

THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION IN AFFECTING EMPLOYEE PERFORMANCE DURING THE COVID 19 PANDEMIC

*Zainal Ruma

Management Program Study, Faculty Economics and Business / Makassar State University

*Correspondence: zainalruma@unm.ac.id

Abstract

The aim of this research is to determine the implementation of environmentally friendly human resource management in the employee environment of a commercial company, especially at PT. Taka Bonerate Mandiri. The aim of this research is to understand how management applies the GHRM concept and its impact on job satisfaction and hand performance, especially during the Covid-19 outbreak. The aim of this research is to determine the relationship between the variables studied, including dependent and independent variables, with using a quantitative style. The exploration sample was taken from PT Taka Bonerate Mandiri workers totaling 76 respondents. The slice system is carried out through a questionnaire distributed to the HR department of PT. Taka Bonerate Mandiri which consists of staff and operations. Analysis of respondents' answers shows that the variables of environmentally friendly HR operations and job satisfaction are interrelated and have an impact on employee performance in the business company PT. Taka Bonerate Mandiri.

Keywords: Human Resources; Job satisfaction; Employee performance

INTRODUCTION

In the fast-paced modern business era, the drive towards profit creation has undergone a significant transformation. Now, the business world recognizes the essential role of humans as the core of all activities. These changes have impacted the corporate world in profound ways, triggering the birth of corporate sustainability models. This model focuses on creating long-term value for consumers and workers, one of which is through implementing green strategies. Dahlstrom (2020) defines green strategy as a comprehensive learning process, including consumption, production, distribution, promotion, packaging and recycling of products in a way that is sensitive to environmental issues. This strategy is oriented towards transforming employee work behavior to be more environmentally friendly, also known as the green employee concept, which is an important part of green management.

Green employees are defined as workers who proactively participate in activities that support the environment, especially in a managerial context, including involvement in the development, implementation and management stages of maintenance systems, according to Zientara & Zamojska (2018). This management practice contributes positively to the environment, known as Green Human Resources Management. According to Jamal and colleagues (2021), Green-

Oriented Management practices in business organizations are entirely carried out by employees, who show positive attention to the environment and are responsible for their actions.

LITERATURE REVIEW

Green Human Resource Management

In the context of human resource management, Green Human Resource (GHRM) is positioned as an environmentally friendly approach. This includes developing and maintaining a work environment that not only benefits the organization but also maximizes positive impacts on the environment. Saifudin et al (2021) highlight the interaction between Green Relations and Human Resources, emphasizing the importance of sustainable practices by employees, who are a key company asset. Furthermore, this management concept integrates GHRM in planning and execution, with the aim of achieving positive results at all levels of workers. Finally, Jamal et al. (2021) identified various indicators of GHRM practices, which include various activities such as:

1. **Green Involvement:** "Green Involvement" means employee participation in organizational activities focused on environmental management. Through this involvement, employees become encouraged and motivated to contribute to reducing pollution and excess waste, as explained by Jamal and his colleagues in 2021.
2. **Green Recruitment and Selection:** Rawashdeh (2018) highlights that in the context of Green Human Resources, Green Recruitment and an environmentally responsible selection process is an important step. This allows companies to introduce sustainable human resource management practices to prospective employees. In the global business environment, leaders face major challenges in recruiting and retaining employees with superior talents and abilities, and this practice offers an initial solution to overcome those challenges.
3. **Green Training:** This definition of green training sessions, as explained by Amjad and colleagues (2021), focuses on efforts to refresh employee knowledge in the organization regarding green policies and procedures. Its main goal is to promote environmental awareness. In addition, according to Yusoff et al. (2020), this training program also aims to improve environmental performance and promote organizational initiatives in this regard.
4. **Green Pay and Rewards (GPR):** A strategic management approach to reward management, known as reward management, articulated by Jamal et al. (2021) as a system that combines financial incentives. The primary goal is to attract, retain, and motivate employees who are best suited to achieve the company's environmentally friendly goals. This system, in practice, involves recommendations regarding environmentally sound payments and rewards.

