



## The Effect of Green Human Resources Management of Employee Green Behavior at PT Aerofood Catering Service (ACS) Batujai : With Intervening Green Knowledge Sharing

Muhammad Alwi<sup>1</sup>; Thatok Asmony<sup>2</sup>; Dwi Putra Buana Sakti<sup>2</sup>

<sup>1</sup> Student of Faculty of Economy and Business, University of Mataram, Indonesia

<sup>2</sup> Lecturer at Faculty of Economy and Business, University of Mataram, Indonesia

<http://dx.doi.org/10.18415/ijmmu.v11i4.5615>

---

### **Abstract**

This study aims to examine the effect of Green Human Resource Management on Employee Green Behaviour is mediated by Green Knowledge Sharing. This type of research uses quantitative research methods with a causal associative approach. this study did not use a sample but used a population of 40 employees at Aerofood ACS Indonesia Lombok Unit. Data analysis using SEM-PLS technique. The results of this study indicate that Green Human Resource Management has a positive and significant effect on Employee Green Behaviour. Green Human Resource Management has a positive and significant effect on Green Knowledge Sharing and Green Knowledge Sharing has a positive and significant effect on Employee Green Behaviour. the mediator of Green Knowledge Sharing has an indirect influence between Green Human Resource Management on Employee Green Behaviour. Therefore, companies can adopt Green Human Resource Management management within the company to encourage employees to be able to behave environmentally friendly and can increase the knowledge of their employees having a significant impact on employee performance and a sustainable, competitive and superior company.

**Keywords:** *Green Human Resource Management; Green Knowledge Sharing; Green Behaviour*

### **Introduction**

The sustainability of the surrounding nature and human awareness through organisations, groups, communities and institutions in the balance of the surrounding nature are critical factors in organisations today (Mukapit et al., 2018). Climate change is a change in the pattern and intensity of climate elements over a long period. Global climate conditions according to the World Meteorological Organizations (2022), have become an important discussion to address because there is global average temperature is estimated to be  $1.15 \pm 0.13$  °C above the average of 1850-1900 and the increase in global temperature is characterised by an increase in sea level of almost 10 mm. In East Africa, below-average rainfall in four (4) consecutive rainy seasons has led to a climate change-induced food crisis that has resulted in 19.3 million people going hungry.

In response to this situation, the policies and calls issued by International institutions such as the *World Bank* (WB), the *International Monetary Fund* (IMF) and the *World Trade Organization* (WTO) are in line with what was produced at the G-20 meeting in Indonesia, as in the *release document of the Bali meeting* after the G-20 at points 11-19 which emphasise climate change internationally, including Indonesia (Deklarasi G20, 2022). Indonesia as a country with mega biodiversity makes Indonesia one of the countries that has a strong interest in participating in climate management (Richard Chandra Chan, 2021) Excessive use of nature is caused by human behaviour that continues to show apathy towards the environment without ever seeing the resulting impact (Ahmad et al., 2023).

According to (Goleman & Barlow, 2012), the behaviour of living things in protecting the environment is called *green behaviour*. *Green behaviour* is behaviour based on norms, values and rules that care about environmental sustainability. In the industrial sector, food and beverage providers are one of the industries that contribute large food waste emissions, reaching 3.3 billion CO<sub>2</sub> from production to waste (Muhammad, 2022). The food and beverage service industry contributes 24% of carbon emissions, including one of the *Aerofood Catering Service* (ACS) industries engaged in providing food with portions created every day totalling 1500 portions (Kharisma, 2019).

*The Aerofood Catering Service* (ACS) company is a subsidiary of Garuda which is spread throughout Indonesia as a company engaged in providing food and drinks in flight. One of the distribution of *Aerofood Catering Service* (ACS) companies are in Central Lombok Regency, Batujai Village (PT. Aerofood ACS, 2023) (PT Aerofood Indonesia, 2023). PT *Aerofood Catering Service* (ACS) as a food and beverage provider company cannot be separated from contributing carbon emissions through solid waste and liquid waste such as solid waste is leftover vegetables, fruit, plastic, aluminium, bread scraps and others. Liquid waste is in the form of used washing water for food and beverage serving utensils, fruit washing water, used laundry detergent and others (Kharisma, 2019).

Apart from that, *Aerofood Catering Service* (ACS) company has a reliable system such as the *ISO Food Safety Management system* and *Quality Management System* (PT. Aerofood ACS, 2023). However, in practice, the company engaged in the food and beverage provider *Aerofood Catering Service* (ACS) has the behaviour of employees who still ignore the importance of protecting the environment which will encourage global warming and climate change through wasting energy by not turning off lights and water taps, piling up garbage, not throwing garbage in its place, not sorting organic and non-organic waste which symbolises this behaviour as part of environmentally unfriendly behaviour (Aboramadan, 2022a). According to Keraf, (2002) who say that *employee green behavior* is the ethics of employees in loving the environment with the patterns contained in *employee green behavior*, namely maintaining the cleanliness of the home environment, and workplace, disposing of garbage in its place, consuming healthy food, recycling waste and using water and electricity in moderation.

*Employee green behaviour* is defined as a description of *employee* behaviour that can benefit environmental sustainability in the world of work (Susan E. Jackson, 2012a). According to Unsworth et al., (2021), *employee green behaviour* is the behaviour shown by employees which has benefits for the workplace environment. Companies and industries have the convenience of being able to build employee green behaviour with the birth of a new concept in human resource management science, namely *green human resource management*. By implementing *green human resource management*, companies have a competitive advantage over other companies because *green human resource management* is defined as the company's efforts to turn normal employees into green employees (employees who care about the environment) (Dumont et al., 2017a).

