How Perceived Organizational Support for Environment Serves a Mechanism to Enhance Environmental Performance From Employee Perspective in Health Sector of Indonesia

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Abstract

Our study investigates the role of Green human resource management (GHRM) practices on the individual environmental performance of employees (IEP) as well as the mediating role of perceived organizational support (POS) in the health sector in Indonesia. Data was collected using a questionnaire that was shared with 310 nurses working in Indonesian as respondents. SmartPLS 3 software is used to analyze data by adopting the PLS-SEM approach. The research findings reveal a strong and positive relationship between the dimensions of GHRM practices such as Green Employee Involvement (GEI), Green Management Performance (GMP), and Green Training (GT) on the individual environmental performance of employees in Indonesia's health sector. Furthermore, we also found an indirect effect of GHRM practices on employees' environmental performance through perceived environmental support from the organization company. Based on our study, we suggest Institutions and organizations in Indonesia's health sector concern implement GHRM practices to improve their employees' individual environmental performance. Specifically, our study extends the previous literature by exploring the relationship of GHRM practices with individual environmental performance using perceived organizational support (POS) as a mediating variable.

Keywords: organizational support, environmental performance, green HRM

1. INTRODUCTION

In the last decade, substantial attention was given to the research on employees' commitment to accomplishing the environmental goal in a business structure. Current literature in this field suggests that organizational participants may participate at various levels (Raub, 2017). Although top management can

have an impact on green performance, for example, sustainability managers may want to encourage an approach to environmental marketing, and workers are environmentally accountable for their work (Kurapatskie and Darnall, 2013; Hameed et al., 2020). While previous studies show that all corporate participants aspire to be environmentally aware (Fernando, Chiappetta Jabbour and Wah, 2019), it seems that it is easier for representatives to compare their subordinates to environmental conservation (Tomšič, Bojnec and Simčič, 2015). This suggests that, while workers are eager, the company also has to inspire them to participate in an environmentally friendly manner in their jobs.

The potential to mobilize workers is commonly accepted as a crucial factor in effective company greening (Ramus and Killmer, 2007). The topic of green manager (GHRM) has become extremely common among scientists interested in researching how environmental management strategies function in organizations because adopting the greening process cannot thrive without incorporating human resources activities that deal with environmental problems (Kirchoff, Omar and Fugate, 2016). GHRM has a strategic edge in terms of sustainable sustainability (Chaudhary, 2020). However, prior documentation reveals that the mechanisms through which GHRM activities push workers to be eco-friendly are still little documented. Zhang et al. (2019) made a significant move by revealing results indicating that GHRM practices have a beneficial impact on the green actions of workers. Pearce and Wegge (2015) demonstrate that workers appear to accept environmental protection efforts when their companies display "perceived organizational support for environment" (POSE). Studies show that POSE forms a working framework that promotes environmental success through the behaviors and conduct of environmental staff (Lamm, Tosti-Kharas, and King, 2015).

In addressing human environmental-related reasons, the structural fallacy is to believe that once people know what they should do and why they should do it, they will automatically know how to proceed (De Young, 2000). The ecological success relies on the willingness of workers to be ecologically sound. The presumption is constant that person will result from POSE, and GHRM builds individual skills. The company forms a green atmosphere through GHRM and POSE that will likely encourage employee satisfaction (Daily, Bishop and Govindarajulu, 2009). Glavas and Kelley (2014) suggest that employee happiness is often susceptible to day-to-day job activity, so workers are seriously influenced by their readiness to behave responsively towards the environment. The extent to which workers are pleased with "GRHM" and POS-combined E's effects on their individual ecological results is an important observation since it is understood that fulfillment represents the "positive or negative" appraisal of how employees perceive the corporate background (Nawaz, Linke and Koç, 2019).

The health service industry is a public sector that should implement green behaviour in its mechanisms and activities. This is because the health service industry is very closely related to the professional attitude of health workers in maintaining their work environment (Rawashdeh, 2018). Environmental management in the operational process of health services positively influences organizational sustainability in the short and long term (Diamantidis and Chatzoglou, 2019). Employees in the healthcare industry sector, both nurses and

nursing employees, are required to be consistent and sensitive in implementing a caring attitude towards the environment in their work area (Bakari et al., 2019). Therefore, training and application of employee green behaviour in institutions or organizations related to health services are considered a necessity and a priority scale in their service to the community. More than that, implementing GHRM requires a strong commitment from management at the top level through a form of comprehensive planning as a guideline for employees at the operational level (Zhang et al., 2019).

