

Green HRM and Organizational Culture Mediated by Change Management to Improve Performance PT Hutan Sawit Lestari in Central Kalimantan, Indonesia

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Abstract

Research in the field of HRM, in improving public service performance at PT. Hutan Sawit Lestari, Central Kalimantan Province. The important role of mediating effectiveness of Green HRM and change management in improving performance, based on TPB theory as the main foundation in achieving performance and developing the abilities of employees who are productive, skilled and creative in the work environment and work relationships. The research was conducted quantitatively with questionnaires to 50 employees and analyzed with Smart PLS 3.0, the results showed significant and positive green human resource management and change management as skill strategies in improving performance with skills, creativity, knowledge and change management to improve performance. The implications of the results show that green HRM and change management can be an HRM management strategy in increasing the effectiveness of performance.

Keywords: TPB Theory, Green HRM, Change Management, Effectiveness, Performance

1. Introduction

Human resources are an important factor in achieving the effectiveness of an organization, namely consisting of skills, including in the field of public service performance (Sanusi & Johl, 2022). Strategic Green HRM will focus on the productivity of behavioral examples for employees in the organization. Behavior that supports strategic Green HRM is productive behavior that directly implements organizational strategy. Employee skills or attitudes towards carrying out tasks are also a key factor in achieving success. Therefore, skill development must be sought in employee development (Darvishmotevali & Altinay, 2022). The theory of planned behavior explains that individual behavior will emerge because of the intention to behave. In the theory of planned behavior (TPB), the goal of developing Green HRM skills regarding human resources (HR) is as follows: Leader behavior in work productivity is a development that influences the productivity of employee performance in improving the quality of the environment and the quantity of work is getting better, because technical skills, human skills and management skills of employees are getting better. Human resource management which focuses on employee performance is of course able to help organizations in creating various planned goals (Ahmad, F. et al., 2023).

Work effectiveness is employee development aimed at improving good service from employees to the organization's customers, because providing good service is a very important attraction for the organization's stakeholders (Ahmad, I. et al., 2022). Skills greatly influence the nature of employees in a person's level of success. With these skills, an employee can create a better life, can increase his self-confidence in the work environment, and can relate and collaborate with other people. The development of a company cannot be separated from various supports, both internal and external company support. Human Resources (HR) is one of the things that exist in a company (De Alwis et al., 2022). Human resource management plays a strategic role in the company, where human resource management takes part in designing company strategies to achieve goals and turning these strategic plans into action.

One of the problems faced by management in achieving organizational goals includes human resources. The existence of potential and quality human resources will help the company achieve its goals. Currently, obtaining quality human resources and retaining these human resources is not easy. Seeing this, the company always provides the best for its employees, so that employees can contribute optimally in improving the company's performance (Al-Harazneh & Sila, 2021). Companies must retain their employees as long as possible, especially if these employees have a positive impact on the company.

For entrepreneurs, employee retention is the length of time employees stay in the company which can indirectly be referred to as the employee's attitude towards the company. Employee retention is a method used by management to retain competent employees to remain in the company for a certain period of time. If employees cannot use their full potential and are not appreciated or heard where they work, then they will leave because of stress and frustration. Employee retention is the company's ability to retain employees who have the potential to remain loyal to the company (Bondarouk et al., 2017). Retaining employees is an important goal of every organization and the key to the long-term health and success of an organization depends on employee retention.

Maintaining high employee retention will increase the effectiveness and performance of the company because with high retention, of course turnover will be low. Green HRM is a capability that must be possessed by company leaders in order to retain potential employees within the company to remain loyal to the company (Bos-Nehles et al., 2017). Also revealed that factors that influence employee behavior include organizational factors and the work environment. The results of research conducted by several previous studies show that organizational culture and work environment have a positive effect on employee retention. In line with this, previous research suggests that green HRM and organizational culture have a positive effect and significantly influence employee retention.

