

Here Comes the Sun: Green HRM Implementation Toward SME's Sustainability in Tourism Industry

by Mim Haeruddin

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**HERE COMES THE SUN: GREEN HRM IMPLEMENTATION TOWARD SME'S
SUSTAINABILITY IN TOURISM INDUSTRY**

**M. Ikhwan Maulana Haeruddin^A, Uhud Darmawan Natsir^B, Nurul Fadilah Aswar^C,
Annisa Paramaswary Aslam^D, Rudi Salam^E**



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 27 January 2023</p> <p>Accepted 22 March 2023</p>	<p>Purpose: This paper explores the variable of Green Human Resource Management (Green HRM) in creating job satisfaction and organizational commitment at Small and Medium Enterprises (SMEs) particularly at the tourism sector.</p>
<p>Keywords:</p> <p>SME's; Entrepreneurship; Sustainability; Organizational Commitment; Green HRM.</p>	<p>Theoretical framework: The existing literature has predominantly discussed about the effect of job satisfaction on organizational commitment, but what has not been investigated is how the effect of job satisfaction through Green HRM as argued by the works of Firdaus and Udin (2014), Loucks et al. (2010), and Muster and Schrader (2011).</p> <p>Design/methodology/approach: This study employs a qualitative research design using semi-structured interviews to explore issues of research in depth. Purposive sampling was used to collect data from 25 SMEs actors (business owners, managers, and employees) in tourism industry.</p>
	<p>Findings: The results show that job satisfaction has a significant effect on organizational commitment as it is mediated by Green HRM practices. Simultaneously, job satisfaction, organizational commitment, and Green HRM are admitted as bringing more employees' quality of working life. Moreover, it is argued that as the quality of working life is better, their productivity at work will be significantly positive.</p> <p>Research, Practical & Social implications: We suggest a future research agenda and highlight the practical SME's actors in tourism industry in order to create a sustainable a greener working environment.</p> <p>Originality/value: The novelty of this study that it was discovered that the job satisfaction of employees at the SMEs sector is influenced by the practice of GHRM which ultimately increases their work commitment.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1227</p>

⁶ Associate Professor, Doctor of Philosophy in Management from Curtin University of Technology, Australia. Universitas Negeri Makassar. Indonesia. E-mail: ikhwan_maulana@unm.ac.id

Orcid: <https://orcid.org/0000-0003-2704-1876>

^B Associate Professor, Candidate Doctor of Management from Hasanuddin University, Universitas Negeri Makassar. Indonesia. E-mail: uhud.darmawan@unm.ac.id Orcid: <https://orcid.org/0000-0002-7228-4984>

^C Assistant Professor, Candidate Doctor of Management from Hasanuddin University, Universitas Negeri Makassar. Indonesia. E-mail: nurul.fadilah.aswar@unm.ac.id Orcid: <https://orcid.org/0000-0002-7520-7757>

^D Assistant Professor, Master of Management Science from Airlangga University. Universitas Negeri Makassar. Indonesia. E-mail: annisa.paramaswary@unm.ac.id Orcid: <https://orcid.org/0000-0002-5612-6708>

^E Assistant Professor, Master of Education from Universitas Negeri Makassar, Indonesia. Universitas Negeri Makassar. Indonesia. E-mail: rudi.salam@unm.ac.id Orcid: <https://orcid.org/0000-0003-1927-9438>

AQUI VEM O SOL: IMPLEMENTAÇÃO DE RHM VERDE RUMO À SUSTENTABILIDADE DAS PMES NA INDÚSTRIA DO TURISMO

RESUMO

Objetivo: Este documento explora a variável Gestão Verde de Recursos Humanos (GRH Verde) na criação de satisfação profissional e compromisso organizacional em Pequenas e Médias Empresas (PMEs), particularmente no setor de turismo.

Estrutura teórica: A literatura existente tem discutido predominantemente sobre o efeito da satisfação no trabalho sobre o compromisso organizacional, mas o que não tem sido investigado é como o efeito da satisfação no trabalho através da Gestão Verde de Recursos Humanos, como argumentam os trabalhos de Firdaus e Udin (2014), Loucks et al. (2010), e Muster e Schrader (2011).

