



The Role of Employee Engagement in Green HRM to Create Sustainable Humanist Performance

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ABSTRACT

The purpose of this study is to determine the role of employee involvement in Green HRM to create humanist sustainable performance as an approach that links ecological principles with human resource management in order to achieve sustainable and humane organizational performance. This research method involved surveys and data analysis using multiple linear regression analysis and distribution of questionnaires and interviews as well as literature studies, after which data processing was carried out using SPSS Analysis Version 25. from companies to identify the relationship between the level of employee involvement in sustainable initiatives. The research technique used a quantitative approach using a sample of 100 respondents and was conducted in June-August 2023, the results showed a significant positive effect on employee engagement and Green HRM variables on sustainable performance increasing productivity, employee loyalty, and company reputation as well as having a positive impact on the humanist aspect, such as job satisfaction and employee welfare. These findings underscore the need to develop a Green HRM strategy that focuses on the active participation of employees in formulating, implementing and strengthening sustainable initiatives, thereby creating a more sustainable work environment.

INTRODUCTION

Green human resource management (GHRM) as a new concept began to be developed in the early 2000s in response to global concerns about climate change and the negative impact of

business activities on the environment. Green GHRM is a human resource (HRM) management approach that pays attention to environmental aspects in hr management activities about green knowledge that affects employees and can be a source of inspiration for other employees to adopt green knowledge management work practices in labor relations. (khan et al., 2022). Sabi (2022) illustrates that positive employee perceptions of green hrM practices have an impact on employee engagement in the workplace and there is a very important role for organizational leaders in promoting green hrM practices and creating a culture that supports sustainable environmental management. Previous research has shown that there is a significant relationship between all components of organizational culture including adaptation, engagement, adjustment, mission and organizational commitment. (logahan & aesaria, 2014). Meanwhile, bagyo's research in oloan (2021) explains that it indicates that there are factors that affect the performance of an employee in a company, namely employee involvement and leadership traits. Employee engagement and organizational learning as factors that cause employee turnover were not specifically examined in the study. (Nababan et al., 2022). Pawestry & Pradhanawati (2018) Other studies show that the level of job satisfaction obtained at work is aimed at employee involvement in facing work.

Despite the progress in the implementation of Green HRM in companies, many organizations and businesses are still not aware of the importance of GHRM in the sustainability of their operations. Some common problems faced in the implementation of Green HRM in companies include the lack of awareness and commitment from company leaders, the shortage of skilled human resources in implementing Green HRM, and the lack of support from the government or policies that do not support the implementation of Green HRM. Additionally, the implementation of Green HRM can also incur additional costs for the company, so companies need to carefully consider the benefits and costs of implementing Green HRM.

This research can help solve problems related to the implementation of Green Human Resource Management practices in the workplace, which directly contribute to employee engagement and sustainable organizational performance because the quality of company performance is the result of employees' attitudes and behaviors that support the company's work. (Utomo et al., 2021). By exploring the impact of Green HRM on employee engagement and sustainable performance, this research can provide insights into how organizations can enhance their sustainable performance by adopting appropriate Green HRM practices and help organizations plan and implement effective Green HRM programs that are in line with the company's needs, the impact of Green HRM practices on employee engagement and organizational commitment to the environment, long-term business sustainability, and the role of organizational leaders in promoting the implementation of Green HRM and creating a culture that supports sustainable workplace management. Previous research explains that many recent studies have revealed that these efforts are green transformational leadership (GTL), green human resource management practices (GHRM), and green employee behavior (EGB). Meanwhile, recent researchers use Corporate Sustainability theory, Triple Bottom Line, and Natural Resource-Based theory to explain these three green concepts (Cahyadi et al., 2023).

LITERATURE REVIEW

Definition of Green HRM on Employee Engagement

Green HRM is the utilization of every employee's work contact point to promote conscious and sustainable performance improvement practices on sustainability issues. Green HRM aims to ensure organizational sustainability by reducing the negative impact of business activities on the environment through environmentally friendly practices in HR management activities such as recruitment, training, performance evaluation, and employee development, as well as fostering green innovative behavior at the individual level, to be applied at the organizational level (Song & Wu, 2023). Green HRM has rapidly developed in the past few decades and has become an important topic in the business and academic world. Some organizations and companies have

implemented Green human resource management practices in industries, such as the use of renewable energy, waste reduction, and resource conservation. Some companies have also begun to realize the importance of implementing Green HRM in human resource management and have incorporated Green HRM as a subject in environmental-related study programs (Ozarraga et al., 2022). Green practices for personnel management are known as "green human resource management." Green HRM is part of a more sustainable business management strategy to achieve environmental sustainability pillars. Organizations must adopt a green culture that reorients not only the entire company's strategy but also the values, attitudes, and behaviors of all employees (Jerónimo et al., 2020). Hamid and Mohamed (2021) state that Green Human Resources Management (GHRM) refers to the use of sustainable environmental practices and increasing employee commitment to environmental sustainability issues. Rewards and compensation are generally one of the most important HRM practices to reward employees for their good performance, thus forming a relationship between employee benefits and the organization (Rashid & Qaseer, 2022).