Job satisfaction

According to Lusri and Siagian (2017), job satisfaction is defined as employees' positive perceptions of their assessment of their work. The importance of job satisfaction lies in its influence on general life satisfaction, considering that most of human time is spent at work. Maulidiyah et al. (2021) defines job satisfaction as an employee's emotional condition which can be positive or negative towards their work. According to Robbins in 2011, quoted by Wijaya et al. (2022), there are five factors that measure job satisfaction, namely:

1. **Challenging work:** Employees generally feel satisfied and enjoy their work when they are given the opportunity to improve their skills and qualifications. On the other hand, work that is not too difficult can cause boredom and boredom, which ultimately has a negative impact on the quality of the work.
2. **Salary and Wages:** Employees typically seek a wage system that they perceive as fair, as well as promotional opportunities that are provided equally and equitably.
3. **Working environment conditions:** A working environment that is conducive, provides support, and feels safe and comfortable, contributes significantly to increasing employee satisfaction. Apart from that, geographical factors, such as the distance between where you live and the office, also have an influence. The availability of complete and adequate work facilities is also an important element in determining the level of employee job satisfaction.
4. **Relationships with coworkers:** job satisfaction in the work environment of employees is not only influenced by interactions between them, but also by relationships with coworkers. Relationships that are "toxic" can create a feeling of discomfort, encourage employees to avoid work or experience a decrease in productivity. The importance of the role of company leaders in this case cannot be ignored, because they have a significant influence in shaping employee job satisfaction.
5. **Personal suitability for the job:** When an employee feels his or her work matches his or her personal character, motivation to complete tasks tends to increase. The match between personality and job not only brings higher satisfaction to the individual but also contributes to greater success in performance outcomes.

Employee performance

In research published by Abrar and Isyanto (2019), employee performance was identified as an indicator of achievement related to the work carried out by employees, which must be in line with the duties and responsibilities mandated to them. Meanwhile, Hasibuan (2011) in his publication in a journal emphasized

that success in employee performance is greatly influenced by competence, experience, dedication, sincerity and use of time. Furthermore, Duka and colleagues (2020) stated that employee performance can be measured from the work results achieved in a certain period and highlighted the importance of the results achieved by employees within that time period. Utami (2019) has identified six essential aspects as indicators of employee performance, namely:

1. Quality: which is measured based on the suitability of employee performance to the standards set by the company. Performance that exceeds these standards is considered an indicator of satisfactory achievement.
2. Timeliness: which assesses how efficiently time is used to complete tasks. Faster work is considered better because it frees up time for other activities.
3. Cost Effectiveness: which evaluates the extent to which physical and material resources are used wisely to reduce costs.
4. Dependence on Supervisor (Need for Supervisor): Assessing the level of employee independence in completing tasks without requiring much guidance.
5. Interpersonal impact: which measures employees' internal psychological aspects, including comfort, security, self-confidence, optimistic attitude, and ability to collaborate effectively with colleagues.

METHOD

This research adopts a descriptive methodology with a quantitative lens. Tanjung et al. (2019) stated that quantitative research is often also considered as associative study, which aims to explore the influence between two or more variables. To collect data, this research will carry out a survey using a questionnaire. The Likert scale is used as a measuring tool to assess respondent responses. This scale offers four levels of interval scores including: strongly agree with a value of five, agree with a value of four, disagree with a value of two, and strongly disagree with a value of one. Deliberately, the value three was eliminated to avoid bias and uncertainty in respondents' responses, in accordance with the findings of Wirapraja and others (2021).

In this research, multiple linear regression analysis techniques will be applied as the main method for processing data. In accordance with Ghozali's (2016) findings, this method is effective for measuring the extent to which the independent variable influences the dependent variable. Thus, this research uses multiple linear regression to analyze the impact of Green Human Resource practices and implementation as well as employee job satisfaction on employee performance at PT. Taka Bonerate. This approach was chosen to understand the relationship between variables in more depth.

RESULT

Validity test

The validity test is used to determine whether a research is valid or not. An instrument or questionnaire is said to be valid if the questions on the instrument are able to reveal what will be measured (Ghozali, 2018). The significance test for correlation measures is generally carried out at a significance position of 0.05, meaning that an item is said to be valid if it has a significant correlation with the total score.

To carry out a significance test, the *r* value in the table is compared with the calculated *r* value. A question or variable is declared valid if the calculated *r* is smaller than the table *r* and has a positive value. Again, if the calculated *r* is lower than the table's *r*, then the element, query, or variable is invalid.