Design/metodologia/abordagem: Este estudo emprega um projeto de pesquisa qualitativa utilizando entrevistas semi-estruturadas para explorar questões de pesquisa em profundidade. A amostragem proposital foi utilizada para coletar dados de 25 atores de PMEs (proprietários de empresas, gerentes e empregados) na indústria do turismo.

Descobertas: Os resultados mostram que a satisfação no trabalho tem um efeito significativo no comprometimento organizacional, pois é mediada pelas práticas de RHM Verde. Simultaneamente, a satisfação no trabalho, o compromisso organizacional e a GRH são admitidos como trazendo mais qualidade de vida profissional para os funcionários. Além disso, argumenta-se que, como a qualidade da vida profissional é melhor, sua produtividade no trabalho será significativamente positiva.

Pesquisa, implicações práticas e sociais: Sugerimos uma agenda de pesquisa futura e destacamos os atores práticos das PMEs na indústria do turismo, a fim de criar um ambiente de trabalho sustentável e mais verde.

Originalidade/valor: A novidade deste estudo é que foi descoberto que a satisfação profissional dos funcionários no setor das PMEs é influenciada pela prática da GHRM que, em última análise, aumenta seu compromisso de trabalho.

Palavras-chave: PME's, Empreendedorismo, Sustentabilidade, Compromisso organizacional, HRM verde.

AQUÍ VIENE EL SOL: APLICACIÓN DE LA GESTIÓN ECOLÓGICA DE LOS RECURSOS HUMANOS A LA SOSTENIBILIDAD DE LAS PYME TURÍSTICAS

RESUMEN

Objetivo: Este artículo explora la variable de la gestión ecológica de los recursos humanos (GRH ecológica) en la creación de satisfacción laboral y compromiso organizativo en las pequeñas y medianas empresas (PYME), especialmente en el sector turístico.

Marco teórico: La literatura existente ha discutido predominantemente sobre el efecto de la satisfacción laboral en el compromiso organizacional, pero lo que no se ha investigado es cómo el efecto de la satisfacción laboral a través de la GRH Verde como argumentan los trabajos de Firdaus y Udin (2014), Loucks et al. (2010), y Muster y Schrader (2011).

Diseño/metodología/enfoque: Este estudio emplea un diseño de investigación cualitativa mediante entrevistas semiestructuradas para explorar en profundidad las cuestiones de la investigación. Se utilizó un muestreo intencional para recoger datos de 25 agentes de PYME (propietarios de empresas, directivos y empleados) del sector turístico.

Conclusiones: Los resultados muestran que la satisfacción laboral tiene un efecto significativo en el compromiso organizativo, ya que está mediada por las prácticas de gestión ecológica de los recursos humanos. Simultáneamente, se admite que la satisfacción laboral, el compromiso organizativo y la GRH ecológica aportan más calidad de vida laboral a los empleados. Además, se afirma que a medida que la calidad de vida laboral sea mejor, su productividad en el trabajo será significativamente positiva.

Investigación, implicaciones prácticas y sociales: Sugerimos una futura agenda de investigación y destacamos los actores prácticos de las PYME en la industria del turismo con el fin de crear un entorno de trabajo sostenible y más ecológico.

Originalidad/valor: La novedad de este estudio que se descubrió que la satisfacción laboral de los empleados en el sector de las PYME está influenciada por la práctica de GHRM que en última instancia aumenta su compromiso laboral.

Palabras clave: PYME, Espíritu empresarial, Sostenibilidad, Compromiso organizativo, GRH ecológica.

INTRODUCTION

Organization at any level must be able to face the high-speed global competition, as these competition forces organizations to possess superior products, services, costs and human resources to survive and to achieve success. Human resources have an important role to make this happen. Stone (2008) argues that human resources always play an active role in every organization's activities, namely as a planner, an actor, and a crucial factor in reaching organizational goals, so as to make humans as assets that must be maintained in order to achieve efficiency and productivity.