Definition of Green HRM on Sustainable Humanistic Performance

Green HRM supports sustainable humanistic performance in companies that help improve productivity and support the development of the green economic growth sector to enhance a country's Human Development Index (HDI) (Dira et al., 2023). Green HRM is also capable of promoting a work culture and practices that support sustainable green business environmental management in the company's workplace. Green HRM practices are mainly manifested in introducing green issues into recruitment, training, performance evaluation, compensation, and benefit management activities (Chen, 2022). The goal of sustainable humanistic performance in companies is to identify and analyze the impact of Green GHRM practices on employee engagement in the company, resulting in increased productivity and supporting the influence of Green HRM on long-term environmental performance and business sustainability to achieve employee and company satisfaction and well-being.

METHODS

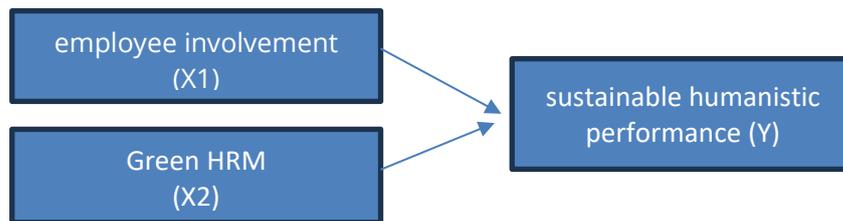
Analysis Method

In the research on the role of employee involvement in Green HRM to create sustainable humanistic performance, a quantitative research design with a survey approach was used for data collection through primary data collection using questionnaires. This design was chosen to allow data collection from a larger number of respondents and to be generalizable to a larger population. The research population is all employees in companies implementing Green Human Resource Management (GHRM). The sample was randomly selected based on the employee list provided by the company, with a sample size of 100 respondents. Data analysis was conducted using SPSS version 26 to test the relationship between employee involvement in Green HRM initiatives and sustainable humanistic performance. The research method used a quantitative approach with survey, interviews, and literature study, resulting in a regression equation as follows:

$$Y_y = a + B_1X_1 + B_2X_2 + \varepsilon_y$$

In this equation, (X1) represents employee involvement in Green HRM, (X2) represents sustainable humanistic performance, and a represents the value of sustainable humanistic performance of the company if employee involvement in GHRM is zero or non-existent. The regression coefficient B1 will indicate the extent of change in sustainable humanistic performance. The research framework is depicted as follows:

Figure 1. Research model



Source : Data processing 2023

The picture shows that the hypothesis of the role of employee involvement in Green HRM to create sustainable and humanistic performance, but this research is redeveloped using hypothesis testing as a temporary answer to the research problem. The research hypothesis formulation is as follows:

- H1: There is a relationship and influence of the role of employee involvement in Green HRM to create sustainable and humanistic performance.
- H0: There is no relationship and influence of the role of employee involvement in Green HRM to create sustainable and humanistic performance.

RESULTS

Validity and Reliability Test

In the research on the role of employee involvement in Green HRM to create sustainable and humanistic performance, it is examined whether a certain item statement can be considered valid or not by comparing the r value in the Pearson correlation with the critical r value in the Pearson product-moment, based on the criteria with the degrees of freedom obtained (df = 98) at a significance level of 0.05, then the critical r value obtained is 0.2006.

Table 1. The results of the validity test for the Product Review variable (X1)

		Correlations		
		Keterlibatan	GHRM	Kinerja
Keterlibatan	Pearson Correlation	1	-.118	.075
	Sig. (2-tailed)		.240	.458
	N	100	100	100
GHRM	Pearson Correlation	-.118	1	.055
	Sig. (2-tailed)	.240		.730
	N	100	100	100
Kinerja	Pearson Correlation	.075	.055	1
	Sig. (2-tailed)	.458	.730	
	N	100	100	100

Source : Output SPSS 2023

Table2. Summary of Validity Testing

Variabel		R Table	Information
Keterlibatan Karyawan	0,075	0.05	Valid
Green HRM	0,055	0.05	Valid
Kinerja Kelanjutan Humanis	1,00	0.05	Valid

Source : Output SPSS 2023

The table above shows that the correlation value for Employee Engagement is 0.075, the value for Green HRM is 0.055, and the value for Humanistic Continuity Performance is 1. All variables are $> \text{Sig } 5\%$ or 0.05, so it can be said that the variables have valid values.

