International Journal of Business, Law, and Education
E-ISSN : 2747-1349
Publisher: IJBLE Scientific Publications Community Inc.
Volume 5, Number 2, 2024
https://ijble.com/index.php/journal/index

How to Improve Sustainability Performance Through Human Resource Management and green Supply Chain Management Strategies in the industrial Manufacturing Sector

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ABSTRACT
This research investigates the impact of Green Human Resource and Green Supply Chain strategies on improving sustainable performance in the manufacturing industry. The main focus of this research is to understand how the implementation of these green strategies can improve a company's operational efficiency and productivity. This approach includes human resource management with a focus on environmental sustainability and supply chain optimization to minimize environmental impacts. The research methodology involved quantitative data analysis measuring the impact of green strategies on sustainable performance using random sampling. The research technique was carried out by means of observation, distributing questionnaires and processing data using SEM-AMOS. The sample used was 310 respondents in manufacturing companies located in the Bekasi area. The results of this study are expected to provide valuable insights for the manufacturing industry in facing sustainability challenges and increasing competitiveness through environmentally friendly business practices.

Keywords: Green Human Resource, Green Supply Chain, Sustainable Performance, Management Strategy.

INTRODUCTION

The increasing impact of developments in the manufacturing industry on the environment has led to demands for sustainable practices that meet environmental, economic, and social needs (Utomo et al., 2022; Hussain et al., 2018). Today, all organizations are expected to make deeper efforts to achieve a balance between economic, social, and environmental performance, especially those facing pressures from society, competition, and regulation (Nawangsari & Nugroho, 2019). Achieving this balance is often considered difficult and controversial in some situations (Haffar & Searcy, 2017). One significant challenge is the complexity involved in implementing an effective environmental management system that improves environmental and social performance while also positively impacting the organization's economic performance (Epstein, 2018). It is crucial for organizations to change their organizational culture by incorporating green principles into their business operations as part of ethical standards (Sugiyono & Rahajeng, 2022). According to Wihardjo & Rahmayanti (2021), this challenge can be overcome by spreading green ideology through various functions, not just limited to specific departments.

This research aims to explore the best methods for adopting green management practices in two key business functions: the human resources function (Sartika, 2024) and the supply chain function (Purnomo, 2021). However, further and in-depth research is needed on the interrelationship between these two functions. Experts in this field emphasize the importance of cross-functional research to investigate the horizontal deployment of green management across different functions or organizations and to identify the mutual relationships between these functions

(Chiappetta Jabbour et al., 2017). To address these issues, this study will investigate the implementation of green management systems in human resources and supply chain functions, considering the interactions between them. Although green human resource management (GHRM) and green supply chain management (GSCM) practices have been shown to positively impact environmental performance, few studies have simultaneously investigated these two functions and their interrelationship (Chiappetta Jabbour et al., 2017).

This lack of research is due to two main reasons: first, although researchers have theoretically recognized that GHRM practices are a significant internal driver of GSCM practices (Birasnav et al., 2017), some studies tend to be inconsistent and focus more on external pressures affecting companies (Tchaikovsky, 2017). Secondly, while literature addressing human resource management (HRM) and supply chain management (SCM) has influenced the general relationship between HRM and SCM practices (Gu et al., 2023), few studies have addressed the green version of these concepts (Roscoe et al., 2019; Longoni et al., 2018). Therefore, there is a recognized need for further research investigating concurrent outcomes (exchange prediction) that can be utilized by Azhar (2019). This research examines the interrelationship between green human resource management (GHRM) and green supply chain management (GSCM) practices and their impact on sustainability performance in the manufacturing industry. The study also clarifies the positive impact of GHRM and GSCM practices on sustainable performance. The research involved 200 manufacturing companies in the food, chemical, and pharmaceutical sectors operating in the Bekasi area.