Table 1. Validity Tester

| Variabel | Item | Nilai <i>Pearson Correlation</i> | Keterangan |
|------------------|------|----------------------------------|------------|
| GHRM | X11 | 0,763 | Valid |
| | X12 | 0,859 | Valid |
| | X13 | 0,845 | Valid |
| | X14 | 0,648 | Valid |
| Kepuasan Kerja | X21 | 0,650 | Valid |
| | X22 | 0,797 | Valid |
| | X23 | 0,742 | Valid |
| | X24 | 0,709 | Valid |
| | X25 | 0,807 | Valid |
| Kinerja Karyawan | Y11 | 0,713 | Valid |
| | Y12 | 0,704 | Valid |
| | Y13 | 0,709 | Valid |
| | Y14 | 0,671 | Valid |
| | Y15 | 0,537 | Valid |
| | Y16 | 0,657 | Valid |

Source: Research Data, 2023

To determine validity, we compare the values obtained from the validity test with the critical value *r*table according to the Pearson correlation method. Wardani and Haryani (2019) determined that the validity test value must exceed the critical value of the *r*table. Specifically for 76 respondents, this critical value amounts to 0.224. Table 1 shows the results of the validity test, where the value for each item on the questionnaire exceeds 0.224. From these data, it can be concluded that all items in the questionnaire are valid.

Reliability Test

According to Ghozali (2018:45), reliability is actually a tool for evaluating questionnaires that show constructs or variables. If a person's response to a statement is consistent or stable over time, then the questionnaire is considered reliable or trustworthy. Reliability testing measures how consistent the measurement results of a questionnaire are when used repeatedly. Respondents' answers are considered reliable if each question is answered consistently or the answers cannot be random.

The author used the Cronbach Alpha method to assess the reliability of this research, which includes measurement tools such as task complexity, pressure to comply, supervisor knowledge, and supervisor evaluation. As stated by Ghozali (2018:46), the decision criteria show that if the coefficient is greater than 0.70 then the question is considered a reliable construct or variable. Conversely, if the Cronbach's alpha coefficient is less than 0.70 then the question is considered unreliable.

Table 2. Reliability Testing

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.947 | 30 |

Source: Research Data, 2023

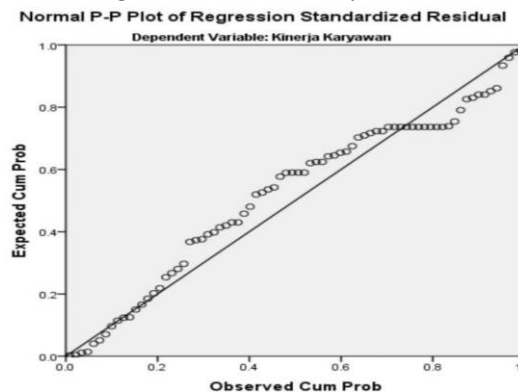
From table 2, the conclusions drawn show that the construct reliability is good, as evidenced by the value of 0.947 achieved from 30 items whose reliability has been tested. This exceeds the 0.7 threshold considered appropriate for reliability, in line with research findings by Peterson cited by Achmad and Patiro (2021).

Normality test

The aim of the normality test is to find out whether mixed variables or regression model residuals have a normal distribution of residuals (Ghozali, 2018: 161). When using chart analysis, there are two bases for making decisions:

- a. If the data is spread around the diagonal line and follows the direction of the diagonal line, or if the histogram plot has a normal distribution pattern, then the regression model meets the assumption of normality.
- b. If the data spreads far from the diagonal line or does not follow the direction of the diagonal line, then the regression model does not meet the assumption of normality.

Figure 1. Normality Tester



Source: Research Data, 2023

Figure 1 shows a plot demonstrating a pattern in which the points on the graph are oriented parallel to and close to a diagonal line. This interpretation is in line with the findings of Tanjaya et al. (2019), who confirmed that their data distribution was stable and followed a normal distribution. Based on this consistency, the data in this study is considered valid for use and to proceed to the next stage.

Multicollinearity Test

According to Ghozal (2018:107), the purpose of the multicollinearity test is to determine whether there is a correlation between independent variables using a regression model. Independent variables whose correlation values with each other are equal to zero are called orthogonal variables. The tolerance value or variance inflation factor (VIF) can be used to determine whether there is multicollinearity or not. A high VIF value is proportional to a low tolerance. This is because $VIF = 1/\text{tolerance}$. A tolerance value of less than 0.10 or the same as a VIF value of greater than 10 is a cutoff value that is often used to indicate the presence of multicollinearity. If the tolerance value is less than 0.10 or the VIF value is greater than 10, symptoms of multicollinearity occur. If the tolerance value is greater than 0.10 and the VIF value is less than 10 then there are no symptoms of multicollinearity.

