0,840**

Table 3. Discriminant Validity

Construct	Digital Transformation	Education Training	Individual Knowledge	Organization Culture	Personality	Successfully of Green HRM
DT1	**0,883**	0,451	0,421	0,370	0,379	0,404
DT2	**0,923**	0,506	0,399	0,357	0,404	0,494
ET1	0,406	**0,779**	0,262	0,332	0,406	0,474
ET2	0,475	**0,836**	0,342	0,389	0,368	0,520
ET3	0,428	**0,844**	0,328	0,356	0,401	0,602
IK1	0,385	0,351	**0,905**	0,334	0,404	0,248
IK2	0,421	0,324	**0,870**	0,352	0,316	0,214
IM1	0,457	0,630	0,250	0,354	0,437	**0,920**
IM2	0,462	0,567	0,228	0,346	0,470	**0,913**
OC1	0,435	0,414	0,435	**0,830**	0,442	0,391
OC2	0,254	0,291	0,248	**0,825**	0,300	0,249
OC3	0,222	0,328	0,182	**0,768**	0,325	0,242
PE1	0,304	0,364	0,188	0,294	**0,772**	0,367
PE2	0,378	0,396	0,374	0,307	**0,757**	0,348
PE3	0,347	0,377	0,398	0,328	**0,774**	0,440
PE4	0,286	0,305	0,265	0,472	**0,733**	0,330

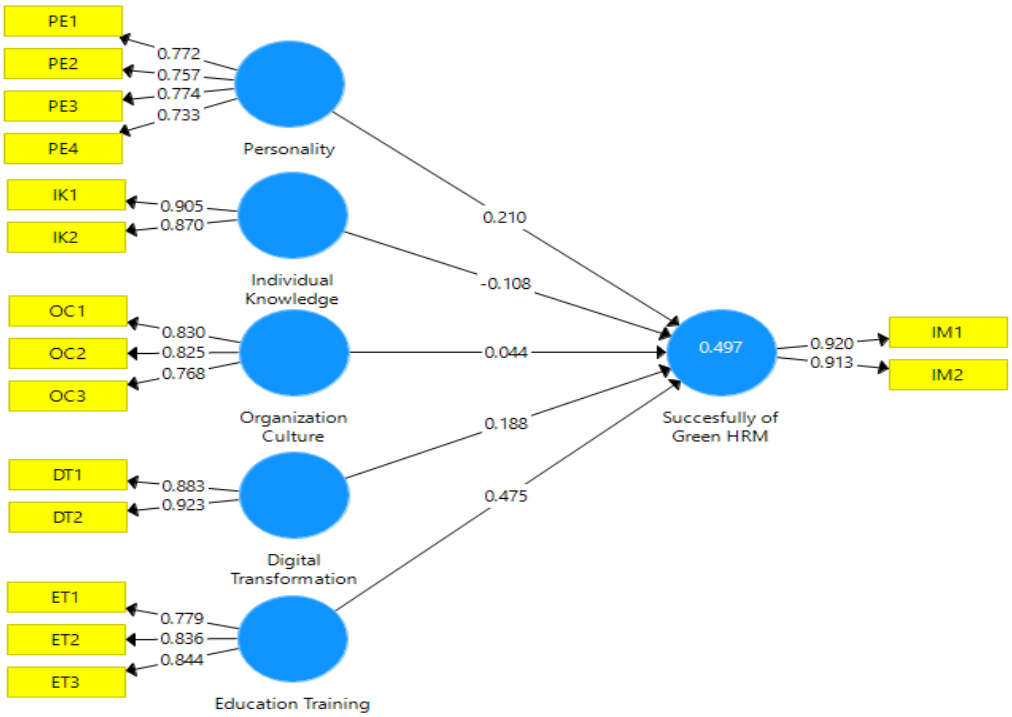

Figure 2. PLS bootstrapping model

Table 4. Path Coefficients results

Hypotheses #	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Digital Transformation -> Succesfully of Green HRM	0,188	0,183	0,058	3,255	**0,001**
Education Training -> Succesfully of Green HRM	0,475	0,476	0,056	8,486	**0,000**
Individual Knowledge -> Succesfully of Green HRM	-0,108	-0,106	0,039	2,741	**0,006**
Organization Culture -> Succesfully of Green HRM	0,044	0,050	0,052	0,848	**0,397**
Personality -> Succesfully of Green HRM	0,210	0,213	0,055	3,842	**0,000**

Table 5. Predictive Relevance Value

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
Digital Transformation	800,000	800,000	
Education Training	1200,000	1200,000	
Individual Knowledge	800,000	800,000	
Organization Culture	1200,000	1200,000	
Personality	1600,000	1600,000	
Successfully of Green HRM	800,000	476,974	**0,404**

V. DISCUSSION

This study showed, higher % of employees who are not familiar than those familiar with Green HRM practices in Information Technology companies in Indonesia. At the same time, information technology companies in Indonesia have shown the implementation of Green Recruitment & Selection, Green Training and Development, Green Performance & Appraisal, Green Compensation & Rewards, and corporations must improve their practices in Green Employee Engagement.