PT. Hutan Sawit Lestari (HSL) is one of the oil palm plantation companies in East Kotawaringin Regency. PT. Hutan Sawit Lestari Unit I has a land area that can be converted for oil palm plantations of 7,307 Ha. Planting of oil palm plantations began in 2006 covering an area of 3,000 Ha and in 2007 covering an area of 1,860 Ha. In 2021 PT. Sustainable Palm Oil Forest Unit I has produced 160,761 tons of Fresh Fruit Bunches (FFB).

Based on data recorded at PT. Hutan Sawit Lestari Unit I, shows that there is fluctuation or instability in the number of harvesting employees. During the last two years the company experienced quite significant turnover from 2020 to 2022. This turnover caused the company's performance to decline. This decrease in the number of Harvest employees has also had an impact on the decline in harvest yields over the last three years. From previous research and phenomena, this research aims to determine the influence of Green HRM and Organizational Culture on Performance with Change Management as a Mediating Variable at PT. Hutan Sawit Lestari Unit I in East Kotawaringin Regency, Central Kalimantan Province.

2. Literature Review

Research in the field of human resources in following public demand for services, by applying the theory of planned behavior (TPB) requires effective and efficient HRM strategies (Ajzen, 2020). Several studies state that performance in public services can provide an illustration of improving Green HRM, change management and effectiveness, so this is explained below.

2.1 Theory of Planned Behavior

Planned behavior theory is an improvement on reasoned action theory. Reasoned action theory has scientific evidence that the intention to carry out certain actions is caused by two reasons, namely subjective norms and attitudes towards behavior (Fauzi et al., 2022). Several years then, Ajzen (1988) added one factor, namely individual perceived behavioral control. The existence of these factors changes reasoned action theory into planned behavior theory. TPB theory because there are no obstacles to behavior in carrying out good work in improving self-quality (AL Ziadat, 2015). Someone who has a positive attitude towards investing in shares, has support from people around him and has a perception of ease because there are no obstacles to investing in shares, then a person's intention to invest in shares will be higher. Attitudes towards behavior and attitudes towards behavior are tendencies to respond to things that are liked or disliked about an object, person, institution or event (Ajzen, 1991). Attitude towards behavior is considered the first variable that influences behavioral intention. When an individual appreciates the positiveness of an action, he has the will to carry out a certain action. Views about a behavior are influenced by beliefs (behavioral beliefs) as a result of the behavior carried out. Individual beliefs include beliefs strength and outcome evaluation. Views on behavior are believed to have a direct impact on the will to behave which is then affiliated with perceived behavioral control and subjective norms (Rizzo & Columna, 2020).

2.2 Green HRM

Green Human Resource Management (Green HRM) is a human resource management approach that integrates environmentally friendly practices into HRM policies and processes to support environmental sustainability in organizations (Ahmad, F. et al., 2023). The main goal of Green HRM is to promote environmental awareness and responsibility among employees, reduce the company's negative impact on the environment, and help companies achieve long-term sustainability (Shahzad et al., 2023).

Some of the main practices in Green HRM include: Green Recruitment, attracting and recruiting

employees who care about environmental issues and have values that are in line with the company's sustainability goals. Green Training and Development, providing training to employees on environmentally friendly practices and how they can apply them in their daily work. Green Performance Appraisals assess employee performance based on their contribution to the company's sustainability goals, including how they reduce waste, save energy, or support other environmental initiatives (Dumont et al., 2017). Green Compensation and Rewards, providing incentives and rewards to employees who demonstrate commitment and real action in supporting environmentally friendly practices. Green Work Policies and Practices, implementing policies and procedures that support a sustainable work environment, such as the use of energy-saving technology, recycling and reducing paper use (K, 2023).

By adopting Green HRM, companies can not only improve their image and reputation as environmentally responsible organizations, but can also achieve better operational efficiency and reduce costs through better resource management. In addition, Green HRM can increase employee engagement and satisfaction, because many employees today are more interested in working for companies that care about environmental and social issues.