Table 3. Multicollinearity Testing

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|----------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 3.420 | 3.328 | | 1.028 | .307 | | |
| GHRM | .220 | .092 | .196 | 2.390 | .019 | .685 | 1.460 |
| Kepuasan Kerja | .900 | .107 | .688 | 8.398 | .000 | .685 | 1.460 |

Source: Research Data, 2023

Table 3 depicts the results of the Multicollinearity test which shows the tolerance value for each variable in this study is higher than 0.10 and the Variance Inflation Factor (VIF) value is less than 10. Based on the criteria that Achmad and Patiro (2021) determined, the regression model used in This research is free from multicollinearity issues.

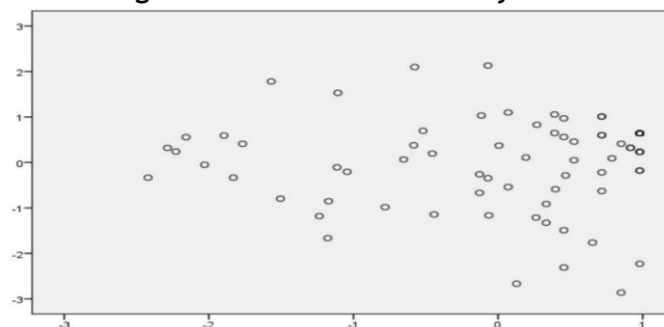
Heteroscedasticity Test

According to Ghozal (2018:137), the heteroscedasticity test determines whether there are differences in the residual variance of observations in the regression model. If the residual variance between observations is constant, it is called homoscedasticity, and if not, it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity at all. The

predicted value of the dependent variable ZPRED and its residual SRESID do not have a definite pattern on the graphical plot. This shows the existence of heteroscedasticity. The distribution between SRESID and ZPRED on the Y axis is as predicted and heteroscedasticity occurs. Based on the following analysis principles:

- a. If there is a clear pattern such as a wave shape, widening and narrowing then heteroscedasticity occurs.
- b. If there is no clear pattern and the scores are spread above and below 0 on the Y axis, then heteroscedasticity does not occur

Figure 2. Heteroscedasticity Test



Source: Research Data, 2023

For Heteroscedasticity testing, the method used is examining the pattern in the resulting scatter plot, as seen in Figure 3. Sugiyono (2018) identified certain characteristics in the scatter plot that indicate the absence of heteroscedasticity: first, the data is spread randomly above and below the zero value ; second, the data points are not clustered; third, there is no pattern that resembles expanding and contracting waves; and fourth, the dots are scattered without a clear pattern. Based on these characteristics and observations in Figure 2, this research model is considered positive indicating that it is not related to heteroscedasticity.

Multiple Linear Regression Analysis

The influence of the independent variable on the dependent variable can be measured using regression analysis. Based on a regression model containing more than one independent variable, multiple linear regression analysis was carried out to determine the direction and level of decision making. On the other hand, a regression model that only has one independent variable and one dependent variable is called simple linear regression (Juliandi, Irfan, & Manurung, 2014).

This research uses a multiple linear regression test to determine how the independent variables consisting of liquidity, capital intensity, inventory intensity, and CSR affect the dependent variable. At a value of 0.05, the implementation of green HRM has an effect on employee satisfaction and performance (Ghozali, 2018).

The data processing carried out produces a multiple linear regression equation, which can be formulated as: $Y = a + b_1x_1 + b_2x_2$. This process of using multiple linear regression measurements gives rise to the regression equation:
Information:

- Y = Dependent variable
- b₁, b₂ = Regression Coefficients
- x₁, x₂ = Independent Variables
- a = Constant Value

T test

Table 4. T Test Tester

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.420 | 3.328 | | 1.028 | .307 |
| | GHRM | .220 | .092 | .196 | 2.390 | .019 |
| | Kepuasan Kerja | .900 | .107 | .688 | 8.398 | .000 |

Source: Research Data, 2023

Sugiyono (2017) established criteria for an effective T test; The independent variables, Environmentally Friendly Human Resource Management and employee job satisfaction, are considered to have a significant effect on the dependent variable, namely employee performance, if the significance value in the T test is 0.05 or lower (≤ 0.05). The findings from this T test are presented in Table 4.

The explanation in the table shows that reveals the search for t using the degrees of freedom (df). The table records the df value of the 76 participants in this study, which was recorded at 1.993. A comparison between the calculated t-values from table 4 and the t distribution table produces the finding that:

- a) Green Human Resources variable regression coefficient: calculated t value > t table (2.390 > 1.993).
- b) The regression coefficient for the job satisfaction variable shows that the calculated t value > t table (8.398 > 1.993).