Literature Review

1. Sustainability Performance

Sustainability performance is seen as a whole that includes achieving social, environmental, and economic goals in corporate activities, which in turn increases corporate value (Naciti, 2019; Peters et al., 2020). Every company strives to achieve long-term benefits through various sustainable efforts, which are considered key to corporate strategy (De et al., 2020). Integrating sustainability principles in the formulation of corporate strategy requires measuring sustainability performance. This measurement is one of the strategies to improve company performance, which has attracted the attention of researchers over the past few decades (Alizadeh & Ahmadi, 2019; Kumar & Goswami, 2019).

Evaluating the effectiveness of the strategy that has been implemented by the company is crucial; if sustainability performance shows positive growth, then this will have a positive impact on company performance (Chaudhuri & Jayaram, 2019; Khan, 2019; Ting, 2020). The definition of sustainability for companies includes activities undertaken to meet the internal needs of the company as well as its stakeholders. In addition, maintaining and protecting the natural resources needed in the future is also a major focus (Hutchins et al., 2019; Romero et al., 2019). This concept encompasses the “Triple Bottom Line” first introduced by Elkington and Rowlands in 1999, which states the need for a balance between three indicators: social, economic, and environmental to achieve sustainability within the company.

2. GHRM Practices and Sustainability Performance

It is recognized that considering greener actions in every step of HRM tasks is essential, as HRM practices support the implementation and maintenance of environmental management systems, thereby assisting companies in achieving

better environmental performance (SEP) (Chiappetta Jabbour et al., 2017). In fact, GHRM plays an important role in the deployment and greening of companies in an effective way (Nejati et al., 2017). In addition to the obvious benefits to the environment, the implementation of green initiatives increases a company's attractiveness and leads to talent retention, making GHRM an important area of business management (Patel, 2014). Previous literature on HRM has generally concentrated on the effect of individual practices on firm performance, rather than on a set of practices (Isrososiawan et al., 2020).

Renwick et al. (2013) hypothesize that GHRM practices can have a greater impact on environmental and organizational performance if implemented together. In line with this view, recent GHRM literature mainly revolves around the impact of GHRM practices on organizational performance (Longoni et al., 2016). According to (Barney, 2015) RBV is able to differentiate the resources used by the organization. This is believed to affect the organization's SP and ultimately improve its economic performance (Ec.P) (Solovida et al., 2017). Thus, by understanding GHRM practices, organizations can sustainably improve their SP (Arulrajah et al., 2015). Therefore, we hypothesize and theorize that:

H1: GHRM practices have a positive and significant effect on Sustainability Performance.

3. GSCM Strategy and Sustainability Performance

Regarding Ext-GSCM, Diabat et al. (2013) and Green et al. (2012) found that there is a positive relationship between green purchasing (GP), reverse logistics (RL), and cooperation with customers that are part of Ext-GSCM practices and SP. Another study proposed that GP and environmental cooperation (EC) motivate suppliers and customers to work in a more environmentally friendly way and reduce their unsustainable behaviors, which will lead to a positive impact on the SP of manufacturing companies (De Sousa et al., 2017). Indeed, conducting education and monitoring programs with suppliers can assist organizations in providing materials in the final product that can be characterized as only slightly polluting the environment, thus increasing the SP of the organization (Gimenez et al., 2012). Therefore, the following hypothesis is developed:

H2: Strategic GSCM has a positive and significant effect on Sustainability Performance.

4. GHRM Practices and GSCM Strategies

The literature broadly agrees that effective implementation of GSCM practices depends primarily on GHRM practices (Jabbour et al., 2017). Or, in other words, the absence of HRM practices results in the lack of availability of environmentally competent employees, and conventional organizational culture can be a barrier to the implementation of GSCM practices (Jabbour and de Sousa Jabbour, 2016). Therefore, this study extends these experimental studies by exploring their impact on sustainable performance. Indeed, GHRM plays an important role in disseminating environmental ideologies and standards, and by encouraging the recruitment of talented and committed staff to implement environmental ideologies and standards as the foundation of supply chain business development (Jabbour and de Sousa Jabbour, 2016; Nejati et al., 2017). Longoni et al. (2016) confirmed that GSCM practices act as a mediator between GHRM practices and SP relationships. Taking a theoretical viewpoint from the RBV enables a more systematic investigation of the relationship between GHRM-GSCM practices and sustainable performance by determining the

relationship between green practices and sustainable outcomes. Based on the above statements, the following hypotheses are developed.