On the one hand, there are several organizations believe that financial compensation is a major factor in shaping employee satisfaction. For an illustration, when an organization feels that it has given enough salary, then the management level feels that their employees are satisfied. In fact, employee job satisfaction is not merely influenced by financial compensation as argued by Olafsen et al. (2015). Numerous factors may influence employee job satisfaction, including work suitability, organizational policies including opportunities to develop, work environment and supervisor behavior. Job satisfaction appears in the positive attitude of employees towards their work and everything faced in their work environment. Conversely, employees who are not satisfied with factors related to work appear to have a negative attitude that reflects their lack of commitment to the organization (Miner, 2015). Therefore, it is important for the organization to meet the needs of employees and to establish wellbeing at work in order to achieve job satisfaction, as it is expected that it will generate trust in the form of commitment from the employees to the organization where they are based (Miner, 2015). If the organization has obtained the commitment of its employees, it means the organization has gained loyal employees, strives to achieve the organization's goals and believes in the organization's values. One factor that can influence employee organizational commitment is job satisfaction as Robbins and Judge (2008) contend that employee organizational commitment can be caused by three things, namely employee health, supportive and safe work environments, and job satisfaction.

In terms of supportive and safe work environments, there is a known concept of Green Human Resource Management (GHRM). The concept of Green Human Resource Management (GHRM) refers to the activities and policies of Human Resource Management (HRM) in implementing sustainable environmentally friendly practices. This concept also aims to increase employee commitment to environmental sustainability issues (Masri and Jaaron, 2017). GHRM includes the embodiment of Environmental Management (EM) values in

implementing the Human Resources (HR) program, so as to create effectiveness and efficiency. Furthermore, better Environmental Performance (EP) for an organization is needed to reduce pollution and waste which is produced by organizations and employees (Bombiak and Marciniuk-Kluska, 2018). This paper presents empirical assessments and measures the impact of GHRM practices, especially in SME's institutions particularly in tourism field.

In terms of tourism and hospitality aspects, SME institutions in the region of South Sulawesi Province are central not only to the regional economy, but also to the consumers and market in the Eastern Indonesia region. With the number of SME's businesses around more than 500.000 businesses units which scattered around the province region (BPS, 2021), where most of these businesses are operating and most of the tourists are visiting in Makassar city

Moreover, SMEs in Makassar tourism sectors are required to be able to improve its performance with the support of professional employees and firm commitment to the organization (Dangnga and Haeruddin, 2018). Therefore, any efforts that will reassure the best practices within the organization are encouraged. For this reason, several efforts to increase organizational commitment through fulfilling effective employee job satisfaction are important things to consider. Satisfied employees will be loyal and committed because psychologically they feel more cared for by the organization. If employees are properly considered by respecting them, developing their abilities, the organization will become dynamic, adaptive, and innovative (Shabbir et al., 2021).

The existing literature has predominantly discussed about the effect of job satisfaction on organizational commitment, but what has not been investigated is how the effect of job satisfaction through Green HRM practices on employee work commitment to the organization (Muster and Schrader, 2011). Also as argued by Yong et al. (2019), future research on GHRM should explore the Green HRM implementation on various organizations. As the topic of Green HRM implementation on SMEs in tourism sector remain limited (Al-Romeedy, 2019; Safarov et al., 2022; Thai and Nguyen, 2022), therefore this research will focus on this particular sector.

LITERATURE REVIEW

Job satisfaction

Robbins and Judge (2008), define job satisfaction as a positive feeling about one's work which is the result of evaluating its characteristics. A person with a high level of job satisfaction has positive feelings about the job, while someone who is not satisfied has negative feelings about the job. As according to Robbins and Judge (2008), job satisfaction is an effectiveness or

emotional response to various aspects of work. This means that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of work and not satisfied with one or more other aspects. Based on several definitions given earlier, it can be assumed that job satisfaction is the way individuals perceive their work resulting from the individual's attitude towards various aspects of the work. The way individuals feel their work is also influenced by individual characteristics and situations both inside and outside the work environment.

There are several reasons why organizations must pay attention to the job satisfaction of employees in accordance with the focus of employees or organizations (Musa et al., 2018). First, employee as a human being has a right to be treated fairly and respectfully, this view is based on a humanitarian perspective. Job satisfaction is an extension of reflection of appropriate treatment. Second, the benefit perspective which job satisfaction can create behaviors that affect organizational functions.