Table 3. Test results for reliability**Reliability Statistics**

Cronbach's Alpha	N of Items
.777	3

Source : Output SPSS 2023

Table 4. Summary of Reliability Testing

		<i>Cronbach Alpha (α)</i>	Informasi
Keterlibatan Karyawan	0,777	0,6	Reliabel
Green HRM	0,777	0,6	Reliable
Kinerja Kelanjutan Humanis	0,777	0,6	Reliabel

Source : Output SPSS 2023

In the table above, it can be seen that the reliability testing in the research has a Cronbach's Alpha value of 0.777. According to the requirement that the Employee Engagement and Green HRM variables in Humanistic Continuity Performance have a Cronbach's Alpha value greater than 0.60, it can be concluded that all variables fall into the Reliable category.

Classical Assumption Test

In the research on the role of employee involvement in Green HRM to create sustainable and humanistic performance, a test of normality was conducted to determine whether the independent and dependent variables have a normal distribution or not. If the significance value of Kolmogrov-Smirnov test is greater than the predetermined significance level (0.05), then the data is normally distributed. Conversely, if the significance value of Kolmogrov-Smirnov test is less than the predetermined significance level (0.05), then it can be said that the data is not normally distributed (Sari, 2021). Here are the results:

Table 5. Normality Test**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.84898114
Most Extreme Differences	Absolute	.136
	Positive	.055
	Negative	-.136
Test Statistic		.136
Asymp. Sig. (2-tailed)		.100 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source : Output SPSS 2023

The significance value of the Kolmogorov-Smirnov test above indicates a value greater than 0.10, which means it is larger than the significance value of 0.05. Therefore, it can be concluded that the data is normally distributed.

Multicollinearity Test

In the study of the role of employee involvement in Green HRM to create sustainable and humanistic performance, a multicollinearity test was conducted, as mentioned by Hartini et al. (2022). The multicollinearity test determines whether there is correlation between independent variables in the regression model. The criteria for multicollinearity are a VIF value of ≤ 10 and a Tolerance value of > 0.10 , indicating that the regression model in the study is free from multicollinearity. The results of the multicollinearity test can be seen in the following table:

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	33.047	5.016			
	Keterlibatan	.065	.082	.080	.986	1.014
	GHRM	.058	.132	.044	.986	1.014

Source : Output SPSS 2023

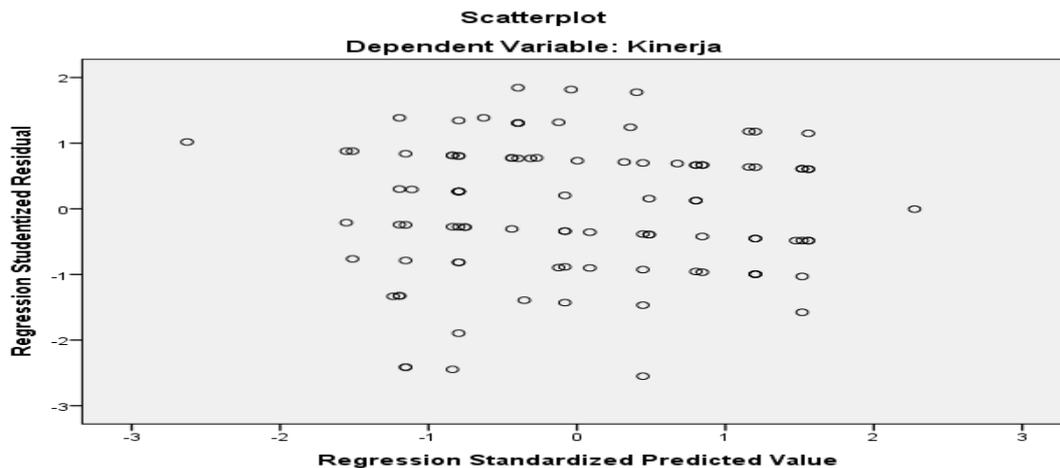
From the table, it can be seen that the employee engagement variable has a tolerance value of $0.986 > 0.10$ and $VIF = 1.014 < 10$, and the GHRM variable has a tolerance value of $0.986 > 0.10$ and $VIF = 1.014 < 10$. It can be concluded that the tolerance values for both independent variables are greater than 0.10 and VIF is less than 10. Therefore, it can be stated that there is no multicollinearity issue with all independent variables, and thus the collected data can be used for further analysis.