2.3 Organizational Culture

Organizational culture is defined as norms, values, assumptions, beliefs, philosophy, organizational habits, and so on that are developed over a long time by the founders, leaders and members of an organization which are socialized and taught to new members and applied in organizational activities in producing products. (Assoratgoon & Kantabutra, 2023) serve consumers, and achieve organizational goals. Organizational culture as a concept can be a means of measuring the suitability of an organization's vision and mission (Nguyen et al., 2023). Culture can be manifested in the form of norms, behavior and values that may not have been explicitly articulated. Corporate culture shapes the way people act and interact in an organization, including a corporate culture that has a vision, mission and goals. Culture can be defined as a pattern of basic assumptions of corporate goals, subsequently discovered or developed by a particular group, such as learning to overcome problems in external adaptation and internal integration, which has worked quite well (Wijethilake et al., 2023). Organizational culture can be effectively implemented in a company if it starts from top management and is outlined in work procedures to be considered valid and, therefore, must be taught to new members as the correct way to understand, think and feel in relation to the company's culture and goals, including in facing problems (Magsi et al., 2018).

The four characteristics of organizational culture in the variable indicators are as follows: (1) Engagement: effective organizations empower their people, build their organizations around teams, and develop human capabilities at all levels (Shiferaw et al., 2023). Executives, managers, and employees are committed to their work and feel that they own a part of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the organization's goals.

(2) Consistency: Organizations also tend to be effective because they have a "strong" culture that is highly consistent, well-coordinated, and well-integrated. Behavior is rooted in a core set

of values, and skilled leaders and followers reach agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a shared mindset and a high level of conformity. (3) Adaptation: Ironically, the best integrated organizations are often the most difficult to change. Internal integration and external adaptation are often in conflict. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have the ability and experience to create change. Their systems are constantly changing thereby enhancing the collective ability of organizations to deliver value to their customers.

(4) Purpose: Successful organizations have clarity on purpose and direction that defines the organization's strategic goals and objectives, and expresses a vision of how the organization will look in the future. When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture. In organizational culture there are also cultural components. However, researchers will only take the components of organizational culture put forward by an expert.

Previous opinions stated that there are three main components in organizational culture. These models are: 1. Observable Artifacts, 2. Espoused Values, 3. Basic Understanding Assumptions. Organizational culture is a commonly held belief, attitude and value that arises in an organization, stated more simply, culture is the way we do things here.

2.4 Change management

Management of change from employees in the world of work also requires attitudes, such as: (1) Intelligence in carrying out work, namely attitudes, ability to think, understand ideas broadly about various knowledge, and solve various problems that can help an employee when they encounter problems that occur in the work environment (Phillips & Klein, 2023). (2) Creativity in completing work, namely the attitude of a person's ability to find ideas in a unique form that they do not yet have or are different from others. An employee's creative attitude cannot develop by itself, but the thought of creating something new comes from their environment. (3) namely the attitude of a person's ability to obey regulations, such as an employee who obeys work regulations at the company or institution. (4) Interacting with the work environment through work and communication, attitude, a person's ability in relationships, to communicate smoothly, to build friendships and to be able to work well with customers or clients (Gutiérrez-Iñíguez et al., 2023).

Change management requires soft skills that cover a spectrum of abilities and characteristics of employees in producing work creatively in working effectively and efficiently, such as self-awareness aimed at knowing the situation, being trustworthy by customers, having a conscience, being able to adapt to society, thinking critically, taking the initiative, empathetic, self-confident, integrated in authority, self-control, organizational awareness, friendly, influential in daring to take risks, able to solve problems, has leadership spirit and has time management (Idogawa et al., 2023). Change management has skills that can show the values, character, and practices of an organization in improving employees' abilities to meet high work demands. It can be done in several ways, namely: Control, namely giving employees the

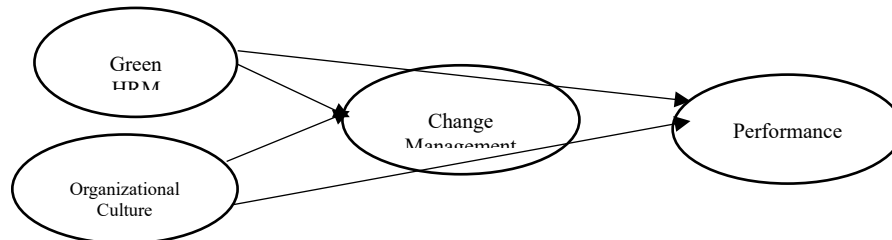
authority to control decisions regarding how they do their work. Strategy or vision is offering employees a vision and direction that makes them committed to working hard. The work challenge is to provide employees with work stimulation that can develop new skills. Collaboration and teamwork is forming a team to do a job. Work culture is building an environment and atmosphere that is open, interesting, fun and full of appreciation (Harrison et al., 2021).