Regarding the variables of the success factors in the implementation of Green HRM, this study shows that the predictive relevance value is 0.404, where if the value is above zero, then the observation results are in a suitable category, while for the model, the NFI value is 0.647 or around 64.7% of the research model fit. The results of this study based on hypothesis testing are shown in Table 6.

Table 6. NFI Results

	Saturated Model	Estimated Model
SRMR	0,077	0,077
d_ULS	0,798	0,798
d_G	0,363	0,363
Chi-Square	930,270	930,270
NFI	**0,647**	**0,647**

5.1 The influence of personality on the success of Green HRM

The results that can be expressed in this study are that personality influences on the success of Green HRM. In this case, the statement is strengthened by proving the t statistical value of t statistical 4.030> t table 1.96 or p-value 0.000 <0.05. This illustrates that employee personalities who are full of awareness of environmentally friendly behavior will drive the successful implementation of Green HRM. Behavioral models towards the environment are very diverse [18] considers basic personality as the cause and basis of a person's values, ideologies, attitudes and mentions the long-term effects of the onset of personality on one's future life. This makes the relationship between a person's character, traits, talents, values, frame of mind, and environmental behavior which shows how Green Environment behavior is influenced by personality [19].

5.2 The Influence of Individual Knowledge on the success of Green HRM

The results that can be expressed in this study are that Individual Knowledge influences the success of Green HRM. This statement is strengthened by evidence by the t statistical value of 2.537> t table 1.96 or p-value 0.011 <0.05. This illustrates that the higher the level of individual employee knowledge, the more successful the implementation of Green HRM will be. If an employee does not know greening and its effects on the environment and society, then it is not easy to be environmentally friendly [20]. Thus, the higher the level of employee knowledge about environmentally friendly behaviour and the impact of their behaviour, the easier it is predicted to behave in an ecologically friendly manner [21].

5.3 The Influence of Organizational Culture on the Success of Green HRM.

The results that can be expressed in this study are that Organizational Culture does not influences on the success of Green HRM. This statement is strengthened by evidenced by the t statistic value of 0.892 <t table 1.96 or p-value 0.373> 0.05. This illustrates that organizational

culture does not effect on the successful implementation of Green HRM. Employees who are willing to do more, related to the environment outside of their formal responsibilities are known as Organizational Citizenship Behavior for the Environment (OCBE). OCBE employees are indispensable for realizing the sustainable pro-environment goals of an organization [22].

5.4 The influence of Digital Transformation on the success of Green HRM

The results that can be expressed in this study are that Digital Transformation influences the success of Green HRM. This statement is strengthened by evidence by the t statistical value of 2.857> t table 1.96 or p-value 0.004 <0.05. The effects of digital transformation have also influenced various sectors in business, such as changing the way employees carry out work, communicating, and consumer behavior patterns [23]. Digital technology facilitates the desire of various individuals to be able to connect the physical world with the digital world [24].

5.5 The Effect of Education and Training on the success of Green HRM

The results that can be expressed in this study are that Education and Training influences the success of Green HRM. This statement is strengthened by evidence by the t statistical value of 8.649> t table 1.96 or p-value 0.000 <0.05. This shows that employee education and training in the company has an effect on environmentally friendly awareness in encouraging the successful implementation of Green HRM. Also, a higher level of training in the company has a more pronounced effect on environmentally friendly behavior. Shows it is the most significant impact on environmental awareness among employees is through Green Training and Development. Green Training and Development is responsible for creating a culture to foster Green Organization practices. Likewise, [25] discuss the value of Green Training and Development in providing the knowledge and abilities needed for good environmental performance.

VI. THEORETICAL & PRACTICAL IMPLICATION

This study provides guidelines to policymakers with Green HRM practices in Information technology companies that support green behavior. However, during this COVID 19 pandemic, Green HRM practices can facilitate policymakers to take advantage of the skills and expertise of employees in providing solutions for environmental issues at the workplace.

VII. CONCLUSION

The main aim of this study to examine the Green HRM practices on Information Technology companies in Indonesia. A survey-based method was adopted, and to achieve the research objective, this study used SmartPLS 3.2.9 software for statistical analysis. The findings show that not all employees are familiar with Green HRM practices. Most Information and Technology Companies in Indonesia have implemented Green Recruitment and Selection and Green Training and Development. However, Green Performance Appraisal, Green Compensation and Rewards and Green Employee Engagement have been implemented, but it needs to be improved so that employees will be more familiar with the concept of Green HRM. The need to maintain a sustainable environment can be done by integrating the management environment and HRM. This integration is carried out by developing the Green HRM concept in information technology companies in Indonesia.

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