Heteroskedasticity Test

In the study of the role of employee involvement in Green HRM to create sustainable and humanistic performance, a heteroskedasticity test was conducted. According to Hutasuht et al. (2023), this test is used to determine whether there is unequal variance of residuals from other

observations in the regression model. Fadli (2021) stated that if the points on the scatterplot are randomly scattered, either above the number 0 or below the number 0 on the vertical axis (Y-axis), it can be concluded that there is no heteroskedasticity. The result is as follows:

Figure 2. Heteroskedasticity Test Results (Scatterplot)



Source : Output SPSS 2023

The picture above shows randomly scattered points, not forming a specific pattern, and the points are clearly scattered both above and below, meaning that the regression model is free from heteroskedasticity issues.

Multiple Linear Regression Analysis

In the study of the role of employee involvement in Green HRM to create sustainable and humanistic performance, a multiple linear regression test was conducted, according to (Iwan et al., 2022). The multiple linear regression analysis was used to observe the influence of each variable, and the results are as follows:

Table 7. Multiple Linear Regression Test Results

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.047	5.016		6.588	.000
	Keterlibatan	.065	.082	.080	.789	.432
	GHRM	.058	.132	.044	.436	.664

a. Dependent Variable: Kinerja

Source : Output SPSS 2023

In the study of the role of employee involvement in Green HRM to create sustainable humanistic performance, the following multiple linear regression equation results were obtained from the table above:

$$Y = 33.047 + 0.065X_1 + 0.058X_2 + \epsilon$$

Based on the above results, the constant value of 34.765 indicates that if employee involvement and GHRM have a value of 0, the value of the sustainable humanistic performance variable is 33.047. The regression coefficient (β) X_1 has a value of 0.065, meaning that employee involvement (X_1), when increased by 1 unit, results in an increase of 0.065 in sustainable humanistic performance. Similarly, the regression coefficient (β) X_2 has a value of 0.058, meaning

that GHRM (X_2), when increased by 1 unit, results in an increase of 0.058 in sustainable humanistic performance.

Hypothesis Testing

Test t (Partial)

In the study of the role of employee involvement in Green HRM to create sustainable humanistic performance, the purpose of hypothesis testing is to determine whether the tested hypothesis is rejected or accepted (Al-faida, 2023). It is shown that $Df = n - k - 1$, then the obtained t-table = 1.985. The following is the result of the t-test which can be seen in table 7.

It is known that the t-value for the employee involvement coefficient is 2.789, which is greater than the critical t-value of 1.985. Therefore, the hypothesis stating that there is a significant influence of employee involvement on sustainable humanistic performance is accepted and significant ($0.000 < 0.05$). This means that the partial variable of employee involvement (X_1) has a significant effect on the variable of sustainable humanistic performance (Y). The t-test for the partial variable of GHRM (X_2) on the variable of sustainable humanistic performance (Y) shows that the t-value for the GHRM coefficient is 3.436, which is greater than the critical t-value of 1.985. Therefore, the hypothesis stating that there is a significant influence of GHRM on sustainable humanistic performance is accepted and significant ($0.000 < 0.05$), meaning that the partial variable of GHRM (X_2) has a significant effect on the variable of sustainable humanistic performance (Y).

Test f (Simultaneous)

In the research on the role of employee involvement in Green HRM to create sustainable and humanistic performance, the f test aims to determine the influence of all independent variables on the dependent variable. The result of the model feasibility test (f test) is as follows:

Table 8. Results of Simultaneous Hypothesis Testing (F-test)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.586	2	1.293	4.371	.691 ^b
	Residual	338.454	97	3.489		
	Total	341.040	99			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), GHRM, Keterlibatan

Source : Output SPSS 2023

The table above shows that from the results of the F test, the obtained calculated F value is 4.371, which is greater than the critical F value of 3.094, and the significance value is 0.000. This means that the role of employee involvement in Green HRM simultaneously influences the creation of sustainable and humanistic performance.