2.5 Performance

Performance is a benchmark in determining employee success, so it is necessary to assess employee performance (Hooi, 2019). Employee performance assessment is the process of observing someone's work implementation, through the results of these observations a decision can be made regarding their success or failure at work. Employee Performance Management is a sequence of activities designed to ensure that the organization obtains the required employee performance from employees. Performance management is a systematic process for improving organizational performance by developing individual and team performance, defining employee performance management as a process of measuring and generating feedback regarding employee contributions to the organization (Blom et al., 2022). Performance is the result of a person's efforts which are achieved through abilities and actions in certain situations. So it can be said that work performance is the result of the relationship between effort, ability and task perception. Effort is the result of motivation which shows the amount of energy (physical or mental) used by an individual in carrying out a task. Meanwhile, ability is an individual characteristic that is used in carrying out a job. Abilities usually cannot be directly influenced in the short term. Furthermore, task perception is an indication of where individuals believe that they can realize their efforts at work. According to Robbins (2016), performance is a result achieved by workers in their work according to certain criteria that apply to a job. According to Dessler (2017), performance is defined as work performance, namely the comparison between real work results and established work standards. Thus, performance focuses on the results of the employee's abilities and skills (Glaister et al., 2018).

Conceptual Framework. The conceptual framework in this research was compiled from previous empirical studies which had a significant positive influence (Nahan et al., 2019) on Green HRM (Work Skills Behavior, Work Creativity based on the work environment, Relationships with employees), change management variables (Work environment, Work Initiative, Compliance with Rules, Work Integrity) and Organizational culture (Excellent Service, Work Attitude, Work Quality and Timeliness) in improving performance (Assessment, Observation, Knowledge and Work Performance). The indicators in each variable have the aim of improving performance which was carried out using a questionnaire on 50 respondents as employees for a minimum of 2 years. Based on the variables in the research indicators, the research conceptual framework is described as follows:

Figure 1. Research Conceptual Framework



3. Research Method

The research instrument consists of independent, dependent and mediating variables and was carried out on 50 respondents according to the research criteria. Test analysis using smart PLS 3.0 which initially looks at the outer loading indicator value > 0.7 (Christa & Kristinae, 2021). The measurement for hypothesis testing is a causal relationship with t-test results > 1.96 (t-table) and significance > 0.05 in hypothesis testing.

4. Finding and Discussion

Based on a questionnaire from 50 respondents and the results of data analysis, it can be seen from the outer loading table that the results of all indicators are > 0.7 , meaning they meet the statistics and are valid. Furthermore, the reliability and validity results of Cronbach alpha > 0.7 and Composity reliable value > 0.8 , these results state that the data is reliable (Kristinae et al., 2020), meaning that further tests can be carried out.

Table. 1 Construct Reliability and Validity

Variable	Cronbach's Alpha	Composity Reliable	AVE
Green HRM	0.846	0.907	0.764
Change Management	0.803	0.884	0.718
Organizational Culture	0.765	0.865	0.682
Performance	0.886	0.921	0.746

After analyzing the Smart PLS 3.0 application, based on the results of outer loading > 0.7 , the variable role value shows each relationship in the inner model in Figure 2 of the research results, to answer the following research hypothesis.

