


MUGHAS: THE INTEGRATED GREEN HRM MODEL TO IMPROVE BUSINESS PERFORMANCE

Muhammad Farid Wajdi^A, Febrianur Ibnu Fitroh Sukono Putra^B, Awanis Linati Haziroh^C, Nanda Adhi Purusa^D



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 10 April 2023</p>	<p>Purpose: The aim of this study is to examine the implementation an eco-friendly model in the company's human resource management practices.</p> <p>Theoretical Framework: The Green HRM Policies, Specific Wings of Green HRM, and MUGHAS Integrated Green Human Resource Management are the three of main organizational constructs that are introduced in this study to examine their contribution and impact to the human resource management performance.</p> <p>Design/Methodology/Approach: The study uses qualitative methods to obtain the necessary data using in-depth interviews. The sampling technique used is purposive sampling and snowball sampling. The data analysis starts from broke data into several categories, synthesizing, analyzing, and concluding.</p> <p>Findings: The results of integrated green HRM model implementation are: 1) reduced costs, 2) improved resource efficiency, 3) reduced carbon footprint, 4) improved environmental performance, 5) improved corporate image, and 6) employees are more environmentally conscious. The procedures for implementing this integrated green HRM model are based on an evaluation management system (EMS), green intellectual capital (GIC), and corporate environmental citizenship (CEC). The effective green HRM model implementation plays a critical role in organizational performance.</p> <p>Research, Practical & Social Implications: The study of green HRM model implementation process gives some practical and social implication includes the organization's vision and mission, commitment to providing eco-friendly technology, providing infrastructure for all stakeholders. In addition, empirical research must accurately depict the Green HRM extent implementation in human resource management practices, especially in Indonesia.</p> <p>Originality/Value: The value of the study is MUGHAS integrated green HRM model implementation aims to change the direction of employee behavior to be more environmentally friendly to impact the progress of sustainable business practices in creating awareness of the company's human resources. Implementing green human resource management will encourage increased ability to create, increase competence, and maintain environmentally friendly morals for each employee.</p>
<p>Keywords:</p> <p>Business Performance; Eco-Friendly; Green HRM; Sustainability.</p> <div data-bbox="172 958 480 1205" style="text-align: center;">  </div>	<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.771</p>

^A Ph.D. in Economic & Management Sciences. Universitas Muhammadiyah Surakarta. Jl. A. Yani, Mendungan, Pabelan, Kec. Kartasura, Kabupaten Sukoharjo, Jawa Tengah, 57162, Indonésia E-mail: fw265@ums.ac.id
Orcid: <https://orcid.org/0000-0003-0564-1125>

^B Magister of Management. Universitas Dian Nuswantoro. Jl. Imam Bonjol, No.207, Pendrikan Kidul, Kec. Semarang Tengah, Kota Semarang, Jawa Tengah, 50131, Indonésia. E-mail: fbr10@dsn.dinus.ac.id
Orcid: <https://orcid.org/0000-0002-8240-6295>

^C Magister of Management. Universitas Dian Nuswantoro. Jl. Imam Bonjol, No.207, Pendrikan Kidul, Kec. Semarang Tengah, Kota Semarang, Jawa Tengah 50131, Indonésia. E-mail: awanislinati@dsn.dinus.ac.id
Orcid: <https://orcid.org/0000-0002-8028-5100>

^D Magister of Economics. Universitas Dian Nuswantoro. Jl. Imam Bonjol, No.207, Pendrikan Kidul, Kec. Semarang Tengah, Kota Semarang, Jawa Tengah, 50131, Indonésia. E-mail: nandapurusa@dsn.dinus.ac.id
Orcid: <https://orcid.org/0000-0002-1648-0753>

MUGHAS: O MODELO GREEN HRM INTEGRADO PARA MELHORAR O DESEMPENHO DOS NEGÓCIOS

RESUMO

Objetivo: Muitas organizações na Indonésia ainda não perceberam a importância de implementar conceitos ecologicamente corretos em suas atividades. Este estudo tem como objetivo implementar um modelo ecologicamente correto nas práticas de gestão de recursos humanos da empresa.

Desenho/Metodologia/Abordagem: Este estudo utiliza métodos qualitativos para obter os dados necessários por meio de entrevistas em profundidade. A técnica de amostragem utilizada é a amostragem intencional e a amostragem bola de neve. A análise de dados parte dos dados divididos em várias categorias, sintetizando, analisando e concluindo.

Resultados: As vantagens do modelo de GRH verde integrado são: 1) custos reduzidos, 2) eficiência de recursos aprimorada, 3) pegada de carbono reduzida, 4) desempenho ambiental aprimorado, 5) imagem corporativa aprimorada e 6) funcionários mais conscientes do meio ambiente. Os procedimentos para a implementação desse modelo integrado de GRH verde são baseados em um sistema de gestão de avaliação (SGA), capital intelectual verde (GIC) e cidadania ambiental corporativa (CEC). A implementação efetiva do modelo de GRH verde desempenha um papel crítico no desempenho organizacional.

Pesquisa, Práticas e Implicações Sociais: O processo de implementação do modelo de GRH verde inclui a visão e a missão da organização, o compromisso de fornecer tecnologia ecologicamente correta, fornecendo infraestrutura para todas as partes interessadas. Além disso, a pesquisa empírica deve retratar com precisão a implementação da extensão de GRH Verde nas práticas de gestão de recursos humanos, especialmente na Indonésia.

Originalidade/Valor: Green HRM é um programa integrado que visa mudar a direção do comportamento dos funcionários para ser mais ecologicamente correto para impactar o progresso das práticas de negócios sustentáveis na conscientização dos recursos humanos da empresa. A implementação de uma gestão de recursos humanos verde incentivará o aumento da capacidade de criar, aumentar a competência e manter a moral ambientalmente amigável para cada funcionário.

Palavras-chave: Desempenho dos Negócios, Ecológico, Verde GRH, Sustentabilidade.

MUGHAS: EL MODELO GREEN HRM INTEGRADO PARA MEJORAR EL RENDIMIENTO EMPRESARIAL

RESUMEN

Objetivo: Muchas organizaciones en Indonesia aún no se han dado cuenta de la importancia de implementar conceptos ecológicos en sus actividades. Este estudio tiene como objetivo implementar un modelo eco-amigable en las prácticas de gestión de recursos humanos de la empresa.

Diseño/Metodología/Enfoque: Este estudio utiliza métodos cualitativos para obtener los datos necesarios mediante entrevistas en profundidad. La técnica de muestreo utilizada es el muestreo intencional y el muestreo de bola de nieve. El análisis de datos comienza partiendo de datos en varias categorías, sintetizando, analizando y concluyendo.