Factors Affecting Job Satisfaction

Arguably, there are many factors influence employee job satisfaction. The factors themselves in their role give satisfaction to employees depending on the individual of each employee. Numerous scholars argue that there are several indicators that may shape employee's job satisfaction (Belias et al., 2022; Jia and Fu, 2022; Lam et al., 2022), including:

- a) Work that includes workload, awareness of interests, job security, responsibility, meaningfulness of work, work autonomy, means of supporting work and the work environment.
- b) Colleagues that include communication and openness in social group, togetherness and group support, problem solving and feedback provided.
- c) Employee salaries and health insurance which includes large salaries and allowances, performance appraisal and reward systems, fulfillment of work needs and facilities.
- d) Career promotion and development which includes education and training, opportunities and self-development, meeting the needs of self-existence and fairness in the promotion system.
- e) Leadership which includes leadership style and quality, openness of leader attitude, support and attention, and fulfillment of security.

Based on the description above, it can be concluded that job satisfaction can not only be measured by how satisfied employees are for their work, colleagues, salary and welfare, promotion and career development, and leadership, but also in the security and work environment aspects.

Correlation of Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and other variables can be positive and negative. The strength of the relationship has a range from weak to strong. Strong relationships indicate that managers can influence significantly other variables by increasing job satisfaction. According to experts, there are several correlations of job satisfaction with other factors, including the following.

- *Motivation.* Research shows that there is a positive and significant relationship between motivation and job satisfaction (Haeruddin and Natsir, 2016). Because satisfaction with supervision also has a significant correlation with motivation, managers are advised to consider how their behavior may affect employee satisfaction.
- *Job involvement.* Job involvement shows the reality in which individuals are personally involved with their work roles. Research shows that work involvement has a moderate relationship with job satisfaction (Kurniawan, 2012). To that end, managers are encouraged to strengthen a satisfying work environment to encourage employee work engagement.
- *Organization of citizenship behavior.* Organizational citizenship behavior is an employee's behavior outside of what is his duty. An example is the constructive feedbacks on the department' progression, the expression of personal attention to the work of others, suggestions for improvement, how to training new people outside their duties, respect for enthusiasm, attention to organizational wealth and attendance above the prescribed standards. Organizational citizenship behavior is determined more by leadership and the characteristics of the work environment than by the personality of the employee (Haeruddin, 2017).
- *Organizational commitment.* Organizational commitment reflects the degree to which individuals identify with the organization and are committed to its goals. Research shows that there is a significant and strong relationship between organizational commitment and satisfaction. Managers are advised to increase job satisfaction with a view to creating a higher level of commitment (Haeruddin, 2017).

- *Absenteeism.* Absence is a costly thing and managers are constantly looking for ways to reduce it. Research that has been conducted shows that there is a weak negative relationship between satisfaction and absenteeism. Therefore, managers will realize that any significant reduction in absenteeism will increase job satisfaction (Haeruddin and Natsir, 2016).
- *Turnover.* Turnover is very important for managers because it may disrupt organizational continuity and is costly. Research shows that there is a moderate negative relationship between job satisfaction and turnover. With the strength of certain relationships, managers are advised to reduce turnover by increasing employee job satisfaction (Stone, 2008; Haeruddin, 2017).
- *Perceived stress.* Stress can have a very negative effect on individual organizational and health behavior. Stress is positively associated with absenteeism, rotation, coronary heart disease, and viral examination. Research shows that there is a strong negative relationship between job satisfactions. It is hoped that managers try to reduce the negative impact of stress by improving job satisfaction. It is expected that managers try to reduce the negative impact of stress by improving Job satisfaction (Haeruddin, 2017).
- *Job performance.* The biggest controversy in organizational research is about the relationship between job satisfaction and work performance. Some say that satisfaction affects satisfaction. Research' efforts to eliminate these controversies show that there is a low positive relationship between satisfaction and performance (Ones and Dilchert, 2012).