The health worker is an important part of the National Health System in Indonesia, which has an important role in achieving health development goals as implementers of health services and efforts. The human resource management structure in the health sector consists of planning and recruitment, coaching and training components, and controlling and evaluating the quality of health resources (Chen et al., 2004; Gupta, 2019). The commitment of health workers to the environment is an important point that must be a priority in developing and training human resources in the health sector. Knowledge and implementation of green practices by health workers indirectly reflect the effectiveness and professionalism of health organizations or institutions in a country. Based on Presidential Regulation Number 72 in 2012 concerning the National Health System (Presiden Republik Indonesia, 2012), health resources are health workers (including strategic health workers) and employees who work and devote themselves to the health sector.

Studies related to the application of green behaviour in GHRM, especially in hospitals in Indonesia, are considered very necessary in order to build concepts and strategic recommendations in the future related to increasing the awareness of health care resources in hospitals towards the importance of environmental quality in their work area or organization. The concept of green behaviour and organizational support for the environment in healthcare institutions is a benchmark in assessing the quality of health services for the wider community (Danish, Ramzan, and Ahmad, 2013). Furthermore, the performance of individual employees in the health sector in maintaining a commitment to environmental sustainability provides value to the organization and institution where they work. Based on this, the study of GHRM in the health sector needs to be investigated in depth to contribute to and recommend GHRM policies and strategies in health service organizations and institutions in Indonesia.

2.   LITERATURE REVIEW

This analysis is framed by the concepts of the social exchange theory (SET). SET refers to "The voluntary actions of people who are motivated by the returns that they are expected to bring to others" (Blau, 1964). SET has been used in various areas since the 1970s, including information management, economics, communications, cognitive science, and management. Gond et al. (2010) are among the first to detect SET's capacity for environmental sustainability analysis. Taking into account the findings of a comprehensive review, Tian and Robertson

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(2019) stated that SET has developed a paradigm of curiosity to research how employees function in the sense of "environmental sustainability."

Guerci and Carollo (2016) conclude that the cross-section of strategic HRM and sustainable environment offers new opportunities for win-win administration tactics that benefit stockholders, workers, clients, societies, and others. A win-win climate develops when stakeholders coordinate their strategies to promote sustainable protection, and this context is focused on equal exchange partnerships. A reasonable trade is produced if something is offered and returned. Latest studies in environmental literature indicate that certain citizens who consider their organization's environmental sponsorship are inclined to counter by seeking to support the organization to attain "environmental success" (Ones et al., 2015).

The position of GHRM practices has been under focus. However, prior research on social exchange concepts in past studies has shown that HRM practices combined with organizational assistance help cause a person's willingness to compensate the employer for favourable care (Zhang et al., 2019). Therefore, the position of GHRM activities as an effort is significant to research that extends SET in the sense of sustainability towards the environment.

2.1. Green Human Resource Management

Mainstream HRM innovations have discussed environmental concerns in GHRM terminology (Chaudhary, 2020). The GHRM is targeted across the employee lifecycle (Zhang et al., 2019), as well as activities that take on a central position, from corporate jobs to personnel retention at any level (Hameed et al., 2020). In this research, the real, motivated workers who work for their employers are investigated rather than those who want to enter or wish to leave. This report underlines green HR practices that help workers develop their talents and other practices that participate in them and track their day-to-day environmental behaviours.

GHRM preparation appears to improve workers' awareness of the environmental effect of green company schemes (Renwick, Redman and Maguire, 2013), arm personnel with knowledge of waste collection (Zhang et al., 2019) and raise their degree of "eco-alphabeticism" (Amrutha and Geetha, 2020; Chaudhary, 2020). A study estimates that "42% of UK" companies provide training, teach workers environmentally sustainable management practices, and recognize global warming risks (Paillé, Valéau and Renwick, 2020). About 400 million dollars is expended on environmental training, as advanced environmental methods look 'intensive individuals' and stem from professional growth through personnel training (Paillé, Valéau and Renwick, 2020). Enterprises also use ecological practice planning and training systems to demonstrate their green standards and update workers on early improvements, updated success requirements, and personnel competencies (Bos-Nehles and Veenendaal, 2019).