Resultados: Las ventajas del modelo HRM verde integrado son: 1) costos reducidos, 2) eficiencia de recursos mejorada, 3) huella de carbono reducida, 4) desempeño ambiental mejorado, 5) imagen corporativa mejorada y 6) los empleados son más conscientes del medio ambiente. Los procedimientos para implementar este modelo integrado de HRM verde se basan en un sistema de gestión de evaluación (EMS), capital intelectual verde (GIC) y ciudadanía ambiental corporativa (CEC). La implementación efectiva del modelo de HRM verde juega un papel fundamental en el desempeño organizacional.

Investigación, implicaciones prácticas y sociales: El proceso de implementación del modelo HRM verde incluye la visión y la misión de la organización, el compromiso de proporcionar tecnología ecológica e infraestructura para todas las partes interesadas. Además, la investigación empírica debe representar con precisión la implementación del alcance de Green HRM en las prácticas de gestión de recursos humanos, especialmente en Indonesia.

Originalidad/Valor: Green HRM es un programa integrado que tiene como objetivo cambiar la dirección del comportamiento de los empleados para que sean más respetuosos con el medio ambiente para impactar el progreso de las prácticas comerciales sostenibles en la creación de conciencia de los recursos humanos de la empresa. La implementación de una gestión de recursos humanos ecológica fomentará una mayor capacidad para crear, aumentar la competencia y mantener una moral respetuosa con el medio ambiente para cada empleado.

Palabras clave: El Rendimiento del Negocio, Ecológico, Gestión de Recursos Humanos Verde, Sustentabilidad.

INTRODUCTION

The phenomenon of global warming triggers increased awareness of environmental ethics to save the earth and the environment from the threat of damage. One of the concepts related to efforts to save the environment is the concept of being eco-friendly, often known as "Go Green". The concept of "Go Green" in the industry began to be recognized in the 1980s due to various external and internal factors, including the environmental crisis, increasing customer pressure, organizational needs, and environmental functions (Condong & Habidin, 2022). Currently, the eco-friendly concept is widely applied as a business strategy in production, marketing, human resources and other fields.

Awareness of environmental ethics triggers the emergence of the concept of an eco-friendly company (green company) and has become a business demand in the era of globalization (Palguna, 2021). The results by Farheen et al. (2020) confirm the impact of the presence of eco-friendly innovations on organizational performance. This confirms that eco-friendly management practices have significant benefits at the national economy level and achieve significant savings at the industrial sector level. Kuria & Mose (2019) have also conducted a study on the concept of environmental friendliness and organizational sustainability. Ahmad (2015) argues that Green HRM refers to using every employee's potential to promote sustainable practices and increase employee awareness and commitment to environmental issues in a sustainable manner. It is necessary to carry out eco-friendly HR initiatives so that greater efficiency can be obtained, lower costs, better employee engagement, and retain employees. In addition, it can also help organizations to behave eco-friendly through electronic activities, such as mobile-sharing, task-sharing, teleconferencing and virtual interviews, online telecommuting training, energy-efficient office space and others.

Based on the Environmental Performance Index (EPI), Indonesia's environmental quality in 2015 was ranked 107th out of 180 countries with a score of 65.85. In comparison, Indonesia's two closest neighbours are in a much better position, namely Singapore at 14th with an index of 87.04 and Malaysia with an index of 74.23 at 63rd. The low awareness of environmental friendliness is shown with the low implementation of Green HRM in Indonesia (Fachada et al., 2022). Many organizations in Indonesia still have not realized the importance of implementing eco-friendly concepts in their activities. The low behaviour of employees to be eco-friendly in the work environment is shown by activities that waste energy. From these publications, it appears that energy wastage still occurs in office centres, and it appears that many parties have not realized eco-friendly behaviour. This is the basis for the need for green

human resource management to be implemented (Khammadee, 2021).

From the description above, awareness of environmental sustainability concerns all parties. Awareness of environmental sustainability is followed by implementing eco-friendly behaviour in every activity of the global community and the organization. Therefore, research is needed to identify the process of implementing eco-friendly behaviour in various companies, especially in human resources management. This comprehensive understanding is that research is needed that examines eco-friendly behaviour in the organization as a whole, namely various factors related (stimulus) to the implementation of eco-friendly behaviour both externally and internally by the Company, examines the processes that occur and identifies the impact of the implementation. Eco-friendly behaviour within the Company. This study aims to produce a model for implementing eco-friendly behaviour in human resource management practices in the Company.

LITERATURE REVIEW

Green Behavior

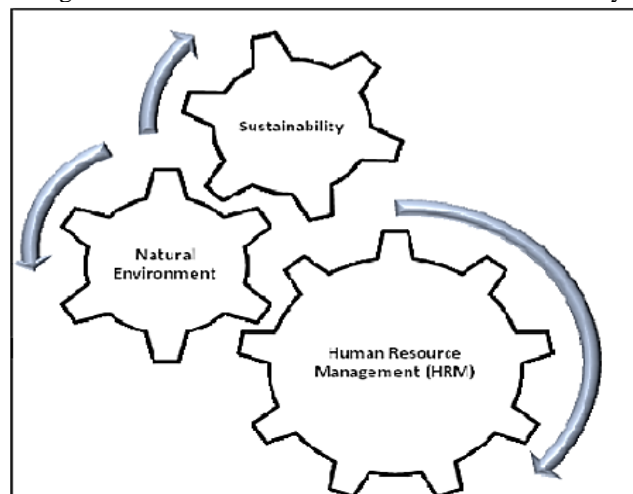
Awareness of environmental ethics triggers the application of eco-friendly behavior. The emergence of environmental problems is a moral problem, and the problem of human behavior towards the environment is not merely a technical problem. Likewise, the global ecological crisis experienced today is a moral issue, a global moral crisis. Therefore, ethics and morality are needed to overcome them. The focus of environmental ethics is how humans should act or how humans should behave towards the environment. Environmental ethics is understood as a scientific discipline that talks about moral norms and rules that regulate human behavior in dealing with nature and moral values and principles that animate human behavior in dealing with nature. Eco-friendly is a program that does not harm the surrounding environment or can be interpreted as something that does not damage the surrounding nature (Mukherjee et al., 2020).

Eco-friendly also aims to preserve the earth so that the earth remains sustainable, the surrounding environment remains clean, neat, beautiful, and comfortable, and the most important thing is to make the human body healthy. Eco-friendly behavior has six principles: Recycle, Recovery, Reduce, Reuse, Refine, and Retrieve Energy. Refine means using eco-friendly materials and a safer system than previous technologies. Reducing means reducing the amount of waste by maximizing the use of materials. Reuse is reusing some materials that are not used or have been in the form of waste and processed in different ways. Recycling is almost

the same as reuse, and it is just that recycling reuses materials or waste with the same system. Recovery means the use of unique materials from waste to be processed for other purposes (Bombiak, 2019).