Green Human Resource Management (GHRM) and Entrepreneurship

Green Human Resource Management (GHRM) plays an important role for various employees starting from their recruitment/orientation to exit. At present high employee satisfaction is built and maintained not only with non-physical and social policies, but also with environment-based practices. The practice and policy of going green is perceived to increase employee involvement and productivity (Dumont et al., 2017). As a concept that is becoming a global trend today, Green Human Resource Management (Green HRM / GHRM) has been conceptualized to influence the behavior of green (environmentally friendly) by employees at work. The HR function will be the driving force for environmental sustainability in the organization by aligning its practices and policies with sustainability goals that reflect the focus

of the environment (Dumont et al., 2017). This includes the implementation of environmentally friendly HRM functions that result in: 1) greater efficiency, and 2) lower costs and better employee involvement and retention.

Green Human Resource Management policies and practices have become important factors in the global industry. According to literature, HR practitioners indicate that by encouraging employees to be more environmentally friendly in the workplace is one of the best ways for their organization to be efficient, which will lead to cost savings (Gholami et al., 2016; Masri and Jaaron, 2017; Muster and Schrader, 2011; Dumont et al., 2017) This means that the organization encourages their employees not to do activities that allow for waste that is not pro-environmentally friendly, such as making excess food and drinks during meetings, making double-sided photocopies, not turning off the computer after a few minutes of idle, using lamps with great energy consumption for table lamps, opening curtains when the weather is sunny, and smoking in any place are examples of irresponsible practices in the environment (Hasana et al., 2022).

Basically, human activities that are not responsible in the work environment can contribute to the damage to the environment around the organization (Ones and Dilchert, 2012). Green Human Resource Management can be used as an approach to create behaviors and responsibilities of employees in the preservation of nature and the environment (Cherian and Jacob, 2012). Topics on the relationship between HRM and research studies on green organizations through the relationship between HRM and Environmental Management (EM) was firstly introduced by Wehrmeyer (1996). Along with the increasing global attention to damage to the earth and a central issue brought by former US Vice President Al Gore in his documentary and book entitled "An Inconvenient Truth" (2006), the organization is demanded and to carry out activities that are environmentally friendly (Jacobsen, 2011). This need is confirmed by previous research that has discussed the positive impact of HRM functions on environmental performance (EP) of an organization (Paillé et al., 2014; Renwick et al., 2013). The emergence of awareness of the concept of GHRM not only covers the extent of the creation of improved social welfare, namely the balance of life and work (Haeruddin and Natsir, 2016) and economic welfare, but also increased awareness of environmental concerns, for example energy savings and recycling of waste (Gholami et al., 2016; Yusoff et al., 2015).

Green entrepreneurship in tourism sector

The green practices in tourism sector are a continuous strategic initiative that would contribute significantly not only for the economic growth but also for the quality of life of entire populations. Nevertheless, there is an awareness that tourism must be sustainable in its development and responsible to society and the environment (Ardani et al., 2020). Climate change issues not only influence the sustainability of the natural environment, but also will shape the face of business operation in the long run (Severo et al., 2022). Along with the growing awareness on environmental issues, it is argued that business particularly SMEs in service sector as in tourism field should take part and be actively participating to implement the green concept as one of their main focuses on product, services and even their production sustainability (Prasad, 2013). However, it is argued that it is an impossible task in order to achieve the balance on environmental sustainability and organizational economic sustainability (Radović-Marković and Živanović, 2019). Many SMEs business owners and managers contend that they should make a rationale choice in order to meet their economics needs without sacrificing the ability of future generations to meet their own needs (Nunez, 2011). Also, in terms of Green HRM implementation in SMEs, several issues need to be addressed such as the implementation itself, the cost of Green programs, facilities and infrastructures. This creates a new problem for SMEs, as the Green programs may consume a lot of operational cost in its implementation. Moreover, Loucks et al. (2010) argue that in order to engage the SMEs into the topic of environmental sustainability, we need to look several characteristics that arise between small companies and larger companies. These characteristics may include but not limited to ownership structure, capital and business culture organization, employee knowledge, values, skill and experiences, role of external personnel relationship and social capital, business network, relationship with government and the last one is visibility (Firdaus and Udin, 2014).