H3: GHRM practices have a positive and significant effect on Strategic GSCM.

METHOD

1. Research Design

This study uses a quantitative approach with SEM-Amos to analyze the relationship between GHRM practices and GSCM strategies on sustainable performance. The quantitative approach allows for more quantifiable measurements and in-depth statistical analysis of the relationships between the variables under study. SEM analysis allows researchers to holistically understand how these variables interact with each other and contribute to improving sustainable performance in manufacturing companies, with the basis of Resource-Based View (RBV) theory (Barney, 2015) in the RBV framework for green supply chains, collaboration between human resource management and environmental management can overcome barriers that may arise in the implementation of GSCM (Saputra et al., 2023). For example, the general goal of GSCM to achieve greener production relies on a workforce that is competent in terms of sustainability and the environment. The hypotheses in this study are formed based on previous research on the separate impacts of GHRM and GSCM on sustainability performance. The framework used in this study is as follows:

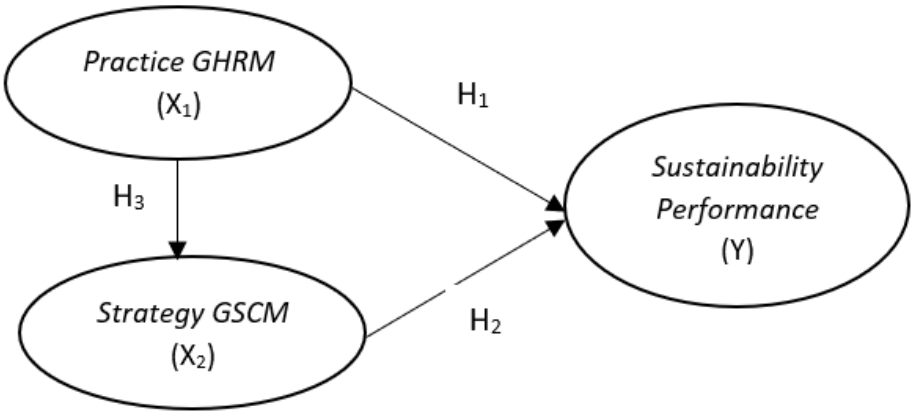

Figure 1. Research Models.

2. Participants and Data Collection

The researcher conducted a group survey using a sample that describes the attitudes, opinions, behaviours, or characteristics of a group. The survey was randomly distributed to manufacturing employees who were participants. The sample was drawn based on convenience sampling based on the recommendation that an appropriate sample size should be at or near 300 to avoid bias and error (Hair et al., 2019). Thus, in September to December 2023, we sent the survey to 400 manufacturing employees via WhatsApp using Google Forms. Participants in this study were granted anonymity and voluntarily answered the survey questions. A total of 310 responses were collected, equivalent to a response rate of 77.5%. In addition, it is important to note that the researchers have received ethical approval.

This survey uses a Likert scale (Strongly Disagree, Disagree, Somewhat Agree, Agree, Strongly Agree) to assess the attitudes, views, and perceptions of individuals or groups towards social phenomena. The questionnaire used in this study is a modified version of the 12-item Green Human Resource Management Questionnaire (Dwita & Sadana, 2021). Green Supply Chain Management (Dwita et al., 2023) totalling 10 items. and Sustainability Performance (Zalfa & Novita, 2021) totalling 7 items. These tools have been rigorously tested using expert opinion to ensure that their statements are consistent with the research objectives.