However, the concept of *green human resource management* has not been able to be implemented as much as possible by the *Aerofood Catering Service* (ACS) company, because the *selection, training and development* process has not been able to be carried out by the *Aerofood Catering Service* (ACS) company optimally in encouraging the sustainability of employee behaviour to

protect the environment amid the concept of *green human resource management* can make it easier for companies to participate in efforts to minimise climate change. About the actions taken by employees, the role of the organisation is needed in the success of *global sustainability* and sustainable Indonesia (Perserikatan Bangsa-Bangsa, 2022). Therefore, industries and organisations must be able to encourage employees to behave in a way that protects the environment.

Based on the researcher's search, there are a series of researchers who have raised studies and issues regarding the environment and behaviour, it's just that this research with previous research has differences, namely the place of research, such as research from (Li et al., 2023a) has a research locus in the television industry, especially in MNC China. Darvishmotevali & Altinay (2022), have a research locus in the Hospitality Industry. (Aboramadan, 2022) locus of research at the Milano Bicocca University of Palestine. (Afridi et al., 2023) with his research locus in German banks and several studies such as (Rubel et al., 2021a); Rizky, Hadi & Subiyanto, 2023 and (Ahmed et al., 2021) (Ramadhan et al, 2023) conducted research studies on *Employee Green Behaviour* with the majority being in the hotel, *university*, and banking *locus*. Meanwhile, researchers conducted research in the food and beverage industry.

In previous research, the majority of research is mediated by psychology and leadership, but in reality environmentally unfriendly behaviour is mediated by green human resource management that has not been implemented to the fullest and unequal knowledge between employees so the logical consequence is that environmentally unfriendly actions arise due to unequal knowledge and closed information between employees both within departments and between departments (Chang & Hung, 2021). Lack of knowledge is one indication of environmentally unfriendly behaviour as in the *triple bottom line* theory popularized by Elkington in 1997 through a book entitled "*cannibals with Forks, the triple bottom line of twentieth-century business*" which in essence companies that want to be sustainable must pay attention to the environment balanced with an increase in knowledge.

## **Theoretical Review**

### **Green Human Resource Management (GHRM)**

Human resource management is the process of planning, organising, directing and supervising human resources in a company to achieve the expected goals (Kristanti et al, 2023). *Green Human Resource Management (GHRM)* is a company implementation that refers to the development, maintenance and management of the application of environmentally friendly systems in human resource management (Isrososiawan et al., 2021)

*Green Human Resource Management (GHRM)* integrates environmentally friendly Human Resource (HR) initiatives and practices for sustainable resource utilisation resulting in more efficiency and improved environmental stewardship at work (Margaretha & Saragih, 2013). Meanwhile, according to Kumar & Mann, (2020), *Green Human Resource Management (GHRM)* is the implementation of Human Resource management policies and practices for sustainable resource utilisation in business organisations and promoting environmental sustainability.

The concept of *Green Human Resource Management (GHRM)* can provide an appropriate overview in the field of promoting greater awareness among companies, private or public sector to ensure that companies can implement the role of *Green Human Resource Management (GHRM)* activities to strengthen and encourage environmental performance (Arulrajah et al., 2016). *Green Human Resource Management (GHRM)* commitment will help reduce activities that can have an impact on environmental or climate degradation so that *Green Human Resource Management (GHRM)* has a good impact on the sustainability of the company (Fawehinmi et al., 2020). To promote effective *Green Human Resource Management (GHRM)* by companies, several indicators are needed, including (Syafari, 2022):

## Green Recruitment and Selection

Organisations should focus on selecting and recruiting employees who are supportive and interested in the environment. Therefore, to increase the attractiveness of recruitment and selection for prospective employees who are increasingly environmentally conscious.

## Green Training and Development

Jabbour & de Sousa Jabbour (2016), revealed that green training and development activities refer to a system of activities that encourage employees to learn environmental protection skills and learn about the environment because this is the key to achieving environmental.

## Green Reward and Compensation

In the context of *Green Human Resource Management (GHRM)*, rewards and compensation can be assumed as potential tools to support environmental activities in organisations. This statement is supported by a survey conducted in the UK by CIPD and KPMG which estimated that 8% of companies in the UK reward *employee green behaviour* with various types of rewards or financial incentives (Sitorus, 2022).

## Green Knowledge Sharing (GKS)

According to Lin & Chen, (2017), *green knowledge sharing* is the process of disseminating information related to green (environment) among members (employees) of an organisation or company. *Green Knowledge Sharing* itself is a new management science that emphasises shared knowledge in understanding the environment so that humans do not ignore the important role of the environment as one of the pillars of human sustainability (Ritala et al., 2015). *Knowledge sharing* is a form of knowledge management science that is used to provide and disseminate knowledge, ideas, experiences or *skills* possessed by every human being both individually and in groups, especially in organisations, institutions and companies to create a basis for the need for cooperation (Aboramadan, 2022). According to Kaplan (1990), himself states that *Knowing* will significantly influence individuals in making decisions. *Knowledge Sharing* can grow and develop along with human needs. The scientific concept of *Knowledge Sharing* has developed and progressed in the scientific field into the concept of *Green Knowledge Sharing* (Haider et al., 2022).