An eco-friendly company is a concept in which a company's management consciously considers environmental protection and management, as well as the safety and health of stakeholders in every business decision-making. This is a tangible manifestation of responsibility and efforts to contribute to the company positively, employees in particular, society, and sustainable development in general. Attention and enthusiasm for eco-friendly awareness are implemented in various fields within the organization, namely in the field of production, marketing, technology & the physical environment, and human resources (Rawashdeh, 2018).

Figure 1. Link between Green HRM and Sustainability



Source: (Kuria & Mose, 2019)

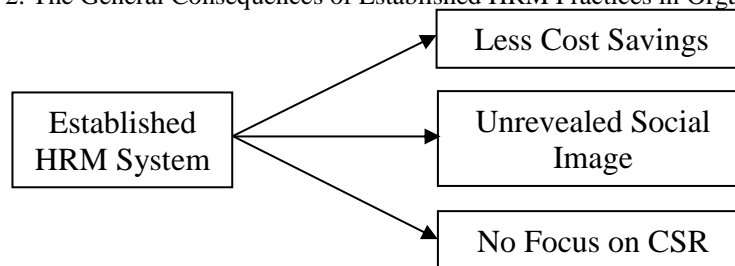
Green HRM in Practice

To be able to implement the concept of Green HRM in the organization, every organization can incorporate eco-friendly concepts into the functions of the HRM function. There are traditionally 18 HRM functions, including job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, career management, compensation management, incentive management, welfare management, employee movement, discipline, health and safety, and labor relations management (Udin, 2023). Making Green HRM practices can be done by including policies, procedures, and practices that ensure employees behave in an eco-friendly manner and have good performance (Bombiak & Marciniuk-Kluska, 2018). The participation of employees in realizing eco-friendly

human resource management (HRM) has long been echoed by experts. This has also been felt very necessary by large companies in order to realize an eco-friendly company. So far, the company has prioritized this effort for its employees only in the working environment. Green initiatives are becoming an essential factor in businesses around the world. The researchers argue that employees must be inspired, empowered, and environmentally conscious of implementing eco-friendly management initiatives. Green HRM requires employees' technical skills and management skills, as companies will develop environmental innovation initiatives and programs with significant managerial implications (Kim et al., 2017).

The application of eco-friendly behaviour in human resource management is also known as Green Human Resource Management. Yusliza et al. (2017) revealed that Green HRM would have an essential role in the industry to promote issues related to the environment by adopting management philosophies, practices of Human Resources (HR) policies, training programs and implementation of laws related to environmental protection. In addition, Green HRM will also assist entrepreneurs and producers in improving their image and building brands by implementing the ISO 14000 standard regarding environmental auditing, thereby changing organizational culture and helping employees and the public become aware of environmental impacts. It will also make employees and community members aware of the more economical use of natural resources and encourage eco-friendly products (Haddock-Millar et al., 2016).

Figure 2. The General Consequences of Established HRM Practices in Organizations



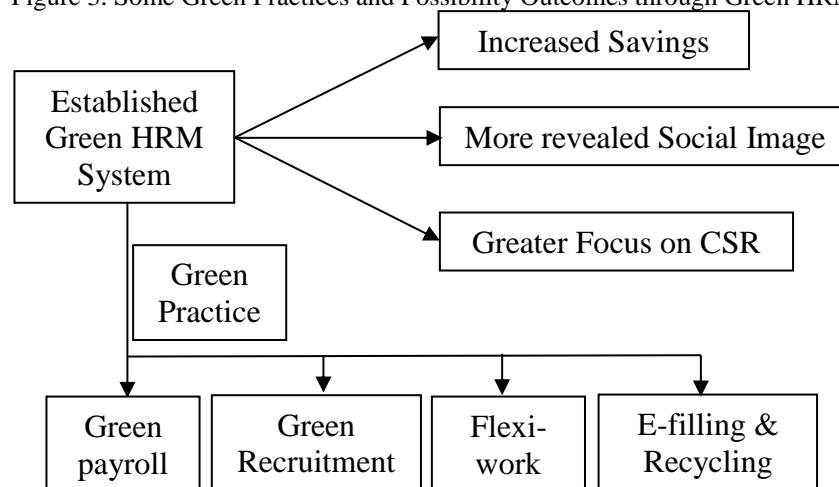
Source: (Haddock-Millar et al., 2016)

They are implementing eco-friendly behavior in the recruitment process through job analysis by including the environmental dimension as a task in the job description. Include eco-friendly competencies as a specific component in job specifications. Internalization in Recruitment, namely by including environmental criteria in the recruitment message and communicating the concerns of leaders or employers about greening through the recruitment process (O'Donohue & Torugsa, 2016). Implementation in selection: selecting environmentally aware/green applicants to fill job vacancies and selecting applicants who have been involved in

greening as consumers under the domain of their personal life. Induction is implemented to make new employees familiar with the organization's green/green efforts. Implementation of eco-friendly behavior in training is carried out to provide the proper knowledge and skills about greening or friendly behavior for each employee through a training program designed explicitly for reforestation. In addition to conducting a training needs analysis to identify eco-friendly training needs for employees. Implementation in Performance Evaluation (Performance evaluation) to evaluate employees' work performance in accordance with the criteria for eco-friendly behavior (Yusoff et al., 2015).

To include an eco-behavior component in the performance feedback interview. Implementation in Rewards management to provide financial incentives to employees who behave in an eco-friendly manner at work. In addition, it provides non-financial rewards such as praise and recognition to employees for eco-friendly behavior. Implementation in Discipline management, to formulate and publish rules of behavior related to eco-friendly/greening behavior, in addition to developing a progressive discipline system to punish employees who violate the rules of eco-friendly behavior (Ercantan & Eyupoglu, 2022).

Figure 3. Some Green Practices and Possibility Outcomes through Green HRM



Source: (Ercantan & Eyupoglu, 2022)

Previous Study

Jamal et al. (2021) said that the theory of ecocentrism offers an increasingly adequate understanding of the environment. The moral concern is extended to include the entire ecological community, both living and non-living. Ecocentrism is increasingly being expanded in deep ecology and ecosophy, which greatly arouses human understanding of the interests of the entire ecological community. Deep ecology demands a new ethic that is not human-centered

but centered on the whole of life with an effort to overcome environmental problems. Deep Ecology is also translated as a natural movement to create a harmonious life between living things and nature. This natural movement affects many people's perspectives, behavior, and lifestyle. According to Jehan et al. (2020), the notion of ecocentrism is increasingly being expanded and deepened through the theory of deep ecology regarding the environment as ecosophy, namely the wisdom of regulating life in harmony with nature. Thus, with full awareness, humans are asked to build an understanding and interdependence with the entire contents of the universe as a lifestyle increasingly in harmony with nature.