Personnel interest in environmental protection is seen as necessary to obtain substantial outcomes (Bradley, 2014), as workers are seen to guide companies to cope with environmental issues (Hongdao et al., 2019). An analysis by Canadian

organizations reveals that organizations with aggressive environmental commitments associate favourably with workers as a foundation of strain (Paillé, Valéau, and Renwick, 2020). Belgian research into high-level contaminants shows that significant relationships occur between self-identification organizations as eco-leaders and the value of their employees (Korschun, Bhattacharya and Swain, 2016). Employee participation in environmental protection has an effect across three processes: the recognition of implicit information through near ties with the manufacturing process, the commitment and empowerment of workers in creating ecological changes, and the growth of environmental management culture(s) (Paillé, Valéau and Renwick, 2020).

Concerns regarding "green performance management and appraisal (PMA) in eco-management" explain how to calculate environmental efficiency expectations across departments/units at various organization levels and collect valuable environmental performance data. Certain entities also implemented firmwide environmental performance criteria and environmental information/audits to collect green performance details (Pichler et al., 2016) and promote the production of environmental PMA programs by generating performance metrics for any ecological risk object (Fernandez and Moldogaziev, 2013). Green PMA issues involve keeping the managers responsible for ecosystem results and broader performance goals, having the PMA structures of ecological expectations tend only to be the managers and managers of the plants or departments, and motivating citizens to change their environment by negative strengthening (suspensions, criticisms, and warning). Employees are often not trained on sustainable best practices using negative reinforcements (Eizenberg and Jabareen, 2017). Such workers do not reveal ecological issues since they are self-protective (Paillé, Valéau and Renwick, 2020).

2.2. Perceived organizational support for the environment (POSE)

Paillé et al. (2020) describe POSE as the degree to which employers encourage sustainable behaviour of their workers through acceptable activities (communication, incentives, and empowerment) that help employees recognize and enforce the environmental policy. The issue of organizational support has reappeared with an increasing interest in 'greening' (Bjärntoft et al., 2020). POSE is usually defined as employee beliefs that the company tackles environmental concerns and aims to have appropriate services to assist workers in environmental practices in the workplace (Al Mehrzi and Singh, 2016). For workers, POSE is the term by which organizations display a dedication to having ample services to enable employees to conduct themselves in environmentally sustainable ways.

Nawaz et al. (2019) further show that POS and POSE are linked yet empirically different terms, indicating that the type of assistance their boss addresses is specifically defined by workers. POS and POSE are not similar since they accomplish separate targets. POS and POSE vary in characteristics and goals. This differentiation creates a huge difference in the role that organizations perform in answering environmental concerns. With POS, the organization demonstrates the extent to which it takes care of its workers by appreciating and enforcing its environmental pledge, considering that the employer is not

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particularly concerned with utilizing natural environment services. Via POSE, the organization not only protects sustainable growth as a vulnerable source and advocates environmental conservation as a matter of priority but frequently allocates money at all corporate levels to achieve such ecological targets.

2.3. Individual environmental performance

Al Mehrzi and Singh (2016) argue that macro-sustainable workplace sustainability begins with individual measures, suggesting that the environmental success of the company can be focused on the accumulation of individual environmental performance. As ecological research reveals that environmental success is viewed differently in connection with the emphasis on corporate or person levels, Davis, Unsworth, Russell, and Galvan (2020) propose that a more realistic representation of corporate performance in organizational participants and, more precisely, workers should be focused on their jobs. Organizational environmental results rely on internal environmental interventions that are the product of attempts made at the organizational level to enhance or make job and manufacturing processes more sustainable (Paillé, Valéau and Renwick, 2020). Person success is assessed by considering their efforts and work-related effects to help meet the organizational goals (Chaudhary, 2020).

Specific environmental success details how workers interpret green behaviour or behaviours to support their environmental ambitions, as their company hopes successfully. A person's environmental success is manifested through a broad spectrum of environmental actions (Davis *et al.*, 2020). Based on their jobs and behaviour, workers have the ability on their company's behalf to mitigate environmental impact. For example, whenever citizens prefer interactive gatherings rather than flying or recommend ways to enhance sustainable standards, they help minimize pollution and maximize energy usage (Nawaz, Linke and Koç, 2019). Environmental success is accomplished by the combined judgments, acts, and movements that people perform in their everyday activities.