According to Lin & Chen (2017), workers who talk to each other about *going Green*, logical knowledge management becomes a science that can develop to be able to transform all knowledge to overcome environmental challenges. This means that the application of *Green Knowledge Sharing* in organisations or companies can provide good effectiveness by increasing knowledge infrastructure and transmission capabilities with environmental problems among fellow members and organisations (Rubel et al., 2021). The indicators of green knowledge sharing:

### Green Knowledge Donating

*Green Knowledge Donating* is the transfer of knowledge about environmental concepts, which means exchanging and communicating with others by capitalising on one's thoughts.

### Green Knowledge Collection

*Green Knowledge collection* is an environment-based knowledge gathering that refers to consulting with colleagues to encourage them to share their green knowledge capital.

## Employee Green Behaviour (EGB)

Linguistically the word "*Green*" comes from English which means green and "*Behavior*" which means behaviour. Based on this word call, the definition of *Green Behavior* is the behaviour displayed by a person in carrying out an activity that is oriented towards environmentally friendly behaviour while *Employee Green Behavior* is the behaviour displayed by employees to protect and maintain the workplace and living environment (Suci & Gia, 2020).

According to Jackson et al, (2012), *Employee Green Behavior* (EGB) is defined as any measurable individual behaviour in achieving environmental sustainability in the workplace. *Employee green behaviour* is the attitude or behaviour of individuals and groups that contribute to environmental sustainability in the context of work (Norton et al., 2017). In practice, this behaviour can be reflected in activities carried out by employees in the company environment such as throwing garbage in its place, using enough water, turning off lights when not in use and so on (Arif & Kurniawan, 2021).

The concept of *Employee Green Behaviour* is found to be a fundamental tool for improving environmental performance and organisational sustainability (Chaudhary, 2020). *Employee Green Behaviour* is the behaviour of environmentally friendly employees (Norton et al., 2017). According to Rubel et al., (2021), is one of the strategies followed by companies to improve employee insight, skills and values because when employees acquire new skills, employee insight increases and ultimately can improve performance in achieving goals. According to Norton *at. al* (2015), 2 factors contribute to *employee green behaviour*, including *personal* factors and *external* factors. To be able to measure the extent of *employee green behaviour* can be seen from *environmentally friendly performance, environmentally friendly work and initiative*.

## Methodology

This study uses quantitative research methods with a causal associative approach. Causal associative research is research that aims to determine the relationship between two or more variables. The data collection method used in this study is a census. The census is a data collection technique that is carried out by counting the entire population and sample units, this technique can be done *door-to-door, mail out/mail-in* or *online*. The advantage of using a census is that the data obtained can be accurate because it covers the entire employee population (Sugiyono, 2014) . The population in this study were all employees at the *Aerofood Catering Service (ACS)* company in Batujai Village, totalling 40 people. So in this study, no research sample was used and used Likert scale measurements and the data analysis technique used was *Structural Equation Modelling Partial Least Square (SEM)* technique using *Smart PLS-SEM software* to test 4 hypotheses and relationships from variables to other variables (Sekaran & Roger, 2017).

## Results and Discussion

Test the reliability of variables measured by two criteria, namely *composite reliability* and *Cronbach's alpha* of the indicator block that measures the variable. The variable is declared reliable if the *composite reliability* value and *Cronbach's alpha* are above 0.70. The *output* results can be seen in Table 1 below:

Table 1. Instrument Reliability Research Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
X (Green HRM)	0.943	0.948	0.950
Y1 (Green Knowledge Sharing)	0.935	0.939	0.943
Y2 (Employee Green Behaviour)	0.929	0.933	0.940

Source: Processed Data, 2023

The output results of composite reliability and Cronbach's alpha of Green Human Resource Management, Green Knowledge Sharing, and Employee Green Behaviour variables are all above 0.70. Thus, it can be explained that all variables have good reliability and analysis of the results of the empirical research model using Partial Least Square (PLS) analysis can be seen in Figure 1 below:

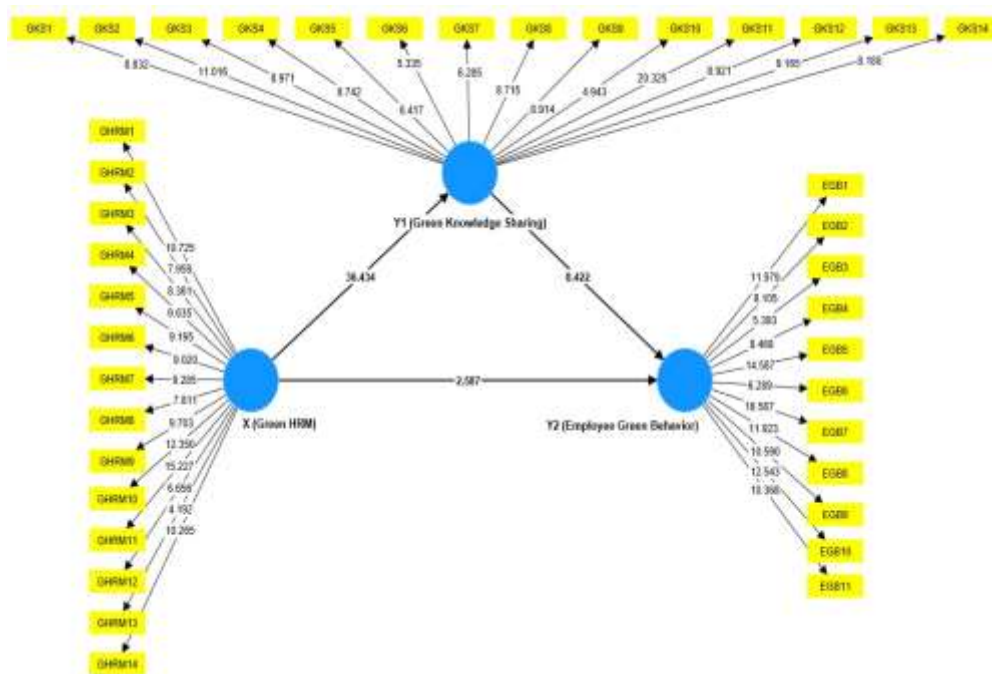


Figure 1. Empirical Model of Direct Effect  
Source: Processed Data, 2023

Figure 5.2 explains that Green HRM has a direct effect on Employee Green Behaviour with a statistical t value of 2.587 Green HRM has a direct effect on Green Knowledge Sharing with a statistical t value of 36.434. Green Knowledge Sharing has a direct effect on Employee Green Behaviour with a statistical t value of 8.422. The results of the total influence test between variables can be seen in Table 2. below:

Table 2 Test Results of Total Effect Between Variables

	<b>Original Sample</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Description</b>
X (Green HRM) -> Y2 (Employee Green Behaviour)	0.233	2.587	0.010	H1 accepted (Positive & significant effect)
X (Green HRM) -> Y1 (Green Knowledge Sharing)	0.884	36.434	0.000	H2 accepted (Positive & significant effect)
Y1 (Green Knowledge Sharing) -> Y2 (Employee Green Behaviour)	0.755	8.422	0.000	H3 accepted (Positive & significant effect)

Source: Processed Data, 2023

### The Effect of Green Human Resource Management on Employee Green Behaviour

The results of this study indicate that *green human resource management* has a significant positive effect on *employee green behaviour*, so the first hypothesis (H1) is accepted. This means that the more effective the implementation of *green human resource management*, the better the *employee green behaviour* in the company PT Aerofood Indonesia Lombok Unit. The results of this study are in line with previous research by Li et al., (2023), which shows that *green human resource management practices* have a positive and significant effect on *employee green in-role behaviour*. Likewise, research from Dumont et al., (2017), shows that *green human resource management* has a positive and significant effect on *employee green behaviour* both directly and indirectly.

Islam et al., (2021), show that *Green Human Resource Management* has a positive and significant effect on role behaviour and extra-individual environmental behaviour. Krisnawati & Amalia, (2023) in their research results show that *Green Human Resource Management* has a positive and significant effect on *employee green behaviour*. that *Green Human Resource Management* (GHRM) has a positive effect on *Employee Green Behaviour* (EGB). The results of this study and supported by previous research which states that *green human resource management* has a positive and significant effect on *employee green behaviour* can negate research from Fawehinmi et al., (2020), which states that *green human resource management* has no direct influence on *employee green behaviour* at one university in Malaysia.

### The Effect of Green Human Resource Management on Green Knowledge Sharing

The results of this study indicate that *green human resource management* has a significant positive effect on *green knowledge sharing*, so the second hypothesis (H2) is accepted. This means that the more effective the implementation of *green human resource management*, the higher the *green knowledge sharing* of employees at the company PT Aerofood ACS Indonesia Lombok Unit.

*Green human resource management* refers to the application of a new management system for companies that integrate environmental values within the company starting from *green recruitment and selection, green training and development and green reward and compensation* (Margaretha & Saragih, 2012; Dumont et al., 2017). Meanwhile, according to Chang & Hung, (2021), *green knowledge sharing* is the process of disseminating information about the "green"

environment among members of employees and companies to influence each other. Based on the theory of environmental ethics is a critical reflection on how humans view humans, nature and the relationship between humans and nature as well as behaviours that stem from how humans view nature (Mau et al., 2019). This means that it provides a strong illustration that having a perspective based on knowledge about the environment is a major factor in driving human behaviour to care for the environment (Chang & Hung, 2021).

The results of this study support previous research conducted by Fawehinmi et al., (2020), which shows that *green human resource management* has a positive and significant effect on environmental knowledge in line with the results of research conducted by Rubel et al., (2021), which shows that *green human resource management* has a positive and significant effect on *green knowledge sharing* with a research sample of 365 in Bangladesh Banking. Research from Ahmed et al., (2021), also shows that *green human resource management* practices have a positive and significant effect on *green knowledge sharing* with a research sample of 155 members of the academic staff at the University of Pakistan.

### **Effect of Green Knowledge Sharing on Employee Green Behaviour**

The results of this study indicate that *green knowledge sharing* has a significant positive effect on *employee green behaviour*, so the third hypothesis (H3) is accepted. This means that the higher the *green knowledge sharing*, the better the *employee green behaviour* in the company PT Aerofood ACS Indonesia Lombok Unit. In particular, environmental knowledge sharing is defined as a tool to demonstrate awareness and knowledge of environmental problems and their solutions. Yang et al., (2019). According to Abukhait et al., (2019), green knowledge sharing can be the driving force and the most important part of creating environmentally-friendly behaviour and innovative critical thinking.

In other words, the application of knowledge of employees can bring about an increase in good behaviour towards individuals and organisations in the Aerofood ACS Lombok unit. In addition, the results obtained by employees in the Aerofood ACS Lombok unit can be felt about climate change and behaviour regarding the environment. On the other hand, the level of education that has been taken by employees of PT Aerofood CS Lombok Unit, the majority of S1 graduates, totalling 13 people with a percentage value of 33%, further support the high level of *green knowledge sharing* and the better *employee green behaviour* in distributing and accelerating the stimulus of understanding gaps between employees.