The second theory used as the basis of this research is the Triple Bottom Line (TBL) theory. The triple bottom line developed concept with the term economic prosperity, environmental quality, and social justice, which holds that if a company wants to maintain its survival, it must pay attention to the "3Ps". In addition to pursuing profit, companies must also pay attention to and be involved in fulfilling the welfare of the community (people) and actively contribute to preserving the environment (planet) (M. Y. Yusliza et al., 2019).

- a. Profit (Economic); The leading and most important goal in every business activity. It is not surprising that the main focus of all activities in the company is to pursue profits and boost share prices as high as possible. Because this is the most basic form of economic responsibility towards shareholders to increase profits, including increasing productivity and implementing cost efficiency, it can obtain increased productivity by improving work management, simplifying processes, reducing inefficient activities, and saving process and service time. While it can achieve cost efficiency if the company uses materials as efficiently as possible and cuts costs as low as possible
- b. People (Stakeholder Society); People are critical stakeholders for the company because community support is essential for the company's existence, survival, and development. Therefore, the company must be committed to providing the maximum benefit to the community. It should also realize that the company's operations have the potential to have an impact on the community. Therefore, companies must carry out various activities that can meet the community's needs.
- c. Planet (Environment); Planet or Environment is something related to all areas of human life. Because all activities carried out by humans as living beings are always related to the environment. However, most people still don't care about the environment around them.

Figure 4. Triple Bottom Line Model



Source: (M. Y. Yusliza et al., 2019)

MATERIAL AND METHODOLOGY

This study uses qualitative methods to obtain the necessary data using in-depth interviews. An in-depth interview collects data or information by meeting face to face with informants to obtain complete and in-depth data (Duffett et al., 2018). The sampling technique used is purposive sampling and snowball sampling. Researchers choose certain people as informants who are considered to provide the required data, and based on the information obtained from the previous sample, the researcher can determine a new sample that is considered to provide complete data. The researcher will explore the reality of information from the resource persons to identify the Green Human Resources Management process by placing himself in the resource person's position to understand the resource person's thought process. The researcher also conducted a literature study to gain theoretical knowledge from the views and opinions of experts as a reference for analyzing problems and identifying integrated green HRM models. Data analysis was carried out by organizing the data, breaking it into several categories, synthesizing, making patterns and drawings, analyzing, and drawing conclusions. The activities in qualitative data analysis interactively by reducing data, presenting data, and drawing conclusions. This research's validity lies in collecting data and during the process of analyzing data interpretation. In this study, researchers used source triangulation by comparing and rechecking the level of trust from the source, namely by comparing the results of interviews, data, and literature studies.

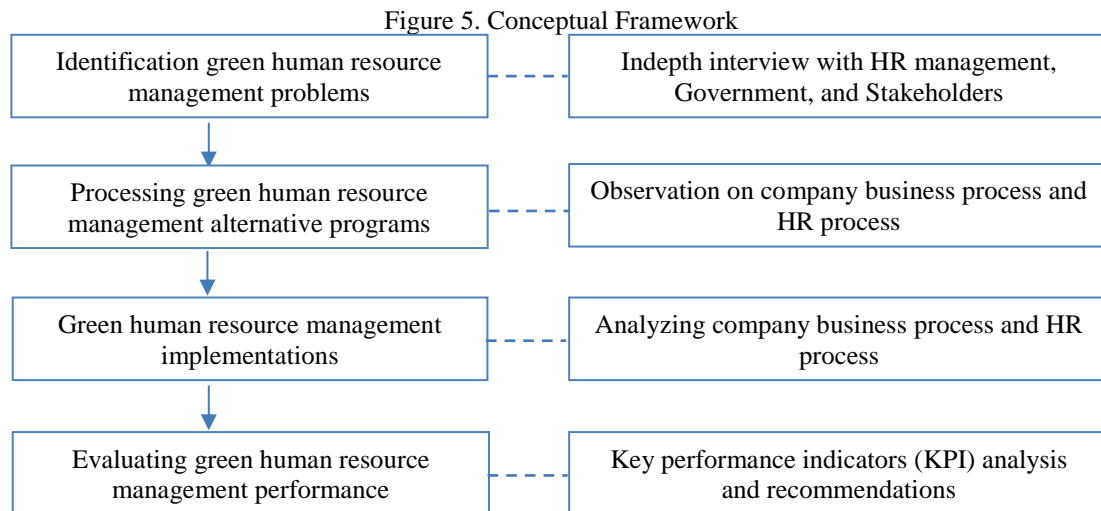
The focus of this research is implementation of the newest integrated green human resource management (GHRM) model to improve distribution performance in 5.0 society era with the following components: (1) green competences; (2) green attitude; (3) green behavioral; (4) green system; and (5) green performance (innovation, reputation, turnover). The guide list of interview questions asked includes:

- a. How do you find out about green human resource management?

- b. What do you do after you get enough information about green human resource management? Are you immediately interested in following it?
- c. What attracted you, and then decide to use green human resource management?
- d. What are the stages in implementing green human resource management? Do you do this yourself or use a vendor/consultant?
- e. What are the benefits of using green human resource management?
- f. What are the threats of implementing human resource management?
- g. What are the recommendation for another company before implementing human resource management?

Through the green human resource management (GHRM) program, there is integration with relevant stakeholders to determine policy directions to provide access opportunities for developing the company's management system to be more integrated with eco-friendly processes. Green human resource management (GHRM) programs are also used to increase the competitiveness and feasibility of companies in response to changing external conditions. The research flow scheme begins by analyzing the potential of companies, most of which come from the manufacturing industry with residual production waste. By implementing the green human resource management (GHRM) program, it is expected to be able to support the company's new business strategy for economic recovery after the Covid-19 pandemic. Considering organization-level antecedents presents an opportunity to differentiate coercive management practices from those that support voluntary employee behaviors consistent with a firm's environmental objectives. A review of the evidence suggests that an organization's HRM policies and practices can influence both types of green employee behaviors.

In addition, to understand the antecedents that explain when, why, and the degree to which a company shapes its HRM system to encourage eco-friendly behavior among its employees, several authors have suggested that a better understanding of individual differences in such behavior is needed. Studies investigating employee-level antecedents of eco-friendly behavior at work have identified several individual attributes that are predictive, including EM knowledge, conscientiousness, and moral reflectiveness. These characteristics may also enhance employees' acceptance of GHRM. Alternatively, the extent to which an organization employs people with such characteristics may increase bottom-up pressures for the organization to respond to pressures emanating from the external environment by adopting elements of a GHRM system.