Organizational Commitment

Organizational commitment at this time is no longer just a form of willingness to stay in the organization for a long time, but what more important than that is that they want to give the best to the organization, even willing to do something more than the standards required by the organization. This can be realized if the employee feels happy and satisfied in the organization. Robbins and Judge (2008) define **organizational commitment** as **a condition in which an employee siding with a particular organization and its goals and desires to maintain membership in the organization. Commitment to the organization means more than just formal**

membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the interests of the organization for the achievement of goals (Widayani et al., 2022).

The organization wants to achieve goals without experiencing many obstacles, including the goal of achieving profit, winning competition, and meeting customer satisfaction. However, the problem of achieving goals is not as simple as what management thinks. The main constraints that arise can mainly come from employees as members of the organization, such as the low commitment of employees to remain working within the timeframe specified by the organization. In working someone gives what is in him to the organization, and on the contrary, he also demands that the organization give what is he deserves. Contributions given by the employee such as business, skills, loyalty, creativity and other things that make the organization reward the employee. The benefits can be in the form of a comfortable work environment, salary, facilities, status, job security, and so on. For employees, the rewards given by the organization can satisfy one or more of their needs. This will make employees satisfied and will show a positive relationship with the organization that leads to commitment. While on the contrary, if an employee perceives that his organization cannot fulfil one or several things he needs or in other words there is a mismatch between the organization and employees then this may cause dissatisfaction among the employees.

MATERIAL AND METHODS

In this study exploratory and qualitative approaches are used as there are only limited number of the qualitative studies conducted so far (Yong et al., 2019). Data collection technique employed is semi-structured interviews with participants. The population in this study is 10 SMEs owner and managers in Makassar City, 15 SMEs employees. This research design uses qualitative research because it is intended to answer the research questions and principally influenced by context. Semi-structured interviews were conducted on research subjects, during early 2022 with purposive sampling method. The data that has been collected is analyzed using thematic analysis (Creswell, 2013). The first step of this analysis involves intensive reading of interview transcripts and listening to audio recordings. This helps to understand the intonation of sounds and emotions that transcription cannot capture. This process allows researchers to explore data. This is intended to create relevant new perspectives, because researchers not only make summaries based on observations about the interview process but also some thoughts and comments about the possible meaning of what the participants said (Creswell, 2013; Myers,

2009). This process focuses on the contents of interviews that highlight the language used (irony, sarcasm, metaphor, and gestures). Data is then imported into NVivo for Windows (v.10) software for coding.

Table 1. Participants' profile

No	Participants	Work Status	Tenure (in year)	Sex	Marital Status
1	Aliyah	Manager	15	F	Single
2	Alfred	Manager	7	M	Married
3	Ahmad	Employee	12	M	Married
4	Baso	Employee	3	M	Married
5	Alfi	Owner	8	M	Married
6	Reynold	Employee	5	M	Single
7	Deva	Employee	15	F	Single
8	Bagus	Manager	15	M	Married
9	Dion	Employee	5	M	Single
10	Erwin	Employee	2	M	Married
11	Danny	Employee	7	M	Married
12	Rima	Owner	4	F	Single
13	Zico	Employee	7	M	Married
14	Robert	Employee	3	M	Single
15	Claudia	Owner	18	F	Single
16	James	Manager	8	M	Married
17	Sitti	Employee	4	F	Married
18	Fatimah	Employee	3	F	Married
19	Aurelia	Employee	2	F	Single
20	Rayhana	Employee	2	F	Married
21	Fadilah	Owner	4	F	Married
22	Malika	Owner	5	F	Married
23	Annisa	Employee	7	F	Married
24	Stephanie	Owner	3	F	Single
25	Niniek	Employee	9	F	Married

Source: Prepared by authors (2022)

The methodology flowchart of the study can be seen from the following figure 1:

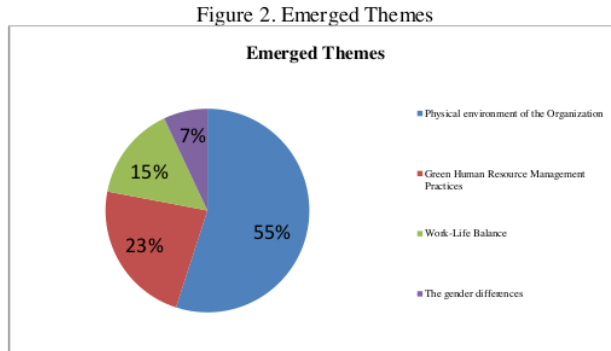
Figure 1. Methodology flowchart



Source: Prepared by authors (2022)

RESULTS AND DISCUSSION

Based on data analysis, it was discovered that there were several main factors of job satisfaction in relation to organizational commitment through the implementation of GHRM practices. These factors are divided into 4 main categories, namely: the physical environment of the organization, the GHRM practices, socialization of the GHRM programs, and gender differences (Figure 2).