3. Data Analysis

The analysis method used in this study follows the method described by Hair et al. 2019 will include external model measurement, internal model measurement, and hypothesis testing evaluation. The external measurement model consists of three main components: convergent validity, discriminant validity, and composite reliability. Convergent validity is established if the average variance extracted (AVE) is greater than 0.5. Discriminant validity is achieved if the diagonal elements of the correlation matrix are greater than 0.7. Finally, if the composite reliability is greater than 0.7, then the reliability is considered sufficient.

RESULTS AND DISCUSSION

1. Respondent Profile

The characteristics of respondents who are the subjects in this study amounted to 200 respondents who work in the manufacturing industry in the Bekasi area by stating their personal identity or name for confidentiality The characteristics of respondents are described through gender, education level, position, The results of the data obtained through SPSS are that the profile of respondents who work in the manufacturing industry is greater than men with a percentage of 60.5% with a total of 121 respondents, this shows that the manufacturing industry has more male workers than women, which reflects the general trend in the manufacturing sector.

The education level has a response percentage of 49% with a total of 98 respondents who have a bachelor's level education, this shows that the manufacturing industry still relies a lot on labour that requires complex expertise, which is often found in more technical jobs that are still important in the manufacturing industry. As for the position obtained from the largest respondent is supervisor at 51% or 102 respondents working in the manufacturing industry, this shows that how a person can indicate the importance of the role of supervision and coordination in the operations of the manufacturing industry, which is certainly vital to maintain efficiency and productivity at a high level, one of which is for the smooth process of strategy, production and distribution. The results can be seen in the following table:

Table 1. Respondent Characteristics

Demografik Profil Responden	Frequency	Persentase %
Gender		
Male	121	60,5
Female	79	39,5
Education Level		
Diploma	62	31
Degree	98	49
Others	40	20
Department Responden		

Demografik Profil Responden	Frequency	Persentase %
Director	10	5
Manager	43	21,5
Supervisor	102	51
Staff	45	22,5

Source: Research data, 2023.

2. Data Analysis

Data analysis is used to see the quality value of each statement item on a variable. data analysis in this study was tested in terms of validity and reliability.

3. Validity Test

The validity test is used to measure whether a statement item on the questionnaire is valid. The level of validity can be measured by comparing r count with r table. In this study, the validity of the indicators was analysed using df (degree of freedom) with the formula df = n-k, where n = number of samples and k = number of independent variables where n samples totalled 310. So, the df used is 310-2 = 308 at a significant level of 0.05, resulting in a table r value (two-sided test) of 0.116.

The validity test assessment criteria are as follows:

a. If r count> r table, then the questionnaire is said to be valid.
b. If r count < r table, then the questionnaire is said to be invalid.

Table 2. Validity Test Results

Variable	Item	Corrected item-total correlation	Note.
Sustainability Performance	SP1	.483	**Valid**
	SP2	.453	**Valid**
	SP3	.479	**Valid**
	SP4	.485	**Valid**
	SP5	.339	**Valid**
	SP6	.330	**Valid**
	SP7	.416	**Valid**
Practice Green Human Resource Management	GM1	.233	**Valid**
	GM2	.580	**Valid**
	GM3	.558	**Valid**
	GM4	.579	**Valid**
	GM5	.580	**Valid**
	GM6	.143	**Valid**
	GM7	.127	**Valid**
	GM8	.249	**Valid**
	GM9	.463	**Valid**
	GM10	.416	**Valid**
	GM11	.415	**Valid**
	GM12	.387	**Valid**
Strategi Green Supply Chain Management	GSC1	.345	**Valid**
	GSC2	.371	**Valid**
	GSC3	.310	**Valid**
	GSC4	.339	**Valid**
	GSC5	.330	**Valid**
	GSC6	.416	**Valid**
	GSC7	.456	**Valid**
	GSC8	.233	**Valid**
	GSC1	.345	**Valid**
	GSC2	.371	**Valid**

Source: Processed data, 2024.