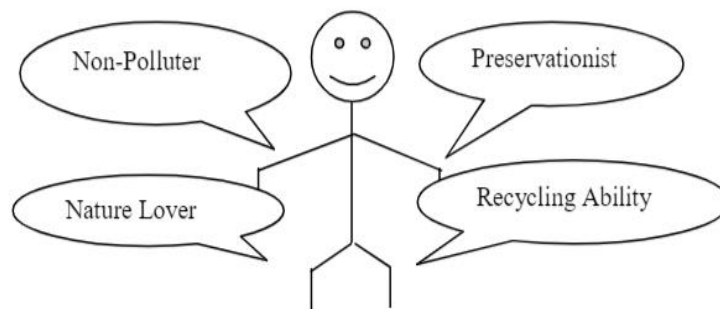


Source: (Duffett et al., 2018)

RESULTS AND DISCUSSION

The results of the studies that have been carried out show that the development of research on green behavior in companies in recent years can be classified into 3 groups, namely **first**, research that examines the factors that motivate eco-friendly behavior, **second**, research that examines the implementation of eco-friendly behavior in human resource management, and **third**, research that examines the various impacts of implementing eco-friendly behavior in human resource management.

Figure 6. The Main Characteristics of Green Employee



Source: (Kim et al., 2017), modified.

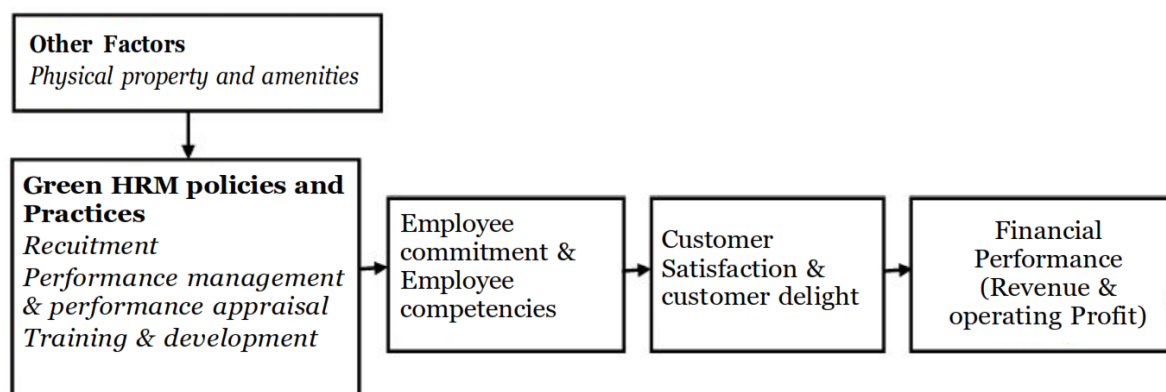
Determinants of Stimulus for Implementation of Green Human Resource Management

One of the things that motivate the implementation of eco-friendly behavior is awareness of environmental sustainability through environmental ethics. Shen et al. (2018) discusses the commitment of stakeholders and employers to environmental sustainability, which allows linking employee involvement and participation in environmental management programs to improve organizational environmental performance. Meanwhile, Mishra (2017) concluded that corporate leaders know that environmental responsibility is consistent with their

desire to achieve competitive advantage. In other words, the company's leadership's awareness and commitment are factors in implementing eco-friendly behavior in the company.

Consoli et al. (2016) also links the issue of global warming with company policies through how to understand global warming from the perspective of Environmental Management Accounting (EMA) so that companies can apply environmental policies to their operational activities and business decisions. The environmental element in assessing the company's business performance through environmental accounting is crucial. Environmental Management Accounting (EMA) plays a crucial role in the company's internal control through environmental sustainability policies in operational activities and business decisions. Research by Liyanapatabandi & Nawaratne (2021) also concluded that most of the companies studied had a very high priority on Green Human Resource Management (GHRM), with the result that management commitment to the environment was positively related to organizational commitment, and the relationship was more robust when employees perceived support from the organization. How the organization treats employees is the key to managing employee behavior. The company needs to provide further attention to employees to realize a behavior that is friendly to the work environment and daily life.

Figure 7. Green HRM Policies and Other Factors Determine The Employee Commitment and Competences



Source: (Liyanapatabandi & Nawaratne, 2021), modified.

a. Environmental Ethics Awareness

Awareness of environmental ethics is a trigger in implementing Green HRM in companies because awareness of environmental responsibility is one of the motivators for companies to behave in an eco-friendly manner. The emergence of environmental problems is a moral problem, and the problem of human behavior towards the environment is not merely a technical problem. Environmental ethics is understood as a scientific discipline that talks about moral norms and rules that regulate human behavior in dealing with nature and moral values

and principles that animate human behavior in dealing with nature. Environmental ethics is a moral code that regulates human behavior in dealing with nature which can be realized by formal regulations in the form of rules and laws as well as in the form of global, national, and local community movements (Penpokai, Vuthisopon, & Saengnooree, 2023).

Chreif & Farmanesh (2022) emphasize that there are several reasons why eco-friendly behavior is essential, including 1) avoiding or minimizing global warming; 2) minimizing natural disasters such as acid rain, red rain, tsunami, flood, storm, drought, and others, due to the dangerous and greedy informal use of natural resources for production and consumption. 3) To avoid or minimize health diseases due to pollution. 4) To avoid or minimize harm to animals and other natural creatures. 5) To ensure the proper relationships between plants, animals, people, and their environment. 6) To ensure the survival of human beings and business organizations for the long term. Based on these arguments, it can conclude that understanding and awareness of environmental ethics is a predictable determinant related to the implementation of eco-friendly behavior in human resource management within the company.

b. Policies

Nisar et al. (2021) shows that regulation is a determinant that can explain the company's commitment to environmental ethics. Meanwhile, Moktadir et al. (2020) revealed that policies and rules are concepts related to implementing eco-friendly behavior in human resource management in organizations. In environmental conservation, several regulations apply globally (internationally) and nationally that must be obeyed by the community. Within the international scope, several agreements from the world community as a determinant of the initial steps for saving the environment globally are emphasized in a plan of implementation that integrates economic, ecological, and social elements based on good governance. In the national scope, Indonesia already has environmental regulations, namely Law No. 32 of 2009 on Environmental Protection and Management, to encourage the creation of strong determination in the implementation of eco-friendly human resource management.

c. Leadership Commitment

Shah (2019) have researched employees and supervisors, showing that organizational commitment influences the eco-friendly behavior of employees and supervisors. Management/organizational commitment is one of the determinations in implementing eco-friendly behavior through the latest eco-friendly-based innovations when offering new products. The policies can assess leadership issues, commitment profiles, organizational climate, and individual dispositions to see where they act regarding adopting Green HRM

behaviors in the workplace. Organizational commitment should be a determining factor in implementing eco-friendly human resource management.