According to Adha et al., (2023), a person with a much higher education will be more open to any changes and have a broad perspective on all developments. Finally, higher education can be proven by increasing communication skills, ways of thinking and behaviour. The results of this study support research from Safari et al., (2018), in his research which shows that knowledge and environmental awareness have a positive and significant influence on green behaviour. Followed by the results of research from Yang et al., (2019), which shows that the application of environmental knowledge and sharing of environmental knowledge has a positive effect on green behaviour. Likewise, research from Rubel et al., (2021), show that *green knowledge sharing* has a positive and significant effect on *green service behaviour*.

### **The Effect of Green Knowledge Sharing Mediating Green Human Resource Management on Employee Green Behaviour**

The results of this study indicate that *green knowledge sharing* has a significant positive effect on *employee green behaviour* through *green knowledge sharing*, so the fourth hypothesis (H4) is accepted. This means that the effect of *green human resource management* on *employee green behaviour* can be through *green knowledge sharing* at the company PT Aerofood ACS Indonesia Lombok Unit.



*Green human resource management* emphasizes a system of stimulating employees' green attitudes and behaviours and is the main tool for promoting environmental concepts to all members supported by *green knowledge sharing* which makes the relationship even higher because *green knowledge sharing* can open up great opportunities to transfer knowledge massively and actively in constructing employee behaviour to preserve the environment (Chaudhary, 2020); Gilal et al., 2019; Saeed et al., 2019). Therefore, with the implementation of *green human resource management*, it is likely that *employee green behaviour* can be built firmly because it is accompanied by *green knowledge sharing* and *green human resource management*, because *green human resource management* can provide stimulation to *employee green behaviour* through *green knowledge sharing*.

Because the higher the knowledge possessed by employees about the causes of climate change arising from their behaviour, they can behave and think four (4) times in behaving that can harm the company and the company's *performance* so that in the end it will result in workers or employees getting the impact of behaviour caused by themselves (individuals). The level of knowledge of the risks experienced from behaviour is one of the knowledge and high awareness to implement *green knowledge sharing* among employees, both in one department and other departments to share various kinds of information about the behaviour that should be done by employees in the workplace.

Several previous studies, although not the same as this study, in essence, it can enrich the research literature regarding the influence of human resources on employee environmental behaviour through *green knowledge sharing* such as research from Rubel et al., (2021), which shows the results that *green knowledge sharing* has a positive and significant direct influence between *green human resource management* on *green service behaviour*. Research by Ahmed et al., (2021), shows that *green knowledge sharing* can strengthen the relationship between *green human resource management* on environmental performance and environmental commitment.

Research from Islam et al., (2021), also shows that *green knowledge sharing* can strengthen the relationship between *green human resource management* and *employee green behaviour*. Fawehinmi et al., (2020), in his research also shows that *environmental knowledge* fully mediates between *green human resource management* and *employee green behaviour*. Research from Darvishmotevali & Altinay (2022), shows that environmental awareness has a positive and significant influence between *green human resource management* on *green behaviour*.

Table 1 Test Results of Total Influence Between Variables

	<b>Original Sample</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Keterangan</b>
X (Green HRM) -> Y2 (Employee Green Behavior)	0.233	2.587	0.010	H1 diterima (Berpengaruh positif & signifikan)
X (Green HRM) -> Y1 (Green Knowledge Sharing)	0.884	36.434	0.000	H2 diterima (Berpengaruh positif & signifikan)
Y1 (Green Knowledge Sharing) -> Y2 (Employee Green Behavior)	0.755	8.422	0.000	H3 diterima (Berpengaruh positif & signifikan)

Sumber : diolah, 2024

## Conclusion

Based on the results of the research and discussion described above, the following conclusions can be drawn from this study:

1. *Green Human Resource Management has a significant positive effect on Employee Green Behaviour.* This means that the more effective *Green Human Resource Management is, the better Employee Green Behaviour will be* for employees of Aerofood ACS Lombok unit. Conversely, the less effective *Green Human Resource Management is, the worse Employee Green Human Resource Management will be* for employees of Aerofood ACS Lombok unit.
2. *Green Human Resource Management has a significant positive effect on Green Knowledge Sharing.* That is, if *Green Human Resource Management is more effective, the higher the Green Knowledge Sharing* among Aerofood ACS employees in the Lombok unit. Conversely, if *Green Human Resource Management is less effective, the lower the Green Knowledge Sharing* in Aerofood ACS Lombok unit employees.
3. *Green Knowledge Sharing has a significant positive effect on Employee Green Behaviour.* This means that the higher the *Green Knowledge Sharing, the better the Employee Green Behaviour* in the employees of Aerofood ACS Lombok unit. Conversely, the lower *the Green Knowledge Sharing, the worse the Employee Green Behaviour* in the employees of Aerofood ACS Lombok unit.
4. The role of *Green Knowledge Sharing can mediate the significant positive effect of Green Human Resource Management on Employee Green Behaviour.* This means that through *green knowledge sharing, Green Human Resource Management on Employee Green Behavior* can influence the behaviour and attitudes carried out by employees to be more careful and careful in acting and doing. Because of imprudence and inaccuracy, it will have an effect that has an impact on pollution and the company performance of employees at Aerofood ACS Lombok unit through *Green Knowledge Sharing.*

### **Advice**

Based on the results of the study, some suggestions are given as follows:

1. The company can give priority in the stage of implementing the selection of prospective employees because with, the right selection, the company can facilitate the behaviour of environmentally friendly employees very well for the application of *green human resource management* which is very effective so that in the future the company can streamline the source of training costs and employees who pass the selection of the application of environmentally friendly elements can have a significant influence on the creation of environmentally friendly behaviour and eventually change slowly into a *culture fit* within the company.
2. To improve the behaviour of environmentally friendly employees, companies or management can multiply various kinds of training and development for employees in influencing environmentally friendly employee behaviour. With, the training can provide a strong picture of the technicalities of environmentally friendly employee behaviour and with the development can sharpen the knowledge of old employees in guiding and controlling new employees to behave environmentally friendly. So that managers in particular can be made to carry out other tasks because they can share tasks with employee seniority regarding monitoring "*green to fellow employees, especially in departments in the company*".
3. Respondent's response items on the *green knowledge sharing* variable regarding sharing knowledge between employees has become a common norm and employees want to share environmental knowledge with employees, there is still reluctance between employees in sharing knowledge between employees both within one department and between other departments to share knowledge. the biggest task for companies to increase employee knowledge is to try to

provide an emotional situation within the company to be able to share knowledge between employees. The biggest task for companies to be able to increase *employee knowledge* is to try to provide an emotional situation within the company to be able to share knowledge between employees, because by providing an emotional situation employees tend to be open to each other for various knowledge because employees have considered that the company is their second home and colleagues as their siblings.

4. *Employee green behaviour* in the Aerofood ACS Lombok unit can increase significantly if the behaviour gets *financial rewards* so that employees can provide excellent behaviour and make environmentally friendly behaviour a quality in intensifying competitive behaviour oriented towards environmentally friendly behaviour.
5. *Employee green behaviour* at PT Aerofood ACS Lombok unit can display and add about environmental awareness in the company's vision, mission and goals because the vision, mission goals and values displayed on the *website* and vision board, mission and goals in the Aerofood ACS company have not been reflected as an organisational culture in responding to changes as in the values displayed by the company "Competent; Continue to Learn and Develop Capabilities" to "Competent; Continue to Learn and Develop Capabilities and **Sustainability Green Organisation**".
6. In one of Aerofood ACS's corporate objectives, a sentence such as "Improving Organisational Capability by Accelerating Human Resource Development and Innovating in the Field of Processes, Technology and **Sustainability of Green Organisations**" can also be added. This means that by improving the organisation's performance through human resource development, the organisation will always provide improvements through environmentally principled knowledge (sustainability) because by increasing the performance of environmentally friendly employees, the performance of the organisation as the main driver of human resources can have a performance that encourages environmental conservation.
7. The Aerofood ACS work ethic campaigned through its value "AKHLAK" which means Amanah, is Competent, Harmonious, Loyal, Adaptive and Collaborative in its value points can add the principles of *environmental ethics* or "*green*" as an organisational effort to encourage environmentally friendly behaviour and as an organisation that is sensitive to the environment.

### **Research Limitations**

Due to the limited time and knowledge required in this research, this research has limitations on the discussion so that it becomes a potential for future research, as follows:

1. This study bases its findings on one company that has a sample of less than 100 employees at Aerofood ACS Indonesia Lombok Unit so that further research can be conducted research on more than one company with a sample and population of more than 100 people.
2. This study only looks at the effect of independent variables on the dependent variable with mediating variables. Therefore, future research can identify factors that can moderate the relationship between *Green Human Resource Management* and *Employee Green Behaviour*. These factors may include variables such as job type, level of experience, or level of environmental awareness. This research will help understand the context in which the influence of *Green Human Resource Management* on *Employee Green Behaviour* is stronger or weaker, as well as provide insight into more effective management strategies to motivate positive green behaviour.

## References

- A. Sony Keraf. (2002). *Etika Lingkungan*. Kompas.
- Aboramadan, M. (2022). “The Effect of Green HRM On Employee Green Behaviors in Higher Education: The Mediating Mechanism of Green Work Engagement”. *International Journal of Organizational Analysis*, 30(1), 7–23. <https://doi.org/10.1108/IJOA-05-2020-2190>.
- Abukhait, R. M., Bani-Melhem, S., & Zeffane, R. (2019). “Empowerment, Knowledge Sharing and Innovative Behaviours: Exploring Gender Differences”. *International Journal of Innovation Management*, 23(01), 1950006. <https://doi.org/10.1142/S1363919619500063>.
- Adha, Nurmayanti, S., & Suryani, E. (2023). “The Effect of Interpersonal Conflict and Organizational Justice on Counterproductive Work Behavior”. *Borneo International Conference Of Management, Accounting, And Economy (BICMAE)*, 423–437.
- Afridi, F. e A., Afridi, S. A., Zahid, R. M. A., Khan, W., & Anwar, W. (2023). “Embracing Green Banking as a Mean Of Expressing Green Behavior In A Developing Economy: Exploring The Mediating Role Of Green Culture”. *Environmental Science and Pollution Research*. <https://doi.org/10.1007/s11356-023-25449-z>.
- Ahmad, F., Hossain, M. B., Mustafa, K., Ejaz, F., Khawaja, K. F., & Dunay, A. (2023). “Green Hrm Practices And Knowledge Sharing Improve Environmental Performance By Raising Employee Commitment To The Environment”. *Sustainability*, 15(6), 5040. <https://doi.org/10.3390/su15065040>.
- Ahmed, L., Nasir, A., Nasir, A., & Bakhtawar, A. (2021). “The Influence of Green Human Capital and Green Abilities on Employee Green Behavior with Moderating Role of Green Knowledge Sharing: A Conceptual Study”. *South Asian Journal of Social Sciences and Humanities*, 02(02), 01–12. <https://doi.org/10.48165/sajssh.2021.2201>.
- Arif, A. H., & Kurniawan, K. (2021). “Perilaku Ramah Lingkungan Anggota Kepolisian Negara Republik Indonesia: Sebuah Tinjauan Literatur”. <http://mail.jurnalptik.id/index.php/JIK/article/download/344/122>.
- Arulrajah, A. A., Opatha, P., & Nawaratne, J., (2016). “Employee Green Performance Of Job: A Systematic Attempt Towards Measurement”. *Sri Lankan Journal of Human Resource Management*, 6(1), 37. <https://doi.org/10.4038/sljhrm.v6i1.5631>.
- Chang, T.-W., & Hung, C.-Z. (2021). “How to Shape the Employees’ Organization Sustainable Green Knowledge Sharing: Cross-Level Effect of Green Organizational Identity Effect on Green Management Behavior and Performance of Members”. *Sustainability*, 13(2), 626. <https://doi.org/10.3390/su13020626>.
- Chaudhary, R. (2020). “Green Human Resource Management and Employee Green Behavior: An Empirical Analysis”. *Corporate Social Responsibility and Environmental Management*, 27(2), 630–641. <https://doi.org/10.1002/csr.1827>
- Daniel Goleman & Zenobia Barlow. (2012). *Ecoliterate: how educators are cultivating emotional, social an ecological intelligence* (1st ed., pp. 1–297). Watershed Media.
- Darvishmotevali, M., & Altinay, L. (2022). “Green HRM, Environmental Awareness And Green Behaviors: The Moderating Role Of Servant Leadership”. *Tourism Management*, 88, 104401. <https://doi.org/10.1016/j.tourman.2021.104401>.