Based on table 2, it shows that all indicators used in this study have a correlation coefficient greater than the r-table for the value of n-310 respondents with a df value of 308, which is 0.116. Thus, this shows that all indicators as a measure of each variable construct are valid.

4. Reliability Test

The reliability test was carried out using the Cronbach's Alpha technique with a sample size of 310 respondents. A research instrument is declared reliable if the alpha value is> 0.60. The reliability test results can be seen in the following table:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Note
Sustainability Performance Perusahaan	0.802	Reliabel
Practice Green Human Resource Management	0.763	Reliabel
Strategi Green Supply Chain Management	0.856	Reliabel

Source: Processed data, 2024.

Based on table 3 of the reliability test results, it is known that Cronbach's Alpha of all instruments is greater than 0.6. This shows that the measurement can provide consistent results when measuring the same subject again.

5. Full Model Analysis of Structural Equation Model (SEM)

Structural model or Structural Equation Model (SEM) is a construct relationship that has a causal relationship. If each dependent variable (endogenous = Y) is uniquely determined by a set of independent variables (exogenous = X). Meanwhile, to assess the structural fit model involves the significance of the coefficients. SEM provides coefficient estimation results. Measurement of the degree of fit between the hypothesized model and the data presented in this study uses several fit indices, namely: Chi-Square, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit (AGFI), The Minimum Sample Discrepancy Funcation divided by Degree of Freedom (CMIN/DF).

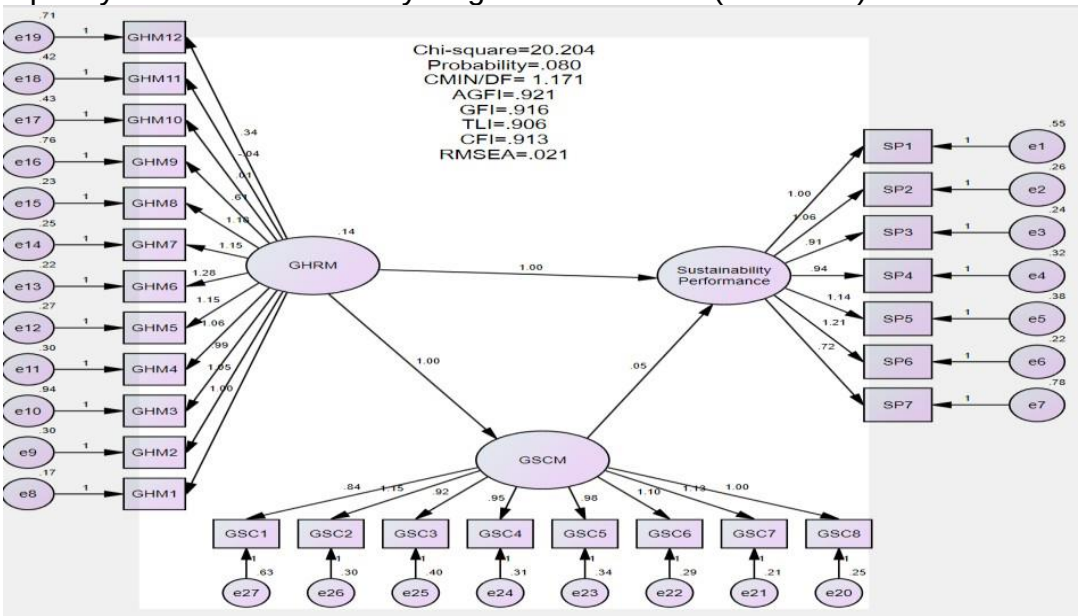

Figure 2. Structural Equation Model

Source: Processed data, 2024.