Figure 2. Research Results

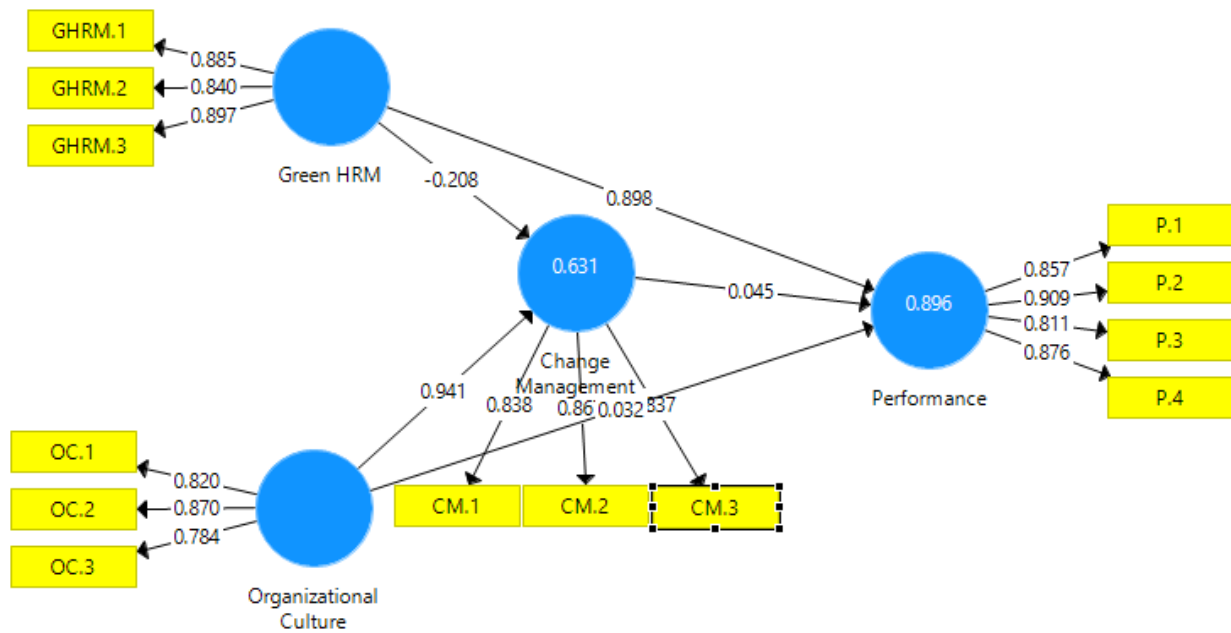


Table 2. Research Result (Path Coefficients)

Hypothesis	Original Sample	Standart Deviasi	T-statistic	P-Value	Results
Green HRM → Performance	0.898	0.105	4.494	0.000	Significant
Green HRM → Change Management	-0.208	0.171	1.220	0.112	Not Significant
Change management → Performance	0.045	0.037	0.709	0.239	Not Significant
Organizational Culture → Performance	0.032	0.035	0.571	0.351	Non Significant
Organizational Culture → Change Management	0.941	0.948	7.387	0.000	Significant
Green HRM → Change	0.519	0.093	4.521	0.000	Significant

Hypothesis	Original Sample	Standart Deviasi	T-statistic	P-Value	Results
Management → Performance					
Organizational Culture → Change Management → Performance	0.478	0.171	3.562	0.000	Significant

In the results of hypothesis one (H1) the effect of Green HRM on Performance is 89.8%. This means that the role of Green HRM with indicators of work skills, creativity and employee work relations is very important in improving performance. The results were also declared positive from the t-test results (t-statistic) of $4.494 > 1.96$ and significant from the p-value of $0.000 < 0.05$. The results of Hypothesis 2 (H2) show that the effect of Green HRM on change management is -20.8%. This means that the role of Green HRM is not able to encourage change management for a conducive work environment system, encourage work initiatives, comply with work rules. The results of the questionnaire test show a negative relationship between Green HRM and change management from the t-statistic test results of $1.220 < 1.96$ and significant from the p-value $0.112 > 0.05$.