The previous analysis offers empirical support for the positive relationship of green HRM practices with the pro-environment actions of employees, which indicates that green HRM practices will create, improve and increase employee environmental abilities and competencies that, in turn, encourage environmental success conditions (Bjärntoft et al., 2020). Paillé et al. (2020) consider GHRM activities in isolation to investigate their persistence in environmental actions from the point of view of HR administrators. They find that managers view preparation and education, management engagement, and success indicators/assessment as successful means of educating workers in environmentally sustainable working environments (Susanti et al., 2020). A clear beneficial association between GHRM policies and personal environmental performances is suggested by assuming the role of workers rather than supervisors.

Accessible research enables a beneficial effect of GHRM and POSE on person productivity to be expected as the case results from "oil and copper refineries" in Canada see implicit information as an essential foundation to detect contamination sources, cope with emergencies and deliver preventive solutions

(Paillé, Valéau and Renwick, 2020). The problem management circles and a proposal program are two primary frameworks for employee involvement in green initiatives, so the commitment of workers as circumstantial and inter-organizational expertise to environmental projects integrates the outside information of the professional and administrative personnel to address ecological issues efficiently. Employees' engagement in environmental management is considered crucial to optimizing the results of green systems and is seen as essential to improving green system outcomes, including effective usage of the services and waste prevention (Chaudhary, 2020). Employee involvement strategic orientation includes newsletters, recommendation programs, "problem-solving" networks and "low carbon champions" and stimulates teleconference workers to utilize them as well (Paillé, Valéau and Renwick, 2020).

Bjärntoft et al. (2020) find that when workers view their managers as promoting and displaying environmental dedication through committed policies, they are more inclined to react favorably by participating in attempts to take environmental responsibility as concrete eco-initiatives. Paillé et al. (2020) demonstrate a strong connection between the POSE and environmental success in the context of environmental citizenship behaviors. Nawaz et al. (Nawaz, Linke and Koç, 2019) study results demonstrating that the beneficial effect of perceived environmental management engagement on environmental citizenship actions for workers depends on how employees are viewed by their company. Their results indicate that workers who feel less valued by their employer are more susceptible to environmental management than those who feel fully supported.

The impact of GHRM activities on environmental efficiency from employee perspective is conveyed via POSE, is little study has been investigated. The wider management literature offers meta-analytical conclusions that found the favorable impact on POS of GHRM activities and the favorable impact of POS has on individual results, including "pro-social actions" and "extra-role behaviors" (Paillé, Valéau and Renwick, 2020). The past studies led to the hypothesis that HRM activities affect individual output indirectly through POS. It is consistent to conclude that the impact of green human resources activities on personal environmental results would be shown by POSE if managers assure their workers that they are sincerely dedicated to the environmental cause.

H1: Green training has significant association with environmental performance of employees.

H2: Green management performance has a significant association with environmental performance of employees.

H3: Green employee involvement has a significant association with environmental performance of employees.

H4: Green training as a dimension of GHRM has an indirect effect on environmental performance of employees through perceived organizational support.

H5: Green management performance as a dimension of GHRM has an indirect effect on environmental performance of employees through perceived organizational support.

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H6: Green employee involvement as a dimension of GHRM has an indirect effect on environmental performance of employees through perceived organizational support.

3.   METHODOLOGY

The community of nurses is targeted for the research. For two factors, this demographic is focused. Environmental risk and waste management especially impact hospitals, including bacteria, solvent, and fissile contaminants. Unlike manufacturing processes, this environmental danger is similarly divided amongst nurses in the service supply chain. To reach this community, distributed through different organizations, a targeted chain referral approach was used to perform an online survey. In the past 15 years, online surveys have become more frequent and present major benefits that render them adequate for this research. Online surveys contained surveys focused on computerized, self-administered questionnaires stored on a computer connected to the internet. Online surveys provide access to diverse communities and can even include purposive samples (Žmuk, 2017). This sampling approach is ideal for causal study projects. The target demographic and survey is specified by two conditions: professions such as nurses and allied nurses and public and private workplaces. Such features were monitored in the advice to informants and the survey controls.