Based on the diagram output, a summary of the results of the Goodness of Fit test after being modified, the results of which can be seen in table 4.11 below:

Tabel 4. Goodness of Fit Test Results

Goodness of fit Index	Cut-off value	Default model	Evaluation of the model
Chi Square	**It's getting smaller**	**20.204**	
Probability	≥ 0,05	**0.080**	*Good Fit*
CMIN/DF	≤ 2,00	**1.171**	*Good Fit*
GFI	≥ 0,90	**0.916**	*Good fit*
AGFI	≥ 0,90	**0.921**	*Good Fit*
TLI	≥ 0,90	**0.906**	*Good Fit*
CFI	≥ 0,90	**0.913**	*Good Fit*
RMSEA	≤ 0,08	**0.021**	*Good Fit*

Source: Processed data, 2024.

The model construct test results displayed in Table 4 show the fit of the data with the model based on the goodness of fit index, model criteria, and critical values. A summary of the goodness of fit test results is as follows: Probability value of 0.080, greater than the cut off value > 0.05, so the model is considered a good fit. CMIN/DF value of 1.171, smaller than the cut off value < 2.00, so the model is considered a good fit. The GFI value is 0.916, greater than the cut off value> 0.90, so the model is considered a good fit. The AGFI value is 0.921, greater than the cut off value> 0.90, so the model is considered a good fit. The TLI value is 0.906, greater than the cut off value> 0.90, so the model is considered a good fit. The CFI value is 0.913, greater than the cut off value> 0.90, so the model is considered a good fit. Finally, the RMSEA value is 0.021, smaller than the cut off value <0.08, so the model is considered a good fit. Hypothesis testing is done by looking at the C.R (critical ratio) value found in the Amos 22.0 output table regarding the regression weight shown in the following table.

Table 5. Regression Parameter Estimation

			Estimate	S.E.	C.R.	P	Label
GSCM	<--	GHRM	1.059	.177	5.986	***	par_1
Sustainability_Performance	<--	GHRM	.913	.158	5.776	***	par_2
Sustainability_Performance	<--	GSCM	.945	.169	5.576	***	par_3

Source: Processed data, 2024

Table 5 above shows the regression estimates used as the main reference in hypothesis testing in this study. The testing criteria is to reject H0 if the Critical Ratio (CR) value is 1.967 or the p value is less than or equal to 0.05. The results of testing all hypotheses show that GHRM practices have a positive and significant influence on Sustainability Performance, as seen from the C.R. value of 5.776> 1.967 and a p value of 0.00 < 0.05, so Hypothesis 1 can be accepted. The GSCM Strategy test also shows a positive and significant influence on Sustainability Performance, with a C.R. of 5.576 > 1.967 and a p value of 0.000 < 0.05, so Hypothesis 2 can be accepted. In addition, testing on GHRM Practices shows a positive and significant influence on the GSCM Strategy, with a C.R. value of 5.986 > 1.967 and a p value of 0.000 < 0.05, so Hypothesis 3 can also be accepted.

Discussion

The overall research findings provide a deeper understanding of how the ethical obligations of business organizations towards the natural environment can be effectively managed. The study explores in detail the efficiency of green management, including various organizational functions related to sustainable performance components. Additionally, a positive relationship was found between Green Human Resource Management (GHRM) practices and sustainable performance (SP), supporting Hypothesis 1 (H1). The implementation of green practices brings benefits such as cost reduction, improved sustainability, and a renewed focus on corporate social responsibility. Ultimately, this enhances corporate reputation and improves public health and safety (Naseer et al., 2023).

Although the results of the current study confirm that Green Supply Chain Management (GSCM) is positively related to sustainable performance, the mechanisms through which these practices influence sustainable performance differ. GSCM exhibits a positive relationship with SP, suggesting a strategic alignment between these practices and sustainable performance, supporting Hypothesis 2 (H2). Specifically, GSCM is associated with greater efficiency in the use of inputs and assets, leading to cost reduction through product recycling, energy-saving initiatives (Zhu et al., 2005), reduction of rework and waste, quality improvement, and the creation of new goods and processes (Yang et al., 2010). These practices play a crucial role in enhancing the organization's image among stakeholders such as employees, suppliers, clients, and governments (Abdullah et al., 2015). Furthermore, organizations can achieve various social benefits, including improved employee morale, customer loyalty, and satisfaction, through the positive image created (Eltayeb et al., 2011).