Based on the results of the analysis of the two hypotheses, it can be confirmed that the data is acceptable. This is because the calculated t value exceeds the t table value, which shows that there is a significant influence of the Environmentally Friendly Human Resources and job satisfaction variables on employee performance. at PT. Taka Bonerate. This shows that these two variables have a positive contribution to employee performance.

F test

Table 5. F Test Testing

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 881.241 | 2 | 440.621 | 72.073 | .000 ^b |
| | Residual | 446.285 | 73 | 6.113 | | |
| | Total | 1327.526 | 75 | | | |

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kepuasan Kerja, GHRM

Source: Research Data, 2023

Table 5 presents the results of the F Test carried out in this research. The main purpose of the F Test is to assess the extent to which independent variables influence the dependent variable simultaneously.

Table 5 reveals that the F-score is recorded at 72.073, while the significance level registers a figure indicating $p < 0.05$, specifically at 0.00. By using the degrees of freedom (df) for the two variables in the F analysis, a value of 3.122 was obtained. A comparison between the calculated F and the F value in the table shows that 72.073 exceeds 3.122. Based on this data analysis, it can be concluded that simultaneously, the variables Environmentally Friendly Human Resource Management and job satisfaction have a significant effect on employee performance.

Discussion

Green Human Resource Management (GHRM) influences job satisfaction.

The first hypothesis was tested, and the results showed a significant positive influence between Green Human Resources Management on Job Satisfaction. This research supports previous findings carried out by (Freire & Pieta, 2022) in their research it was stated that there is a positive influence between Green Human Resources Management on Job Satisfaction, which means that the higher the Green Human Resources Management, the greater the Job Satisfaction of employees. This shows that employees of PT. Taka Bonerate Mandiri is happier at work thanks to Environmentally Friendly Human Resources Management. This is because the company's Green Human Resources Management fulfills employees' desires regarding how to carry out their work so that they are satisfied with their work. In research (Freire & Pieta, 2022) this shows that when there is an adjustment between individual and organizational values, the results are positive; that is, contribute to increasing job satisfaction. However, when there is no alignment between individual and organizational values and practices, negative outcomes (e.g., stress) are expected. Adjustment between individuals and organizations can refer to subjective or objective aspects of people and organizations. Then it has become a central concept in research on Job

Satisfaction, showing that certain organizational practices, namely Green Human Resources Management practices can contribute to increasing employee job satisfaction. Based on this assumption, it is claimed that environmentally friendly organizational practices cause positive adjustment behavior in some workers, one of which is Job Satisfaction. Therefore, Green Human Resources Management is expected to produce higher levels of Job Satisfaction.

The Job Satisfaction variable influences the Employee Performance Variable

The results of testing the second hypothesis show a significant positive influence between Job Satisfaction and Employee Performance. This research supports previous findings carried out by (Alown et al., 2020) in their research it was stated that there is a positive influence between Job Satisfaction on Employee Performance, which means that the higher the Job Satisfaction, the greater the performance of employees. This proves that the employee performance of PT. Mandiri Taka Bonerate can be increased by increasing Job Satisfaction. The cause is the suitability of Job Satisfaction provided by the company with the employee's desires in carrying out their work so that employees feel satisfied with their work. In research by Alown et al., 2020, they concluded that there is a strong relationship between job satisfaction and employee performance. The research aims to identify the elements that influence employee satisfaction. Several aspects, including job suitability, effective communication, rewards, and clear goals, are examined for this purpose. Employee satisfaction is also seen from individual and organizational perspectives. The role of Employee Performance in determining organizational success is examined. Employee satisfaction and its relationship with Employee Performance findings are explained. Therefore, Job Satisfaction illustrates that having a positive relationship can improve employee performance.

CONCLUSION

Research conducted regarding GHRM and Job Satisfaction and their impact on Employee Performance at PT. X produced several important findings, including:

1. PT employee performance. Taka Bonerate increased in line with the level of implementation of the Green Human Resource concept, especially during the COVID-19 pandemic. This shows that the more intensive the implementation of Green Human Resources, the higher the performance achieved by PT employees. Taka Bonerate.
2. Data analysis that has been carried out shows that job satisfaction is a factor that influences employee performance. In other words, the increase in job satisfaction obtained by PT employees. Taka Bonerate, especially during the COVID-19 pandemic, is directly proportional to their increased performance at work.

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