This research was performed in Indonesia, where the number of respondents was 310 nurses and allied nurses. The overall age of respondents was 35.64 years. Nurses accounted for 30.4% of allied nurses and 69.6% of nurses. Most of the respondents were female: 68% vs. 32%. The sample is the typical threshold number needed for structural equation modeling, as it contains an appropriate sub-sample of numerous population categories. Green human resource practices (GHRP) were analyzed using a three-dimensional scale proposed by Tang et al. (2018). This instrument measures green management performance (four items), green training (three items), and green employee involvement (six items). The "Individual environmental performance" was assessed with a set of three items (Boiral and Paillé, 2012), while "perceived organizational support for the environment" was calculated using the four-point scale (Lamm, Tosti-Kharas and King, 2015).

4.   RESULT AND DISCUSSION

Before evaluating the study model, it is necessary to decide whether prejudice due to common system variance (CMV) may have influenced the data. Two methods have been employed. A marker in the research model was used to monitor the system's variance. CMV can be measured by "the inclusion of a theoretically unrelated, proximally located MV marker variable likely to provide a satisfactory proxy" (Lindell and Whitney, 2001). The marker used is the degree to which the immediate manager is committed to the type of help provided to the environment, as considerable literature shows that leaders play an important role in shaping subordinate eco-friendly actions (Hakimah et al., 2019). The value for

all factors is 2.957. The utilization of a common marker clearly indicates that common variations in the process did not inflate the results in the sample.

Table 1. Measurement Model

Construct	Items	Loadings	rho_A	CR	AVE
Green Employee Involvement	GEI1	0.775	0.857	0.874	0.537
	GEI2	0.714			
	GEI3	0.780			
	GEI4	0.673			
	GEI5	0.753			
	GEI6	0.696			
Green Management Performance	GMP1	0.683	0.803	0.809	0.517
	GMP2	0.691			
	GMP3	0.643			
	GMP4	0.842			
Green Training	GT1	0.812	0.765	0.855	0.663
	GT2	0.785			
	GT3	0.845			
Individual Environmental Performance	IEP1	0.693	0.738	0.825	0.613
	IEP2	0.812			
	IEP3	0.836			
Perceived Organizational Support for Environment	POSE1	0.779	0.851	0.871	0.633
	POSE2	0.900			
	POSE3	0.864			
	POSE4	0.609			

The common latent factor methodology, analogous to a single common process strategy, also calculates CMV. This technique includes a common latent factor variable loaded on all the measuring model indicators (Podsakoff *et al.*, 2003). In contrast with the estimation model with popular factor, the calculating model requires five parameters (POSE, the three GHRM activities, and individual environmental performance), which implies including a primary factor. When the measuring model is best suited, it may be inferred that the effects of the sample are not inflated by widespread variance in the process. The general factor is estimated to be less than 50% when the square of all indicators is measured.
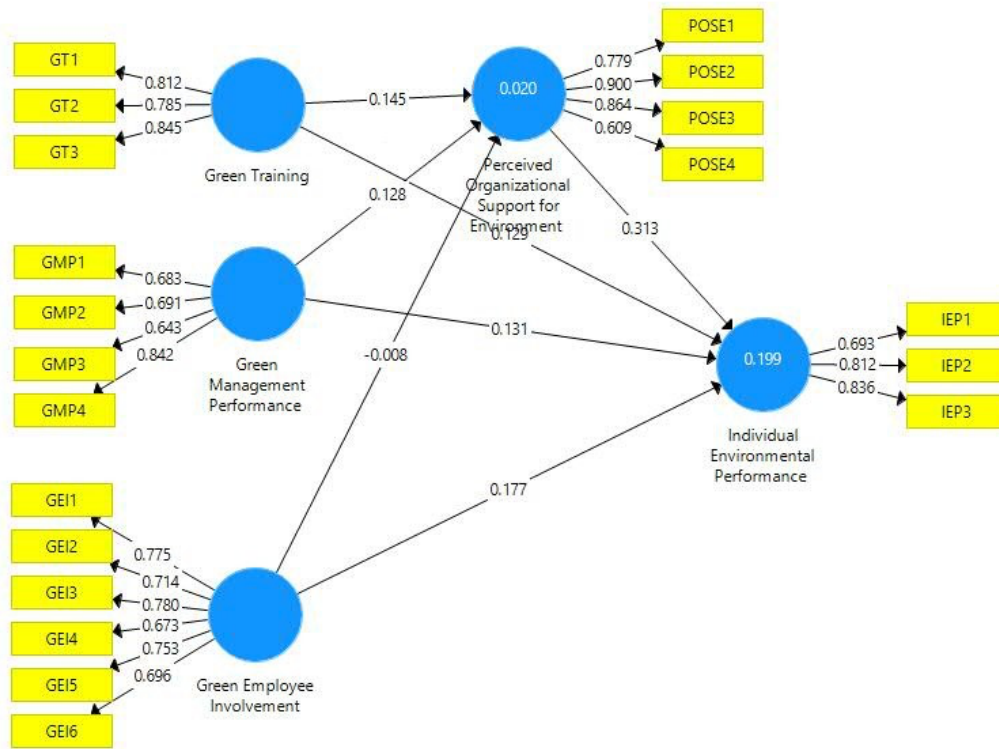
Figure 1. Estimations of Measurement Model