Moreover, GHRM practices have a positive and significant influence on GSCM, as evidenced by the results of this study, supporting Hypothesis 3 (H3). The relationship between GHRM and GSCM practices is a key component, demonstrating the impact of a cross-functional environmental management system on sustainable performance. This research clearly shows that GHRM and GSCM have a mutually influential relationship in the context of sustainable performance. The findings of this study indicate a strong and significant relationship between GHRM and GSCM practices, consistent with results reported by Nejati et al. (2017). Based on the Resource-Based View (RBV), the relationship between HRM and green management can help organizations reduce barriers to implementing GSCM practices (Teixeira et al., 2016). To build a holistic green enterprise, companies should integrate environmental practices such as GHRM and GSCM to support mutual learning (Mishra & Mishra, 2017). HRM is a critical factor in the success of corporate green initiatives (Haddock-Millar et al., 2016). Teixeira et al. (2016) emphasized the importance of staff development, empowerment, and the implementation of environmental training in supporting GSCM in organizations.

Indeed, GHRM plays an essential role in disseminating environmental ideologies and standards, as well as providing employees with the opportunity to apply these ideologies and standards as a basis for sustainable business development (Ahmad, 2015; Jabbour & de Sousa Jabbour, 2016), resulting in economic sustainability. The combined adoption of GHRM and GSCM yields many benefits, including a positive corporate image, brand enhancement, higher employee productivity, and a more engaged workforce (Mishra & Mishra, 2017). From these

findings, it can be concluded that linking the bundled practices of GHRM with corporate social responsibility will clearly demonstrate to employees the importance of greening the company, fostering a desire to implement necessary changes, and building a robust ecosystem.

CONCLUSION

To understand the influence of Green Human Resource Management (GHRM) practices and Green Supply Chain Management (GSCM) strategies on sustainability performance, a comprehensive study was conducted. Hypothesis testing is a crucial part of this study to confirm the relationship between these variables. The following are the results of the hypothesis testing conducted: Hypothesis 1 confirmed that GHRM Practices have a positive and significant influence on Sustainability Performance, with a Critical Ratio (C.R.) value of 5.776, which far exceeds the minimum limit of 1.967 and a p value of less than 0.05.

Hypothesis 2 testing shows that GSCM Strategy has a positive and significant impact on Sustainability Performance, characterized by a C.R. value of 5.576 which also exceeds the critical limit and a p value of less than 0.05. Hypothesis 3 testing shows that GHRM Practices have a positive and significant effect on GSCM Strategy, with a C.R. value of 5.986, which indicates acceptance of the hypothesis with a highly significant p value. Based on the results of hypothesis testing, this study confirms that both Green Human Resource Management (GHRM) Practices and Green Supply Chain Management (GSCM) Strategy have a positive and significant influence on performance.

Suggestion

Based on the findings, here are some suggestions for practitioners and future researchers: In terms of Practitioners, Organizations should prioritize the development and implementation of GHRM practices and GSCM strategies as part of their sustainability agenda. Increasing sustainability-related awareness and competencies among employees can be a good first step. Policy development, required Policy makers in organizations should design policies that support the implementation of GHRM and GSCM practices, including incentives for green initiatives and sustainability-related employee upskilling. From a Researcher's perspective, further research is needed to explore the specific aspects of GHRM and GSCM that are most effective in improving sustainability performance. Future studies could also consider different industry contexts or external factors that may influence the relationship between GHRM practices, GSCM strategies, and sustainability performance.

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