The Overview of MUGHAS: Integrated Green Human Resource Management (GHRM) Model

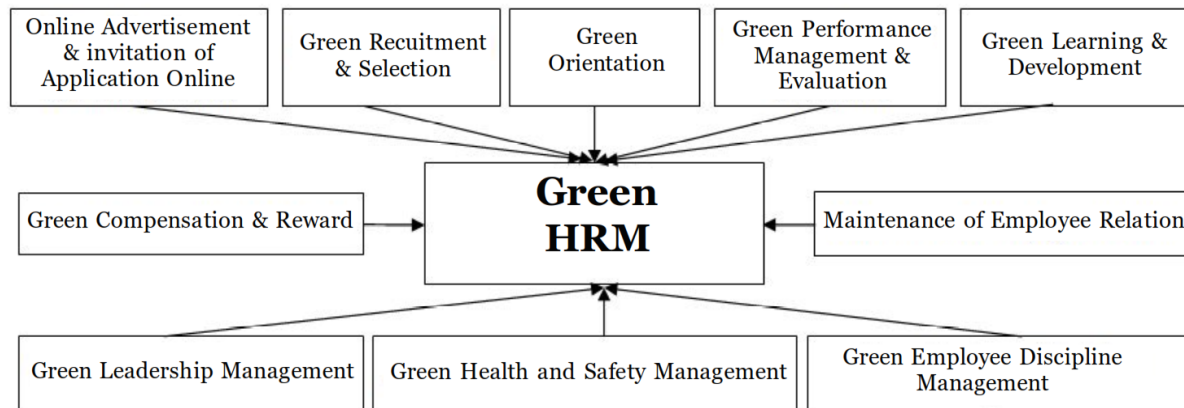
Based on the stimulus determinants, several forms of organizational commitment in implementing Green HRM to improve company performance are manifested in several forms of corporate responsibility that can realize in various forms, namely the determination of the organization's vision and mission, organizational policies related to eco-friendly behavior in the organization, commitment in providing eco-friendly technology, providing facilities/ infrastructure for all stakeholders to behave in an eco-friendly manner, as well as various organizations work programs related to eco-friendly behavior. Several studies have discussed procedures for implementing eco-friendly behavior in company performance improvement policies and programs, such as HR interventions based on an evaluation management system (EMS), green intellectual capital (GIC), and corporate environmental citizenship (CEC), as well as in human resource practices, namely management performance, training, development, learning, compensation, and organizational culture (Tang et al., 2018).

Another research discusses several forms of eco-friendly behavior, as well as the concept of green work life, which emphasizes the integration of employees' personal life and work life with reference to environmental attitudes. Eco-friendly behavior when associated with recruitment practices to measure employee perceptions of eco-friendly company behavior. Meanwhile, eco-friendly behavior associated with compensation indicates the need to offer better incentives in implementing environmental management policies. Providing compensation for taking on ecological duties and responsibilities helps increase employee commitment. Even non-financial incentives such as support from superiors can help increase employee motivation to participate in environmental management programs (Dumont et al., 2017).

The study of eco-friendly behavior associated with employee training programs shows that environmental training needs to be adapted to the needs of the company so that it can help employees identify challenges and opportunities in the environmental sustainability management framework in the era of society 5.0. Top management support and the presence of technology are important to promote green management training to perceive better the importance of green management-based companies to improve performance (Gholami et al.,

2016).

Figure 8. The Specific Wings of Green HRM That Contribute to The Successful Implementation Policies and Strategy



Source: (Tang et al., 2018), modified.

The Effect of MUGHAS: Integrated Green Human Resource Management Model Implementation on Increasing Distribution Performance

The HR Manager must consider various benefits or positive impacts of implementing eco-friendly behavior in companies to integrate energy, health, and productivity effectively and increase competitiveness. The benefits of eco-friendly management are: 1) reduced costs, 2) improved resource efficiency, 3) reduced carbon footprint, 4) improved environmental performance, 5) improved corporate image, and 6) employees are more environmentally conscious. Eco-friendly human resources play an important role in supporting policies, training, and implementing environmental protection regulations. Human resources that support eco-friendly programs lead to greater efficiency in operations and higher employee interactions. Importance of green human resource management practices is very important to encourage employee morale to help improve company performance significantly. Some of the benefits that can be obtained by companies that apply the principles of green human resource management are increasing employee retention rates, increasing employee performance, and reducing negative impacts on the environment. A strong relationship between green human resource management and increased performance is indicated by increasing employee welfare, improving the work environment, and satisfying employee needs that raise environmental awareness.

Many companies nowadays implement company-wide environmental performance standards and green information systems or green audits to obtain appropriate data on environmental performance. The most important part of performance management is

performance appraisal. Performance appraisal is a very powerful HRM tool through which we can contribute the most to implementing green strategies. The performance appraisal system determines the issues or aspects of an employee's job that are most valued. According to the performance appraisal criteria, employees shape their attitudes and performance. Employees will be motivated to perform any task or comply with any rule if the result of performing the task or complying with the law fulfills their needs by providing monetary or non-pecuniary rewards, which will be provided through fair performance appraisal.

So, including various environmental performance criteria in the performance appraisal system will motivate employees to comply with the organization's green rules and regulations. Thus, in addition to meeting the requirements of reliability, validity, and fairness, effective performance appraisal provides valuable employee feedback and supports continuous improvement in organizational environmental outcomes. HR managers must include the dimensions of people assessment of the following skills: innovation, diversity, teamwork, collaboration, recycling, and environmental responsibility. These competencies will certainly strengthen the core values of the organization. Managers must also inform employees of performance criteria and performance status throughout the year so that employees can improve their performance in various environmental dimensions. The illustrate of company with green human resource management criterias in the table below.

Table 1. Matrix of The Integrated Green Human Resource Management Criterias

Criteria	Doing Green HRM	Wanna be Green HRM
Recruitment and Selection	<ul style="list-style-type: none"> ➤ Incorporating environmental elements in the company's recruitment strategy. ➤ Communicate the company's policy/commitment to environmental sustainability during recruitment. ➤ Informing that the company will recruit prospective employees who have environmental management competencies. ➤ Consider candidates who have concern for the environment. 	<ul style="list-style-type: none"> ➤ Incorporating green job description and job specification. ➤ Benchmarking to another companies.
Training and Development	<ul style="list-style-type: none"> ➤ Develop employee skills and knowledge about environmental management. ➤ Provide best practices on environmentally friendly management. ➤ Train the employee's creativity to use workspace as a green space. ➤ Identify the training required for implementing eco-friendly management. 	<ul style="list-style-type: none"> ➤ Organizing seminar and conference on environmental issues. ➤ Training employee about recycling, energy and water conservation etc.