After evaluating common method variance and before checking the hypotheses, the next move was to examine the measurement model and ensure that the variables in this study remained distinct. The goal was to show convergent validity, internal consistency, and discriminatory validity. Table 1 displays the average variance extracted (AVE) for each respective variable, which indicates the ratio of overall variance demonstrated by the latent variable, and rho (A) offers internal consistency. The normal AVE and rho (A) cut-off is 0.50 and 0.70 (Hair *et al.*, 2017). Provided that value of AVE ranged between 0.517 to 0.663 and rho(A) varied from 0.738 to 0.857, the internal accuracy was also adequate for each research construct.

Table 2. Fornell and Larcker Criterion for Discriminant Validity

	GEI	GMP	Green Training	IEP	POSE
GEI	0.733				
GMP	0.15	0.719			
Green Training	0.119	0.159	0.814		
IEP	0.217	0.22	0.191	0.783	
POSE	0.016	0.134	0.065	0.342	0.796

Note: GEI = Green Employee Involvement, IEP = Individual Environmental Performance, GMP = Green Management Performance, GT = Green Training, POSE = Perceived Organizational Support for Environment

Table 3. Heterotrait-Monotrait Criterion for Discriminant Validity

	GEI	GMP	Green Training	IEP	POSE
GEI					
GMP	0.22				
Green Training	0.157	0.238			
IEP	0.257	0.246	0.253		
POSE	0.081	0.158	0.112	0.396	

Note: GEI = Green Employee Involvement, IEP = Individual Environmental Performance, GMP = Green Management Performance, GT = Green Training, POSE = Perceived Organizational Support for Environment

4.1. Hypothesis Testing

Findings revealed that 5 out of 6 hypotheses are supported. Hypothesis 1 forecasts a clear effect of GHRM activities on the environmental efficiency of workers, and findings from Table 4 show the results, green employee involvement (b = 0.176, t = 2.66, p < 0.05), green performance management (b = 130, t = 2.518, p < 0.05) and green training (b = 130, t = 2.597, p < 0.05). Hypothesis 2 projected that GHRM activities have an indirect impact on employee environmental efficiency by POSE. Table 4 displays the results of green employee involvement (b = 0.003, t = 0.023), green performance management (b = 0.040, t = 1.979, p < 0.05), and green training (b = 0.045, t = 1.991, p < 0.05).

Table 4. Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CIBCa Low	CIBCa High	Decision
GEI -> IEP	0.176	0.066	2.666	0.008	0.011	0.289	Supported
GMP -> IEP	0.130	0.052	2.518	0.012	0.024	0.223	Supported
GT -> IEP	0.130	0.050	2.597	0.010	0.030	0.223	Supported
GEI -> POSE -> IEP	0.003	0.023	0.117	0.907	-0.071	0.180	Non-supported
GMP -> POSE -> IEP	0.040	0.024	1.979	0.042	0.028	0.056	Supported
GT -> POSE -> IEP	0.045	0.023	1.991	0.039	0.03	0.061	Supported