- Deklarasi G20. (2022). *Deklarasi Pemimpin G20 Bali*.
- 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. <https://doi.org/10.1002/hrm.21792>.
- Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Noor Faezah, J., & Muhammad, Z. (2020). "Assessing The Green Behaviour Of Academics". *International Journal of Manpower*, 41(7), 879–900. <https://doi.org/10.1108/IJM-07-2019-0347>.
- Fikri, M., (2022, February 1). *Siapa Sangka, Makanan di Piring Kita Menyumbang Jejak Karbon*. National Geographic.
- Gilal, A. M., Ajmair, M., & Farooq, S., (2019). "Structural Changes And Economic Growth In Pakistan". *Pakistan Journal of Applied Economics*, 29(1), 33–51.
- Haider, S. A., Akbar, A., Tehseen, S., Poulouva, P., & Jaleel, F. (2022). "The Impact Of Responsible Leadership On Knowledge Sharing Behavior Through The Mediating Role Of Person–Organization Fit And Moderating Role Of Higher Educational Institute Culture". *Journal of Innovation & Knowledge*, 7(4), 100265. <https://doi.org/10.1016/j.jik.2022.100265>.
- Islam, T., Khan, M. M., Ahmed, I., & Mahmood, K. (2021). "Promoting In-Role And Extra-Role Green Behavior Through Ethical Leadership: Mediating Role Of Green Hrm And Moderating Role Of Individual Green Values". *International Journal of Manpower*, 42(6), 1102–1123. <https://doi.org/10.1108/IJM-01-2020-0036>.
- Isrososiawan, S., Rahayu, A., & Wibowo, L. A. (2021). "Green Human Resources Management Mendukung Kinerja Lingkungan Industri Perhotelan". *Jurnal Co Management*, 3(2), 457–470. <https://doi.org/10.32670/comanagement.v3i2.425>.
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). "Green Human Resource Management And Green Supply Chain Management: Linking Two Emerging Agendas". *Journal of Cleaner Production*, 112, 1824–1833. <https://doi.org/10.1016/j.jclepro.2015.01.052>.
- Kaplan, R. M. (1990). "Behavior as The Central Outcome In Health Care". *American Psychologist*, 45(11), 1211–1220. <https://doi.org/10.1037/0003-066X.45.11.1211>.
- Kharisma, A. D. M. (2019). "In-flight Catering Service and Food Safety: Implementation of Hazard Analysis and Critical Control Point System in PT Aerofood ACS Surabaya". *Jurnal Kesehatan Lingkungan*, 11(1), 17. <https://doi.org/10.20473/jkl.v11i1.2019.17-25>.
- Krisnawati, & Amalia, L. (2023). "Pengaruh Green Human Resource Management Terhadap Employee Green Behaviour Dimediasi Oleh Green Organization Identity". *Innovative: Journal Of Social Science Research*, 3(4), 9531–9545. <https://j-innovative.org/index.php/Innovative/article/view/3989/3327>.
- Kristanti, D., (2023). *Manajemen Sumber Daya Manusia*. Eureka Media Aksara.
- Kumar, R., & Mann, P. K. (2020). "Green HRM and Sustainability: As a source of Competitive Advantage. *Research Review International Journal of Multidisciplinary*, 5(11), 129–128. <https://doi.org/10.31305/trijm.2020.v05.i11.025>.