Source: Prepared by authors (2022)

These factors will be specifically described in the following sections.

a. *Organizational physical environment (Tangible Environment)*

Based on the results of triangulation of qualitative data analysis in respondents' interviews it was found that GHRM activities gave them a sense of satisfaction at work which in turn improved their commitment to the organization. This is exemplified by the following quotations:

This institution is the fourth SMEs where I work for life, but what I feel is really unexpected. My friend thinks I will move to work in another SME, but their policy about saving energy and resources actually makes me interested in giving the best for nature and the earth (Bagus).

I am motivated everyday by this [GHRM] practices. It is like I woke up in the morning so fresh. Every morning I welcome the sun at work and just sing "Here Comes the Sun". The work [in SMEs sector] itself is a stressful thing, by living healthy and eco-friendly in this office I feel invigorated when it is time to going home (Malika).

This is the cleanest and healthiest workplace I have ever occupied. No more employees who smoke in the office environment. Not to mention the added energy saving bonus. So, in this office if the cost of bills [electricity and water] decreases then the difference in payments with the previous bill will be distributed into bonuses to employees. This really motivates us to save water and electricity (Alfi).

The results of this study indicate that there is a high organizational commitment from employees and can even create organizational citizenship behavior (OCB) as shown by one of the informants (Malika) above. What have been researched in the current literature did not capture this before. Hence based on this finding, it is fair to claim that in accordance with research conducted by Ahmad (2015) and Haeruddin (2017), GHRM is positively connected to OCB.

b. Invisible GHRM practice (Intangible Environment)

According to the results of data analysis, respondents generally feel that there is job satisfaction created by the intangible green environment, which eventually affecting their work commitment. This is indicated by the following quote:

At first there will certainly be those who disagree about this policy. But in the end, we are all satisfied because we are getting healthier at work. This certainly makes us more committed to work (Rayhana).

I think the policy on the use of electronic-based communication in this office is right because this will save resources and certainly save costs. I am challenged to live eco-friendly now (James).

The current study' findings are in line with the previous studies (Ahmad, 2015; Muster and Schrader, 2011; Paillé et al., 2014; Renwick et al., 2013; Yusoff et al., 2015). The main contribution of this research is that the employee' commitment to work within the organization can not only be created by a visible physical environment but can also be created through supportive GHRM practices. Again, the current research is filling the gap as proposed by Ren et al. (2018) and Napathorn and Kuruvilla (2017) by exploring the GHRM in multilevel application, including cultural implications.

c. Work-Life Balance

Another emerging theme discovered in this research was work-life balance issue. Respondents argued that the GHRM programs at the workplace allow them to balance the demand of work-life domains. Most of the respondents admitted that the concept of work-life balance is to let them organize their "me" time, which may include but not limited to: healthy lifestyle, regular exercise, and a fresh air to breathe. By having a green environment at their workplace, these respondents both directly and indirectly experience the benefit of the GHRM programs. This is exemplified by the following quotes:

I do not feel like working in here, I feel healthy and as soon as I get back to my home, I do not feel tired. Even, I enjoy my quality time with my family (Fatimah).

Finally, I can have a solution for my work-life balance problem. I used to feel stressed at work and I bring my problems at work to my house. Now since the program [GHRM] is running, I do not experience those problems anymore. I do not need any work-life balance because it is balance now at work (Niniek).

This finding confirms the previous studies such as the work of Bangwal et al. (2017), Renwick et al. (2013), and Muster and Schrader (2011).

d. Gender differences

Another interesting finding on this research was that there are gender differences among respondents in regard to their perception on GHRM programs. Almost all of the female respondents were more aware and tend to support the program in immediate action.