Note: GEI = Green Employee Involvement, IEP = Individual Environmental Performance, GMP = Green Management Performance, GT = Green Training, POSE = Perceived Organizational Support for Environment
* Significance level < 0.05
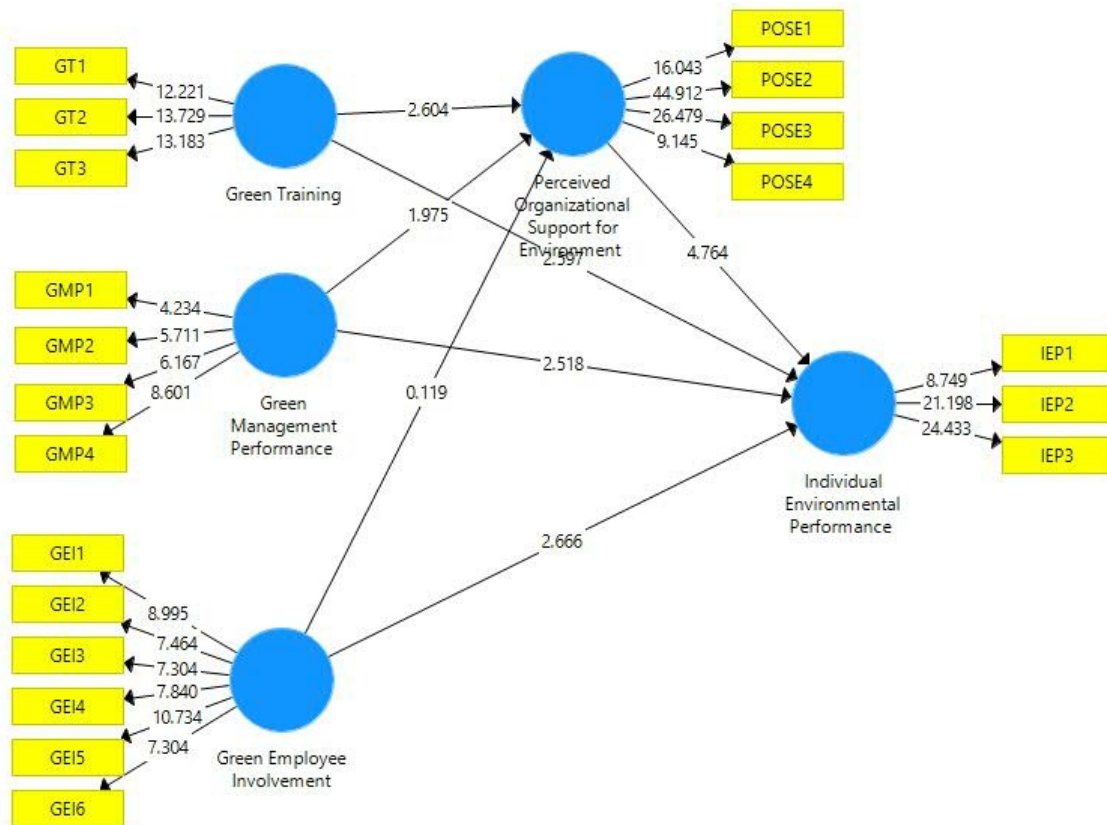
Figure 2. Estimations of Structural Model

5. CONCLUSION

The results suggest that overall, GHRM activities explicitly affect the person's environmental efficiency, which is close to previous studies carried out by Chaudhary (2020), revealing GRHM's favorable direct effect on the green conduct of employees. It is observed that all the dimensions of GHRM have a beneficial impact on employee environmental performance. Green employee involvement tended to be the highest indicator, depending on the extent of the coefficient of the three activities (Table 4). This result is compatible with the relevant earlier GHRM literature and recent results by Zhang et al. (2019), who found that HR managers viewed employee involvement as the most successful practice for promoting pro-environmental behaviors. This study shows that workers still see environmental education as an important green HR activity to assist their company in promoting environmental sustainability.

With respect to the indirect effects of GHRM activities alone, studies suggest that there is an indirect influence on preparation and environmental success by organizational assistance. However, it is not the participation of employees. This means that workers view not all GHRM practices as environmental support. Why do we justify why staff's interest in achieving individual environmental success is treated as intolerable green practice? One choice is to confront organizational obstacles that hinder workers from perceiving the encouragement of certain

activities. This claim relates to Paillé et al. (2020) study, which indicates that the restricted involvement of workers in decision-making and insufficient coordination inside the workplace are internal barriers to the estimation of green employee results. This assumption needs more study in potential research.

This study has significant ramifications for practice. Hameed et al. (2020) concluded that achieving environmental and organizational success in conjunction begins with the efficiency of the human environment. Previous studies allowed decision-making by top management, as managers were conscious that genuine help is essential and HR activities centered on corporate greening (Paillé, Valéau and Renwick, 2020). This study, which connects organizational support and GHRM, helps managers to strengthen decision-making. Managers should be mindful that while GHRM policies are strong, their employer is dedicated to the community.

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