- Li, W., Abdalla, A. A., Mohammad, T., Khassawneh, O., & Parveen, M. (2023). "Towards Examining the Link Between Green HRM Practices and Employee Green in-Role Behavior: Spiritual Leadership as a Moderator". *Psychology Research and Behavior Management, Volume 16*, 383–396. <https://doi.org/10.2147/PRBM.S3961140>
- Lin, Y.-H., & Chen, Y.-S. (2017). "Determinants Of Green Competitive Advantage: The Roles Of Green Knowledge Sharing, Green Dynamic Capabilities, And Green Service Innovation". *Quality & Quantity, 51*(4), 1663–1685. <https://doi.org/10.1007/s11135-016-0358-6>.
- Margaretha, M., & Saragih, S. (2017). "Developing New Corporate Culture Through Green Human Resource Practice". *Research Journal of Recent Sciences, 1*, 244-252.
- Mau, M. H., Susilo, S., & Ruja, I. N. (2019). "Kearifan Lokal Upacara Tama Masyarakat Adat Loona sebagai Sumber Belajar Geografi". *Jurnal Pendidikan: Teori, Penelitian, Dan Pengembangan, 4*(9), 1202. <https://doi.org/10.17977/jptpp.v4i9.12707>.
- Ramadhan, R., M., (2023). "Analisis Pengaruh Kepemimpinan Etis Terhadap Green Behavior Dimediasi Komitmen Afektif Dan Normatif PT. Gawe Becik Nadhah Anugrah". *Management Studies and Entrepreneurship Journal, 4*(2), 1137–1187.
- Mukapit, M., Fardaniah, S., Aziz, A., Selamat, M. N., & Tambi, N. (2018). "Ciri-ciri Pekerja Bertingkah laku Hijau: Satu Tinjauan Awal (Characteristics of Employee Green Behaviour: Preliminary Study)". In *Jurnal Psikologi Malaysia* (Vol. 32, Issue 4).
- Norton, T. A., Zacher, H., Parker, S. L., & Ashkanasy, N. M. (2017). "Bridging The Gap Between Green Behavioral Intentions And Employee Green Behavior: The Role Of Green Psychological Climate". *Journal of Organizational Behavior, 38*(7), 996–1015. <https://doi.org/10.1002/job.2178>.
- Perserikatan Bangsa-Bangsa. (2022, March 18). *Penyebab Dan Dampak Perubahan Iklim*. Perserikatan Bangsa-Bangsa. <https://indonesia.un.org/id/175273-penyebab-dan-dampak-perubahan-iklim>.
- PT. Aerofood ACS. (2023). *Profil Aerofood*. Aerofood ACS Head Office.
- Chan, C., R., (2021). "Analisis Penerapan Manajemen Sumber Daya Manusia Hijau di Hotel X", [Thesis, Universitas Gajah Mada]. <https://etd.repository.ugm.ac.id/penelitian/detail/203435>.
- Ritala, P., Olander, H., Michailova, S., & Husted, K. (2015). "Knowledge Sharing, Knowledge Leaking And Relative Innovation Performance: An Empirical Study". *Technovation, 35*, 22–31. <https://doi.org/10.1016/j.technovation.2014.07.011>.
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). "The Influence Of Green Hrm Practices On Green Service Behaviors: The Mediating Effect Of Green Knowledge Sharing". *Employee Relations: The International Journal, 43*(5), 996–1015. <https://doi.org/10.1108/ER-04-2020-0163>.
- Saeed, B. Bin, Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). "Promoting Employee's Proenvironmental Behavior Through Green Human Resource Management Practices". *Corporate Social Responsibility and Environmental Management, 26*(2), 424–438. <https://doi.org/10.1002/csr.1694>.
- Safari, A., Salehzadeh, R., Panahi, R., & Abolghasemian, S. (2018). "Multiple Pathways Linking Environmental Knowledge And Awareness To Employees' Green Behavior". *Corporate Governance: The International Journal of Business in Society, 18*(1), 81–103. <https://doi.org/10.1108/CG-08-2016-0168>.

- 'Sekaran, U., & 'Roger, B. (2017). *Metode Penelitian untuk Bisnis* (6th ed.). Salemba Empat.
- Sitorus, R. S. (2022). "Keterampilan dan GHRM: Dampaknya terhadap Keterlibatan Karyawan dan Kinerja", 01(05). <https://journal.uui.ac.id/selma/index>.
- Sugiyono. (2014). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif dan R&D)*. Alfabeta.
- Susan E. Jackson, D. O. S. D. (2012). *Managing Human Resources for Environmental Sustainability*. Jossey Bass.
- Syafari, M. (2022). "Manajemen Sumber Daya Manusia Ramah Lingkungan". *Equator Journal of Management and Entrepreneurship (EJME)*, 10(03), 145. <https://doi.org/10.26418/ejme.v10i03.54929>.
- Unsworth, K. L., Davis, M. C., Russell, S. V., & Bretter, C. (2021). "Employee Green Behaviour: How Organizations Can Help The Environment". *Current Opinion in Psychology*, 42, 1–6. <https://doi.org/10.1016/j.copsyc.2020.12.006>.
- World Meteorological Organizations. (2022). *WMO Provisional State of the Global Climate 2022 2*. <https://wmo.int/resources/documents>.
- Yang, L., Jiang, Y., Zhang, W., Zhang, Q., & Gong, H. (2019). "An Empirical Examination Of Individual Green Policy Perception And Green Behaviors". *International Journal of Manpower*, 41(7), 1021–1040. <https://doi.org/10.1108/IJM-09-2019-0455>.

## Appendices

<https://drive.google.com/drive/folders/1Y9NW0CEqXRNyHhJ6sTxGt5PzbCcUzXH?usp=sharing>

<https://drive.google.com/drive/folders/1KsGWFNdSFTcP0P3L5fxtqpnPWDq-JhlM?usp=sharing>

<https://drive.google.com/drive/folders/14IFckmLN5ptWrywx98nwx9INfbEwQomx?usp=sharing>

[https://drive.google.com/drive/folders/1iQ4fJvIuVDA0J\\_G4BDN2Sj9g7VQQj5Qu?usp=sharing](https://drive.google.com/drive/folders/1iQ4fJvIuVDA0J_G4BDN2Sj9g7VQQj5Qu?usp=sharing)

## Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).