Coefficient of Determination (R^2)

In the study of the role of employee involvement in Green HRM to create sustainable and humanistic performance, according to Ghazali in (Stawati, 2020), the testing of the coefficient of determination is indicated by the adjusted R Square value, which measures how well the model can explain the variation of the independent variables. The results are as follows:

Table 9. Coefficient of Determination Result (R-squared Test)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.087 ^a	.0608	-.013	1.868

a. Predictors: (Constant), GHRM, Keterlibatan

b. Dependent Variable: Kinerja

Source : Output SPSS 2023

Based on the table, it can be explained that the results of the coefficient of determination test obtained an Adjusted R Square value of 0.608. Based on the Adjusted R², it can be concluded that the influence of variables in the study of the role of employee involvement in Green HRM to create sustainable humanistic performance is 60.8%, while the remaining 39.2% is influenced by other variables outside of this study, such as Green environment, Green performance, and others.

DISCUSSION

The Influence of Employee Engagement in Creating Sustainable Humanistic Performance

In the study of the role of employee engagement in Green HRM to create sustainable humanistic performance, it can be seen from the results of the hypothesis test that employee engagement has a positive influence on sustainable humanistic performance. It is known that the t-test for the coefficient of sustainable humanistic performance is $2.789 > t\text{-table } 1.985$. Therefore, the hypothesis stating that there is a significant influence of employee engagement on sustainable humanistic performance is accepted. This is in line with the research that employee engagement or participation in important work activities should be considered because their engagement will lead them to be willing and happy to work together, both with leaders and with colleagues (Indayati et al., 2012).

The Influence of Green HRM in Creating Sustainable Humanistic Performance

In the study of the role of employee engagement in Green HRM to create sustainable humanistic performance, the results of the hypothesis test using the F-test show that customer service has a positive influence on online purchasing decisions. Additionally, the partial t-test of the GHRM variable (X₂) on the purchasing decision variable (Y) shows that the t-value for the GHRM coefficient is $3.436 > t\text{-table } 1.985$. Therefore, the hypothesis stating that there is a significant influence of GHRM on sustainable humanistic performance is accepted. This is in line with research that explains Kelvin (2022) that Green Human Resources Management (GHRM) refers to the use of Human Resource Management (HRM) practices to strengthen environmentally friendly practices and enhance employee commitment to environmental sustainability issues.

The Influence of Employee Engagement in Green HRM on Creating Sustainable Humanistic Performance

In the study of the role of employee engagement in Green HRM to create sustainable humanistic performance, the test results show a coefficient value of 4.371 > the table value of 3.094 and a significance value of 0.000, meaning that the role of employee engagement in Green HRM simultaneously influences the creation of sustainable humanistic performance. Employee engagement in Green HRM has a positive impact on achieving sustainable performance that prioritizes human values. This involves heightened environmental awareness, active participation in sustainable initiatives, and operational cost reduction through resource efficiency. Furthermore, this engagement also enhances overall performance, builds employee loyalty, and shapes a positive reputation and organizational attractiveness. Therefore, involving employees in Green

HRM not only supports the environment but also creates balanced and humane sustainable performance.

CONCLUSION

The conclusion of the research on the role of employee involvement in Green HRM to create sustainable and humanistic performance stems from the research goal of understanding the influence of employee involvement and Green HRM in creating sustainable and humanistic performance, showing a positive and significant relationship in each variable both partially and simultaneously. Employee involvement in Green HRM plays a crucial role in creating more humane sustainable performance. Involving employees in human resource management practices focused on environmental sustainability not only increases awareness of environmental issues but also encourages active participation in sustainable actions. Furthermore, this involvement contributes to cost efficiency, better organizational performance, and creates closer relationships between employees and the company. Overall, employee involvement in Green HRM is key to achieving a positive balance between sustainable performance and human values.

Recommendation

In this study, the researcher suggests that employee involvement in the implementation of Green HRM is crucial for creating a sustainable and humanistic company performance. Additionally, it provides an opportunity for employees to participate in decision-making related to Green HRM, thus assisting the company in making policy decisions, such as forming a working team or committee consisting of employees from various departments. Employee involvement will make them feel a sense of contribution to the company's goals and be responsible for the implementation of Green HRM in the company. Furthermore, the company should develop training and development models related to Green HRM for its employees. This is important to enhance employees' understanding of Green HRM and how they can contribute to its implementation, thereby benefiting the company from employee involvement in the application of Green HRM. Employees involved in the implementation of Green HRM will feel more satisfied with their work as they contribute to the company's future goals, which in turn influences the improvement of employee productivity. The company will also be motivated to work as they have clear and appropriate goals, making the work effective and efficient.

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