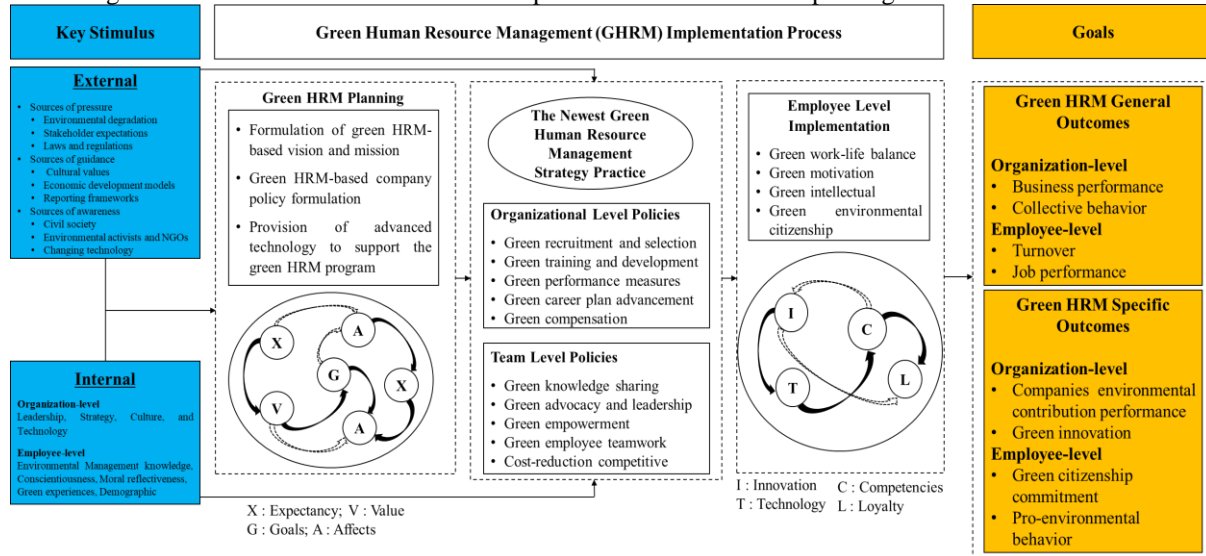
Criteria	Doing Green HRM	Wanna be Green HRM
	<ul style="list-style-type: none"> ➤ Provide opportunities for everyone in the company to be trained on aspects of environmentally friendly management. 	
Performance Appraisal	<ul style="list-style-type: none"> ➤ Restricting the use of paper in performance appraisal. ➤ Establish an environmental management information system (EMIS). ➤ Integrating environmental management objectives and targets into the performance evaluation system. ➤ Integrating elements of eco-friendly in employee performance appraisals. ➤ Provide feedback to employees on environmental performance to improve employee performance. 	<ul style="list-style-type: none"> ➤ Setting green standards and appraise employees against them. ➤ Green audit. ➤ Linking green performance appraisal with reward in positively correlated manner.

Source: (Prepared by the authors, 2022)

Implementing MUGHAS: Green Human Resource Management Model to Improve Distribution Performance in the 5.0 Society Era

The model framework for implementing green human resource management in improving distribution performance in the era of society 5.0 has three main categories: the stimulus, the implementation process, and the results of implementing environmentally friendly behavior, as shown in Figure 8. Stimulus is something that encourages the subject/organism both organizationally and individually to do something. Several determinants suspected of motivating individual employees to behave in an environmentally friendly manner are classified as external and internal to the organization. External stimuli are awareness of environmental ethics and various national and international regulations. In comparison, the stimulus from the internal organization consists of organizational commitment and leadership. These two external stimuli can be key factors that encourage organizations and individuals to implement environmentally friendly management in companies to increase competitiveness at the industry level. Several forms of organizational response in implementing eco-friendly behavior include determining the vision and mission, policies, commitment to providing environmentally friendly technology, facilities for all stakeholders, and organizational work programs related to environmentally friendly behavior.

Figure 8. The MUGHAS: Green HRM Implementation Model to Improving Business Performance



Source: (Prepared by the authors, 2022)

Environment-friendly management in human resource management is implemented during employee recruitment/recruitment, employee performance appraisal process, and compensation system. After the organizational commitment to environmentally friendly behavior is implemented in green human resource management, it is expected that there will be changes in the behavior of individual employees in the work environment. The last stage of the implementation model of green human resource management in the era of society 5.0 is increasing employee performance and increasing company competitiveness at the industry level significantly.

Impact of MUGHAS: The Newest Integrated Green HRM Model Implementation and Its Role in the 5.0 Society Era

Green HRM is all activities in developing, implementing, and maintaining systems that aim to make employees of an organization have environmentally friendly behavior. Green HRM is an integrated program that aims to change the direction of employee behavior to be more environmentally friendly to impact the progress of sustainable business practices in creating awareness of the company's human resources. Implementing green human resource management will encourage increased ability to create, increase competence, and maintain environmentally friendly morals for each employee. The results of the implementation of the latest model of green human resources management require a paradigm or perspective on high environmental sustainability from the company as an important part of promoting employee morale, increasing employee retention rates, improving public image, increasing in attraction

better employees, increase productivity and sustainability, reducing the environmental impact of enterprises, and increasing competitiveness and improving overall performance.

CONCLUSION

The concept of Green HRM emerged along with increasing awareness of saving the environment from damage. Green HRM has various positive impacts on organizations. Therefore, this concept needs to be implemented in the company's practice of human resource management. This study resulted in a model of implementing Green HRM in the practice of comprehensive human resource management, which includes the stimulus, the implementation process, the results of the implementation or regulation, and organizational commitment). Effective human resource management implementation plays a critical role in organizational performance. The increased awareness of environmental sustainability has forced companies to incorporate environmental issues into their mission, objectives, and strategies.

This is also true of the injection of ecological sustainability to human resource aspects of the whole process in the hospitality and tourism industry. With this realization in mind, our paper developed a parsimonious model of Green HRM to address several voids in the environmental sustainability literature and hospitality and tourism literature. First, it has been highlighted that work engagement or job satisfaction is a mediator of the effects of human resource practices on employees' performance consequences. Yet there is a paucity of evidence appertaining to the underlying mechanism(s) through which Green HRM relates to employees' PEBs. Accordingly, our paper uses work engagement and job satisfaction as the underlying mechanisms GHRM influences employees' PEBs.