The results of hypothesis 3 (H3) The influence of change management on performance of 4.5% shows that it has not been able to directly encourage excellent service, work attitudes, work quality and timely employee performance. The insignificant effect is proven by the t-statistic value of $0.571 < 1.96$ and significant from the p-value of $0.351 > 0.05$. Hypothesis 4 (H4) The influence of organizational culture on performance of 3.2% shows that it has not been able to directly encourage excellent service, work attitudes, work quality and timely employee performance. The influence of a positive relationship is proven by the t-statistic value of $0.571 < 1.96$ and is significant from the p-value of $0.351 > 0.05$. But in hypothesis 5 (H5) the organizational influence on performance is 94.1% and there is a positive and very large relationship from the t-statistic value of $7.387 > 1.96$ and significant from the p-value of $0.000 < 0.05$, this shows that developing a good organizational culture is a solution to improving employee performance in a company, one of which is improving employee consistency in working. The research results show that there is a positive and significant influence of organizational culture on performance. from organizational culture is able to encourage performance from the results of PT Hutan Sawit Lestari. These results can be input for companies to improve effective systems to encourage performance.

In hypothesis 6 (H6) the mediating role of effectiveness in the relationship between Green HRM and performance is positive and plays a big role seen from the influence of 51.9% and the t-statistic value of $4.521 > 1.96$ and significant from the p-value of $0.000 < 0, 05$. This means that the mediating role of change management in the Green HRM relationship to encourage

performance is very good. Furthermore, the second mediating role in this research is change management in hypothesis seven (H7), namely the role of change management in the relationship between organizational culture and performance. The results have a role of 47.8% and are positive from the t-statistic value of $3.562 > 1.96$ with a value of significant $0.000 < 0.05$. These results show the very important role of change management in its indicators: work environment, work initiative, obeying rules and work integrity in Green HRM to improve performance with indicators of work skills, work creativity and relationships at work.

5. Conclusion

Public services in the field of management require human resource management skills from Green HRM which are very important based on TPB theory that attitudes towards behavior can influence work skills, work relationships, work creativity. Furthermore, the role of change management can be a driver of performance and mediation in increasing the effectiveness of public services and improving performance. These results are also based on the TPB theory in harmony where Green HRM can provide beliefs strength and outcome evaluation. These results provide the implication that to encourage the effectiveness of public services in improving performance requires Green HRM and change management. So that the results can support productivity, capabilities, work environment management.

The important role of Green Human Resource Management (Green HRM) in the PT Hutan Sawit Lestari, includes several aspects that are very crucial to achieving sustainability and operational efficiency. Following are some of the main roles of Green HRM:

- Increasing Environmental Awareness and Culture, Green HRM helps increase employee awareness of environmental issues and the importance of sustainability. This helps build an environmentally conscious organizational culture, which in turn encourages environmentally friendly behavior at all levels of the company.
- Reduce Environmental Impact, By implementing environmentally friendly practices, such as reducing energy use and waste, companies can reduce their carbon footprint. This not only helps the environment but can also reduce long-term operating costs.
- Improving Company Reputation and Image, Companies that adopt Green HRM can improve their image and reputation in the eyes of the public, consumers and stakeholders. A good reputation as an environmentally responsible company can be a significant competitive advantage.
- Attracting and Retaining Talent Many employees, especially from the younger generation, are more interested in working for companies that demonstrate a commitment to sustainability and social responsibility. Green HRM helps attract new talent and retain existing employees by providing them with a work environment that aligns with their personal values.
- Increase employee engagement and satisfaction. Employees who work in companies that care about the environment tend to be more involved and satisfied with their work. Green HRM can increase employee engagement through participation in environmental initiatives and sustainability programs.

- Encouraging Innovation and Operational Efficiency, Green HRM practices often encourage companies to seek new and innovative ways of managing resources. This can include developing more sustainable products and services, as well as improving operational efficiency through reduced waste and better use of energy.

- Meet Regulatory Compliance, Many countries and regions have strict environmental regulations. Green HRM helps companies comply with these regulations and avoid fines and sanctions, while demonstrating their commitment to sustainable business practices.

Improving Long-Term Financial Performance, By reducing operational costs through energy efficiency and waste management, as well as improving the company's reputation which can attract more customers and investors, Green HRM contributes to improving long-term financial performance.

Thus, Green HRM plays a key role in helping PT companies. Sustainable Palm Oil Forests in East Kotawaringin, Central Kalimantan-Indonesia are becoming more sustainable, efficient and competitive in a market that is increasingly concerned with environmental and social issues.

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