I am 100% behind this GHRM programs, it is just not about natural environment but it is for our own benefit, for our children, grandchildren. We should take action and prolong the programs as soon as possible (Aliyah).

It is good that our enterprise implements the Green programs, we will be free from pollution, especially those from cigarette smoking employees (Rayhana).

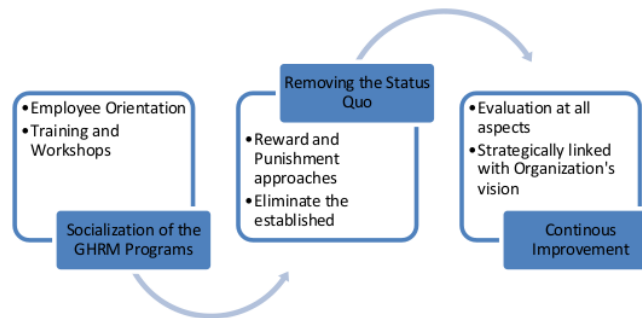
On the other hand, most of the male respondents tend to be more laid back in the GHRM implementation. This was exacerbated by the fact that most of the male respondents are active smokers. For a greater good, the GHRM programs are mainly supported by these male respondents but as an active smoker, they felt that their freedom to smoke at the workplace is limited by the programs themselves.

I do not know what to do. Deep down in my heart I am a naturalist but how can I not smoking in here? I will get headache instead of my work done (James).

It looks like these Green programs are only benefiting those women employees. What about us, the smokers? We should be united and against the rule on smoking at the workplace (Bagus).

In regard to the gender difference in the GHRM program implementation, result of the current research confirms the previous studies from Khan et al. (2019) and Radović-Marković and Živanović (2019). Specifically, in this research it is discovered that women respondents tend to be more voluntarily active to participate within the GHRM programs (Swim et al., 2019; Vicente-Molina et al., 2018). Also, in implementing GHRM practices effectively, a model has been developed from the findings which can be seen from the following figure 3.

Figure 3. An Effective Green HRM Implementation model



Source: Prepared by authors (2022)

At the first stage, a set of socialization of the GHRM programs should be initiated. This can be achieved by conducting employee orientation and training and workshops. These activities must include the importance of the GHRM programs themselves and the loss and potential costs of not doing them. Moreover, as soon as the socialization of the programs is performed then an organization should be able to remove the status quo. Lastly, as there is a strong foundation for the GHRM programs, then it is suggested that the SMEs should improve them continuously in order to achieve the sustainability in the long term.

CONCLUSION

Based on the findings, the novelty of this study that it was discovered that the job satisfaction of employees at the SMEs sector is influenced by the practice of GHRM which ultimately increases their work commitment as addressed by the work of Firdaus and Udin (2014), Loucks et al. (2010), and Muster and Schrader (2011). Although there are contributions from this present research, a number of limitations still need to be explored in the future research. This present research only employing qualitative approach in answering research question, therefore this can be improved by using quantitative data/time series to measure the effectiveness and efficiency of the GHRM program in a certain period (at least 10 years). Another limitation is that the present research only focused on a particular country, therefore it be enriched by performing a comparative geographical based research, which will be focused on different cultural context. This is important, as cultural context is a significant factor in investigating people and organizations behaviors. Further research may benefit from the exploration from other industry, such as culinary or service industry. It may offer variation among each industry employee' perception on GHRM practices. Also, gender difference in

GHRM practices need to be discussed in the future efforts by balancing the number of both sexes to get a fair result.

In terms of managerial implications, by implementing GHRM practices that are more environmentally friendly, organizations will deal with resistance from the status quo, especially from those who already have certain habits, comfort zones, and settled. This will be a challenge for the organization because it will be difficult to change employee behavior in a short span of time. The next challenge is that every employee does not have the same motivation to participate in GHRM practices. The HR Manager must also be able to convince the board of directors of the GHRM program because the process and results of its implementation tend to be complex and comprehensive so that it will take a lot of time to be able to assess the effectiveness and efficiency of the GHRM program. Lastly, managers should be able to offer GHRM related value-added practices toward employees not only in order to increase job commitment and job satisfaction, but also will shape the SMEs sustainability in the long run.

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