The implementation process includes several dimensions, namely determining the organization's vision and mission, organizational policies related to eco-friendly behaviour within the organization, commitment to providing eco-friendly technology, providing facilities/infrastructure for all stakeholders to behave in an eco-friendly manner, as well as various organizations work programs related to with eco-friendly behaviour. Eco-friendly behaviour in human resource management is implemented in the recruitment process for employee training activities, the employee performance appraisal process, and the employee compensation system. After organizational commitment to eco-friendly behaviour is implemented in human resource management (HRM) practices, it is expected that there will be changes in individual employee behaviour to behave eco-friendly. The last stage is the impact of Green HRM implementation, namely energy efficiency and materials on employee

performance as an eco-friendly company.

This study only produces a model of Green HRM implementation in human resource management practices based on various kinds of literature and research. Thus, this study has not provide an empirical description of the implementation of Green HRM in human resource management practices in companies. It is recommended that the next researcher conduct a more in-depth study to find various other determinants related to the implementation of Green HRM in human resource management practices in companies. In addition, empirical research needs to produce an accurate picture of the Green HRM extent implementation in human resource management practices, especially in Indonesia.

ACKNOWLEDGEMENTS

The authors would like to thank the willingness of officials at the Regional Government of Sumatera, DKI Jakarta, West Java, Central Java, and East Java Provinces as informants who supported this research to completion.

REFERENCES

- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business and Management*, 2(1), 1–13.
- Bombiak, E. (2019). Green human resource management- the latest trend or strategic necessity? *Entrepreneurship and Sustainability Issues*, 6(4), 1647–1662.
- Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability (Switzerland)*, 10(6).
- Chreif, M., & Farmanesh, P. (2022). Applying Green Human Resource Practices toward Sustainable Workplace: A Moderated Mediation Analysis. *Sustainability*, 14(15), 9250.
- Condong, J., & Habidin, N. (2022). The Structural Analysis of Green Innovation (GI) and Green Performance (GP) in Malaysian Automotive Industry. *Research Journal of Finance and Accounting*, 3(6), 172–179.
- Consoli, D., Marin, G., Marzucchi, A., & Vona, F. (2016). Do green jobs differ from non-green jobs in terms of skills and human capital? *Research Policy*, 45(5), 1046–1060.
- Duffett, R., Edu, T., Haydam, N., Negricea, I. C., & Zaharia, R. (2018). A multi-dimensional approach of green marketing competitive advantage: A perspective of smallmedium andmicro enterprises from Western Cape, South Africa. *Sustainability (Switzerland)*, 10(7), 1–27.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects Of Green Hrm Practices On Employee Workplace Green Behavior: The Role Of Psychological Green Climate And Employee Green Values. *Human*

Resource Management, 56(4), 613–627.

Ercantan, O., & Eyupoglu, S. (2022). How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as Prospective Employees. *Sustainability (Switzerland)*, 14(3).

Fachada, J., Rebelo, T., Lourenço, P., Dimas, I., & Martins, H. (2022). Green Human Resource Management: A Bibliometric Analysis. *Administrative Sciences*, 12(3), 95.

Farheen, N., Siddiqui, S. H., Iqbal, S. M. J., Mustafa, Z., Ali, R., & Mahar, S. (2020). The Impact of Corporate Social Responsibility on Green Human Resource Management: Mediating Effect of Employee Empowerment *Ilkogretim Online*. *Ilkogretim Online*, 9(4), 3542-3555.

Gholami, H., Rezaei, G., Saman, M. Z. M., Sharif, S., & Zakuan, N. (2016). State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research. *Journal of Cleaner Production*, 124, 142–163.

Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: A comparative qualitative case study of a United States multinational corporation. *International Journal of Human Resource Management*, 27(2), 192–211.

Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: Multigroup analysis and major industries perspectives. *Sustainability (Switzerland)*, 13(6), 1–17.

Jehan, Y., Hussai, D., Batool, M., & Imran, M. (2020). Effect of Green Human Resource Management Practices on Environmental Sustainability. *International Journal of Human Capital in Urban Management*, 5(2), 153–164.

Khammadee, P. (2021). The effects of green human resource management , green organizational culture and green service innovation on environmental performance. *Journal of Positive School Psychology*, 6(12), 9741–9747.

Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy. *Journal of Management*, 43(5), 1335–1358.

Kuria, M. W., & Mose, D. T. (2019). Effect of Green Human Resource Management Practices on Organizational Effectiveness of Universities in Kenya. *Human Resource and Leadership Journal*, 4(2), 1–20.

Liyanapatabandi, C. B. S., & Nawaratne, N. N. J. (2021). Green Roles of Human Resource Professionals. *University of Colombo Review*, 2(2), 151–161.

Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, 25(5), 762–788.

Moktadir, M. A., Dwivedi, A., Ali, S. M., Paul, S. K., Kabir, G., & Madaan, J. (2020). Antecedents for greening the workforce: implications for green human resource management. *International Journal of Manpower*, 41(7), 1135–1153.

Mukherjee, S., Bhattacharjee, S., Paul, N., & Banerjee, U. (2020). Assessing Green Human

- Resource Management Practices in Higher Educational Institute. *Test Engineering & Management*, 82(221), 221–240.
- Nisar, Q. A., et al. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311.
- O'Donohue, W., & Torugsa, N. A. (2016). The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms. *International Journal of Human Resource Management*, 27(2), 239–261.
- Palguna, I. G. R. (2021). Green Human Resource Management Practices in Hospitality Industry: A General Review. *International Journal of Glocal Tourism*, 2(2), 75–84.
- Penpokai, S., Vuthisophon, S., & Saengnoee, A. (2023). The Relationships Between Technology Adoption, HR Competencies, and HR Analytics of Large-Size Enterprises. *International Journal of Professional Business Review*, 8(3), 1-13.
- Rawashdeh, A. M. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters*, 8(10), 1049–1058.
- Shah, M. (2019). Green human resource management: Development of a valid measurement scale. *Business Strategy and the Environment*, 28(5), 771–785.
- Shen, J., Dumont, J., & Deng, X. (2018). Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group and Organization Management*, 43(4), 594–622.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31–55.
- Udin, U. (2023). Linking Transformational Leadership To Organizational Learning Culture And Employee Performance: The Mediation-Moderation Model. *International Journal of Professional Business Review*, 8(3), 1-17.
- Yusliza, M. Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *Benchmarking: An International Journal*, 26(6), 2051–2078.
- Yusliza, Mohd Yusoff, Othman, N. Z., & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, 36(10), 1230–1246.
- Yusoff, Y. M., Ramayah, T., & Othman, N.-Z. (2015). Why Examining Adoption Factors, HR Role and Attitude towards Using E-HRM is the Start-Off in Determining the Successfulness of Green HRM?. *Journal of Advanced Management Science*, 9(1), 337–343.